

Report of Cabinet

4 July 2005

Cabinet Members:

*Cllr Brian Salinger (Chairman)

Councillors:

* Fiona Bulmer	* Anthony Finn BSc	* John Marshall
* Melvin Cohen, LL B	Econ FCA	* Matthew Offord
* Katia David BSc	* Mike Freer	* Kanti Patel M BEng
MBA JP	* Christopher Harris	MCIQB FFB MCMI
	BA BSc MPhil	

* denotes Member present

\$ denotes Member absent on Council business

1. **YOUTH JUSTICE PLAN (Report of the Cabinet Member for Children – Agenda Item 9):**

Cabinet considered the attached report of the Cabinet Member enclosing the draft Youth Justice Plan 2005/06.

Because the Youth Justice Plan was a statutory plan reserved for approval by full Council, Cabinet, for the reasons set out in the Cabinet Member's report

RESOLVED TO RECOMMEND – That the attached annual Youth Justice Plan 2005/06 be approved for submission to the Youth Justice Board

AGENDA ITEM: 9 Page nos. 31 – 35 (& separate enclosure)

Meeting	Cabinet
Date	4 July 2005
Subject	Youth Justice Plan 2005-2006
Report of	Cabinet Member for Children
Summary	The attached plan is submitted for approval by Cabinet and full Council prior to submission to the Youth Justice Board.

Officer Contributors	Kate Malleson, Youth Offending Service Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Youth Justice Plan 2005-2006 (separately circulated)
For decision by	} Council
Function of	
Reason for urgency/exemption from call-in (if appropriate)	N/A

Contact for further information: Kate Malleson, 020 8359 5535

- 1. RECOMMENDATIONS (FOR REFERENCE TO FULL COUNCIL)**
 - 1.1 That the attached annual Youth Justice Plan be approved for submission to the Youth Justice Board**
- 2. RELEVANT PREVIOUS DECISIONS**
 - 2.1 The Youth Justice Plan 2002-2005 (2004-2005 update) was approved on 22nd March 2004 and referred to full Council for submission to the Youth Justice Board.
- 3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**
 - 3.1 Tackling Crime is of one the Council's five key priorities.
 - 3.2 The Council's Local Public Service Agreement with the Government includes a target to reduce re-offending by 10-17 year olds by 8% by January 2006.
 - 3.3 There is also a key target for the reduction of youth re-offending within the Safer Communities Strategy 2005-2008 which is a reduction of 5%.
 - 3.4 A further significant target concerns the reduction of first time entrants to the criminal justice system which contributes to the wider prevention agenda.
- 4. RISK MANAGEMENT ISSUES**
 - 4.1 Youth Justice Board grants will continue to be paid on receipt of an acceptable plan and performance information. Criteria for the plan being judged acceptable include that it is submitted to the Youth Justice Board by 30th June 2005, having been approved by full Council and containing the appropriate Chief Officer signatures. The Youth Offending Service (YOS) Manager has negotiated with the Youth Justice Board an agreement to submit a cleared draft plan after the Cabinet Meeting on 7th July with its signing-off after full Council on 13th September 2005. This target date must be achieved in order to secure grant funding.
- 5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**
 - 5.1 Staffing implications, workforce development and training plans are detailed in the Plan.
 - 5.2 The YOS is operating at full capacity in terms of accommodation.
 - 5.3 Possible changes to the ICT infrastructure are being considered at present.
 - 5.4 The YOS budget has been increased by £36,000 to fulfil its statutory obligation to provide appropriate adult services.

6. LEGAL ISSUES

- 6.1 The Youth Offending Service is a statutory service under the terms of the Crime and Disorder Act 1998.
- 6.2 The Youth Justice Plan is required by section 40 of the Crime and Disorder Act 1998.

7. CONSTITUTIONAL POWERS

- 7.1 The Constitution reserves the approval of this Plan to full Council.

8. BACKGROUND INFORMATION

- 8.1 The attached plan is this year's Youth Justice Plan 2005-2006. The planning requirements for the new financial year build on previous guidance and requirements and explicitly bring together the different aspects of the Youth Justice Board's performance management framework for Youth Offending Teams. This is a statutory plan requiring approval of full Council. It is drafted in prescribed form, and requires the YOS to plan its activities around 15 delivery themes. In addressing these individual themes the plan draws together work in hand to deliver against the YJB's key performance indicators and key elements of effective practice. The Plan is designed to act as a business plan and to consolidate performance data submitted quarterly to the Youth Justice Board.
- 8.3 The planning guidance makes reference to the Comprehensive Performance Assessment process and the contribution youth justice Performance will be making to this process through the Joint Area Review arrangements.
- 8.4 The information provided within the plans will be used by the Youth Justice Board in a number of ways including:
 - Comparative analysis between YOTs – e.g in relation to resourcing levels
 - An overview of the delivery challenges facing YOTs across England and Wales
 - As a basis for the YJB's Regional Managers and Performance Monitors to engage with YOTs on a performance improvement agenda, including support for the delivery of actions within plans and reviews of progress against actions
- 8.5 The report includes an update against government targets and the governance and planning arrangements. Key points are:

- A sustained improvement in performance moving from 122nd place in the YJB's performance league table to 77th place at the end of 2004
- A reduction in recidivism between re-offending cohorts tracked over 24 months
- The integration of the Youth Offending Service into the Children and Families Division
- The reconfiguration of the YOS steering group into a Management Board reflecting a change of role to that of performance managing the prevention of youth crime agenda and ensuring the local delivery of the statutory principal aim to prevent offending by children and young people
- The Chair of the YOS Management Board "Youth Justice Matters" is the Head of Children's Services and is a member of both the Safer Communities Board and the Children and Young People's Strategic Partnership Board, thus ensuring consistency between the criminal justice and children's services agendas
- The Effective Practice Quality Assurance Process has identified evidence-based improvements in practice particularly in relation to parenting interventions, assessment, planning, interventions and supervision, education, training and employment and the delivery of final warnings

8.6 The coming year will see an increased focus on:

- Improving performance in relation to increasing the numbers of young offenders into education, training and employment. Nationally, as well as locally, this has been a considerably challenging target for Youth Offending Services
- A reduction in the number of remands into custody and custodial sentences.
- The quality of parenting interventions
- An overarching theme of "life on the streets" which considers young people as both victim and perpetrator. This latter theme encompasses anti-social behaviour as it applies to children and young people. In terms of preventative measures, with funding from the Children's Fund, the Youth Inclusion and Support Panel in the YOS will aim to reduce the number of first time entrants to the youth justice system by identifying young people aged 8-13 years at risk of offending, assessing their needs, and developing an individual support plan to address those needs and, with partners, delivering a diversionary service.

8.7 Another significant focus in the coming year concerns actions arising out of the race audit.

9 LIST OF BACKGROUND PAPERS

8.1 None.

BT: HG

DRAFT



Youth Justice Plan

2005 – 2006

DRAFT

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A. SUMMARY

Key objectives for the forthcoming year:

Barnet Youth Offending Service has consolidated improved performance over the last year and successfully established a platform for youth justice that embraces national and corporate priorities for community safety and high quality services to individual children and their families.

Key achievements in 2004-05 include:

- Improved performance: the service moved up from 122 to 77 in the Youth Justice Board's Performance League Table at the end of 2004. Performance as compared to Boroughs with similar demographic characteristics shows a sustained upward trend.
- Reduction in re-offending: performance, although unconfirmed at the time of writing, indicates a reduction in the recidivism of the 2002 cohort tracked over 24 months (28.8%), compared with the 2001 cohort tracked over the same number of months (32.5%).
- The LPSA target of reducing re-offending by 10-17 year olds by 8% in January 2006 is on track.
- Full integration into the Children & Families Service has been achieved providing a clear platform from which to develop, articulate and implement a clear strategic vision for children and criminal justice in Barnet
- Improved governance: terms of reference for the management of the Youth Offending Service have been strengthened. A new Board, Youth Justice Matters, is chaired by a chief officer reporting to both the Safer Communities Board and the Children and Young People's Strategic Partnership Board. This has ensured that both the criminal justice and children's services agendas are joined. New terms of reference include a robust focus on performance management. A senior level of membership, together with regular and committed attendance by all partners is delivering improved outcomes for children and young people who offend or who are at risk of offending in Barnet. The programme of work has included detailed analysis of performance information, the mapping of the Youth Offending Service and partner agencies' KPIs, a review of critical success factors for effective partnership working and partner engagement in delivering improvement.
- A positive Effective Practice Quality Assurance inspection highlighted significant improvement in the delivery of interventions in Final Warnings. Assessment, planning, interventions and supervision have also improved as has parenting work. In relation to education, training and employment, performance has remained stable and a comprehensive action plan is in place to drive this up over the next year.
- Completion of a Race Audit and action plan which will be monitored by the Youth Justice Matters board

Key objectives for 2005-06:

- Improve Education, Training and Employment (ETE) opportunities
- Reduce the number of remands into custody and custodial sentences
- Improve the number and quality of parenting interventions.
- Contribute and positively influence the “life on the streets” agenda, which considers young people both as victim and perpetrator. This theme encompasses anti-social behaviour as it applies to children and young people and close partnership work across both criminal justice and children’s services is in place to address this problem.
- Prevent offending: in response to the Prolific and Priority Offender Strategy, a small number of young people will be the focus of attention by police under the Catch and Convict strand. A second group of young people, regarded as potentially the next generation of prolific and priority offenders, are being targeted for a premium service under the Prevent and Deter strand.
- Enhance early intervention and prevention: the Youth Inclusion and Support Panel is targeting an even younger group of children and young people who have been identified as being at risk of offending together with those who are not yet in contact with the criminal justice system.

B. LOCAL PLANNING ENVIRONMENT

Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:

- The Youth Offending Service is located within the Children and Families Service of the local authority.
- The Children and Young People's Strategic Partnership Board (CYPSPB) brings together representatives of all services with responsibility for children and young people in Barnet. Barnet is aiming to have a common approach to children's services planning from April 2005.
- The vision of Barnet's Safer Communities Board (SCB) is to make people in Barnet feel safe through tackling crime and communicating the facts about crime and what is being done to improve people's safety. Young people in the community are one of the strategic priorities of the Safer Communities Strategy 2005-2008.
- Youth Justice Matters is the Youth Offending Service Management Board, Chaired by the Head of Children's Services, who is a member of both the CYPSPB and the SCB. A presentation is made bi-annually to both Boards which ensures effective linkages between the children's and criminal justice agendas.
- The Youth Offending Service Manager is a member of the Local Criminal Justice Board.

How the objectives and priorities of other agencies complement or conflict with the YOS's goals:

- The mapping of YOS and partner agencies' key performance indicators and where these either constrain or conflict with one another has formed part of the work programme of Youth Justice Matters and will continue to do so during the coming year. This work complements work being undertaken by the Youth Justice Board and the exercise has been conducted in partnership with one another.
- Close partnership work will be key to successful outcomes where priorities and targets appear to compete.

Actions that will take place in the next year to enhance engagement at a strategic level with these other partners

- Ongoing work to increase understanding of partner agencies' regulatory environment – targets, priorities and sources of funding – will help identify the benefits of partnership and secure partner engagement.
- Detailed analysis of performance information and the provision of hard evidence will be a feature of the strategic planning environment e.g. of cases where statutory services have not been provided or examples of how effective partnership work can overcome obstacles
- Continuing to review the partnership against the critical success factors for effective partnership-working as provided in the Youth Justice Board Guidance "Sustaining the Success"

The drawing-up and signing of formal agreements/protocols between partner agencies covering aims and objectives, funding issues, monitoring and review, and dispute resolution together with an explicit focus on implementation arrangements and with periodic reviews. This will ensure the partnership has a formal foundation and can withstand changes of personnel in key positions and partner engagement in delivering improvement

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

Role and Composition of Management Board “Youth Justice Matters” and frequency of meetings

- To corporately performance manage the prevention of youth crime agenda and to ensure the local delivery of the statutory principal aim to prevent offending by children and young people
- To report performance bi-annually to both the Safer Communities Board and the Children and Young People’s Strategic Partnership Board to inform strategic planning decisions aimed at preventing youth crime
- The Chair of the Management Board is the Head of Children’s Services and is a member of both Boards ensuring consistency between the criminal justice and children’s services agendas
- To ensure the existence of an appropriate support infrastructure provided by all partner agencies
- To ensure delivery of the Youth Justice Plan locally
- To ensure provision of appropriate training and development opportunities for Youth Offending Service staff
- To ensure adequate resourcing of the Youth Offending Service with appropriate contributions by all partner agencies
- To ensure that young offenders or those at risk of offending are able to access mainstream services
- To provide management oversight to a discrete Youth Offending Service which is positioned appropriately in relation to the criminal justice system and children and young people’s services
- To ensure that aggregated ASSET data is used to improve the joint planning and commissioning of local services
- To ensure members have the seniority to make decisions, exercise strategic oversight and have the ability to influence the commitment of resources to the Youth Offending Service or the wider youth crime prevention agenda.
- The group meets bi-monthly.

Strategic Vision:

Achievement of improved outcomes for children and young people who offend, prioritising the following three areas:

- Education, Training and Employment
- Parenting Interventions
- Minimising the Use of Custodial Remands and Sentences.

An over-arching theme is that of life on the streets for young people as both victim and perpetrator, including anti-social behaviour.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Paul Fallon	Children and Families	Head of Children's Services and Director of Social Services	White	Male
Flo Armstrong	Connexions and Youth Service	Head of Youth Service and Connexions	White	Female
Emma Baatz	Children and Families	Divisional Manager Family Support Division	White	Female
Alison Corcoran	London Borough of Barnet	Principal Education Social Worker	White	Female
Peter Fernandez	Safer Communities Team	DAAT Co-ordinator		Male
Philip Halsey	Police	Chief Inspector		Male
Nigel Hamilton	London Borough of Barnet	Head of Housing Services	White	Male
Judy Mace	Barnet Primary Care Trust	Assistant Director – Children and Young People's Services		Female
Tom Morrissey	Street Enforcement Service	Street Enforcement Service Manager		Male
Dr. Christine Pincott	Barnet Youth Court	Chair of Youth Panel	White	Female
Dr. Lynette Rentoul	CAMHS	Consultant Clinical Psychologist and Head of Child and Adolescent Clinical Psychology		Female
Abdul Sabban	Children, Young People & Families Network	Co-ordinator	Samali	Male
Peggy Sharpe	Inclusive Play Opportunities Project	Co-ordinator		Female
Raina Sheridan	Children's Fund	Programme Manager		Female
Kate Smith	Probation Service	Senior Probation Officer		Female
Kate Malleson	Youth Offending Service – Children & Families	Service Manager	White	Female
Linda James	Youth Offending Service – Children & Families	Deputy Service Manager	White	Female

Table B: Composition of Children & Young People's Strategic Partnership Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Sheila Abbott	Brookland Infant School	Head Teacher		Female
Dr. John Bentley	Barnet Primary Care Trust	Clinical Director		Male
Dr. Mark Berelowitz	Royal Free Hospital	Consultant Child & Adolescent Psychiatrist		Male
Dadia Conti	Inclusive Play Opportunities Project	i-pop Co-ordinator	Mixed race	Female
Paul Fallon	London Borough of Barnet	Head of Children's Services and Director of Social Services	White	Male
Bernie Flynn	Barnet & Chase Farm Hospitals – NHS Trust	Service Manager – Women & Children's Division		Female
Helen Gardiner	London Borough of Barnet	Principal Accountant	White	Female
Julie Hawkins	Barnet Voluntary Service Council	Chief Executive		Female
Judith Mace	Barnet Primary Care Trust	Assistant Director – Children & Young People's Services		Female
Jane Lithgow	BEH Mental Health – NHS Trust	Director of Child & Adolescent Mental Health		Female
Ifeoma Ojingwa	Barnet African Health Organisation			Female
Gillian Palmer	London Borough of Barnet	Head of Education & Chief Education Officer		Female
Chief Sup. Mark Ricketts	Metropolitan Police Service	Borough Commander	White	Male
Elaine Runswick	Barnet College/Connexions	Director of Student Support & Partnerships		Female
Hope Yoloye	Livingway Ministries			Female
Jill Stansfield	London Borough of Barnet	Director of Children's Services	White	Female
Julie Williams	Barnet Primary Care Trust	Senior Finance Officer	White	Female

Table C: Composition of Safer Communities Board

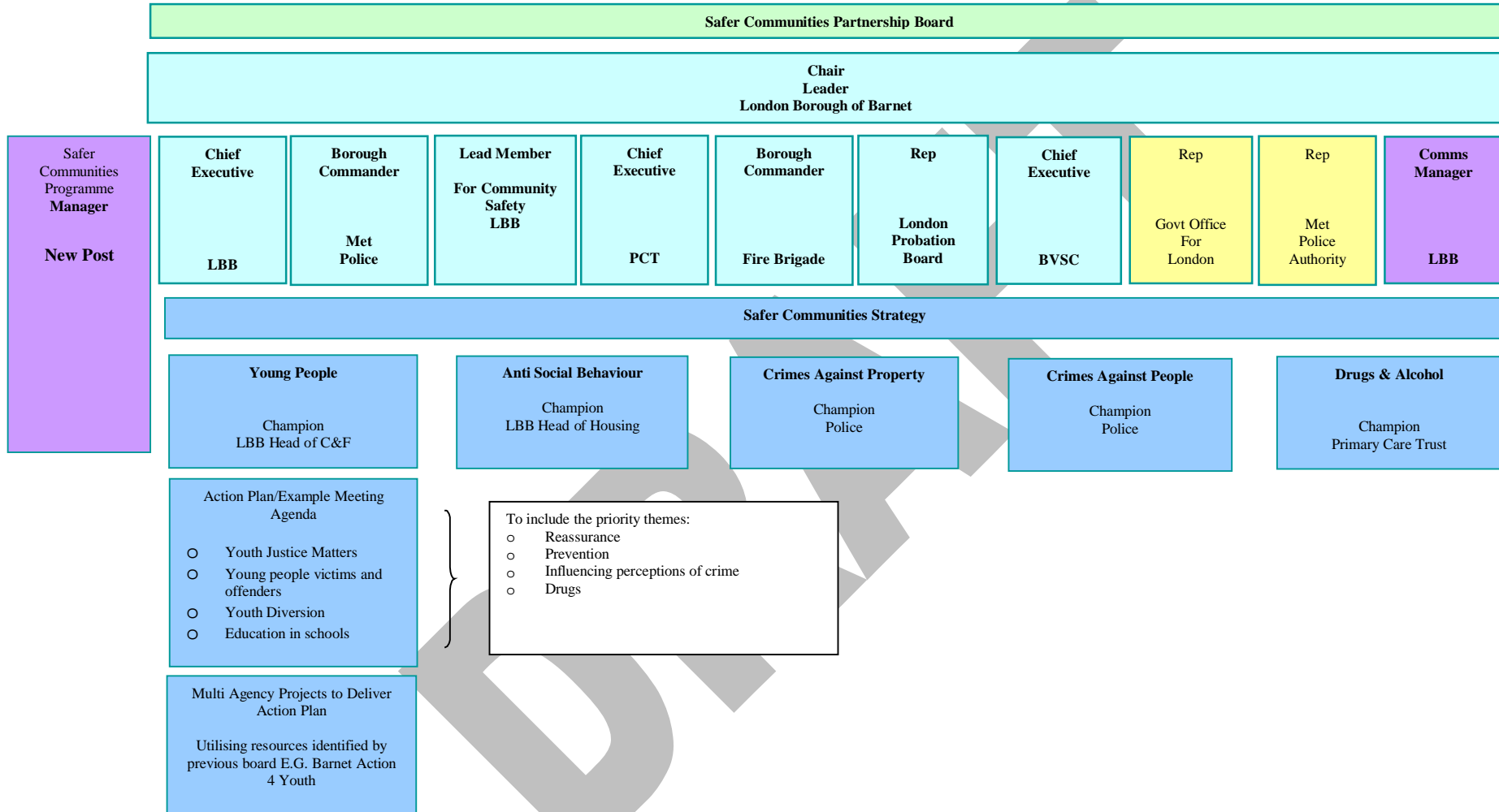
Name	Agency representing	Post in agency	Ethnicity	Gender
Chief Sup. Mark Ricketts	Metropolitan Police Service	Borough Commander	White	Male
Paul Fallon	London Borough of Barnet	Head of Children's Services and Director of Social Services	White	Male
Leo Boland	London Borough of Barnet	Chief Executive	White	Male
Nigel Hamilton	London Borough of Barnet	Head of Housing Services	White	Male
Dominic Wright	Barnet Primary Care Trust	Director of Commissioning/Drugs Champion		
Chas Hollwey	Barnet Primary Care Trust	Chief Executive	White	Male
Julie Hawkins	Barnet Voluntary Service Council	Chief Executive		Female
Sheila Abbott	Brookland Infant School	Head Teacher		Female
Alison Kira	Barnet Action 4 Youth	Project Manager	White	Female
Elaine Runswick	Barnet College/Connexions	Director of Student Support & Partnerships		Female
Nick O'Reilly		Fire Commander		Male
Peter Herbert	MPA member			Male
Robin Parker	London Probation Area	Divisional Manager for Barnet & Enfield	White	Male
Michael Steere	Barnet Magistrates' Court	Bench Legal Manager	White	Male
Jon Shahmah	Community and Police Consultative Group			Male
Alison Dale	Government Office for London		White	Female
CLlr Salinger	London Borough of Barnet	Lead Member		Male

NB

Membership may change in 2005/06 as a result of any restructuring of the partnership arising from the Community Safety Best Value Review.

Safer Communities Partnership Board Structure

This new structure will take effect during the coming year.



C.2 PERFORMANCE AND QUALITY SYSTEMS

Overview particularly looking at performance management and data quality:

PERFORMANCE MANAGEMENT

- Needs analysis and self assessment / certification of CareWorks database to ensure data entered according to national standards.
- Application of counting rules and national standards to procedures within the Youth Offending Service.
- Data management for measuring Youth Justice Board targets and to improve performance within the Youth Offending Service.

ENSURING QUALITY OF PRACTICE

- Asset and pre-sentence report quality assurance monitoring forms (quality assurance by principal practitioners)
- Case discussion in weekly team meeting
- Internal training eg Risk Assessment, Asset completion, Effective Practice Quality Assurance
- Professional Certificate of Effective Practice
- Client and parent/carer feedback
- EPQA assessment
- National Standards Audit
- Race Audit
- Consultation exercise with young people

ENSURING DATA ACCURACY

- Progress monitoring of Asset and completion of education, training and employment information
 - Identifying non-completion of Asset and ETE status (data reconciliation by performance manager)
 - Feedback to staff through supervision and appraisal (follow-up by Principal Practitioners)
- External and internal CareWorks training and individual coaching

C.3 RESOURCES

C.3.1 Financial resources

Overview of financial resources including any particularly significant changes in resources:

- The local authority has increased its contribution to the Youth Offending Service base budget by £36,000 in order to maintain the provision of a professionally managed Appropriate Adult Service for the borough, following the termination of Youth Justice Board funding.
- A successful application to the Building Safer and Stronger Communities Fund has enabled the extension to the end of this financial year, of three posts within the Youth Offending Service – the Information and Performance Manager, the Youth Inclusion and Support Panel diversionary worker, and the YOS officer post responsible for putting a “safety net” around the reoffending cohort.
- Funding of £8,000 arising out of the Prolific and Other Priority Offender Strategy has enabled the YOS to commission a specifically targeted programme of education, training and employment at those on the Prevent and Deter list.
- Barnet YOS is currently without a Probation Officer secondee although it is provided with a cash contribution which is the equivalent to a Probation Officer salary. This allows the employment of a locum with the YOS, but for a reduced number of hours per week.
- Barnet YOS has a dedicated Connexions PA based within the team.
- Two Positive Activities for Young People key workers are also based within the team. One is attached to the Youth Inclusion and Support Panel, targeting the second group of those young people falling within Prevent and Deter. The other is attached to the YOS and targets those in the first group of young people within Prevent and Deter.
- The Primary Care Trust have agreed to increase the hours of the health practitioner at the YOS by 10 hours per week representing an increased financial contribution of £11,974
- The Primary Care Trust have also agreed to increase the psychologist provision within the YOS by an additional two sessions per week

Table 26: Services planned for the financial year 2005 – 2006

Core activity	Budget expenditure (£)
Preventive services	£272,444
PACE Services	£22,000
Pre-court services	£112,948
Court-based services	£83,513
Remand services	£32,858
Community-based services	£431,255
Through care / after care	£56,816
Other orders	£105,418
Total:	£1,117,251

Table 27: Youth Offending Team Budget Financial Year 2005 – 2006 – Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	£74,000	£5,000		£79,000
Probation		£39,203	£10,100	£49,303
Children's Services	£291,830			£291,830
Connexions	£72,263			£72,263
Health (from Table 27d)	£55,548		£20,000	£75,548
Local Authority Chief Executive				
Additional Funding (from Table 27a)			£549,307	£549,307
Total	£493,641	£44,203	£579,407	£1,117,251

Table 27a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	£182,854
LB Haringey	£16,000
Young People's Substance Misuse Partnership Grant	£37,255
Safer and Stronger Communities Fund	£36,275
LPSA pump priming	£86,000 remaining
Children's Fund	£177,923
Prolific and Other Priority Offender Strategy	£8,000
Communities against Drugs	£5,000
Total (for inclusion in Table 27)	£549,307

Table 27d: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: PCT	£75,548
Source 2:	
Source 3: (etc)	
Total (for inclusion in Table 27)	£75,548

C.3.2 PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

PROGRAMME RESOURCES

- Targets for Change – behaviour modification programme
- Anger Management Programme
- Victim Awareness Programme
- “Go Girls” Self Esteem Programme
- Video Programme Resources – “Prison No Way”, “Fired Up”, “Breaking the Cycle”
- Parenting Programme

SERVICES

- Impact - Young People’s Drug and Alcohol Service
- Mental Health – YOS psychologist, CAMHS, Barnet Adolescent Service, 331 Young People’s Counselling Service
- Supported Accommodation – Safe Start Foyer, Adamson Court, Barbara Langston House, Step Forward, floating support – more planned
- Connexions/Prospects – provides advice and support in relation to education, Training and Employment
- Restorative Justice in Schools
- Positive Activities for Young People – provides one to one support for those identified on Prevent and Deter, ISSP and other high risk cases.
- Driving Standards Agency – delivering a one to one session to those committing motoring offences
- Break Free Mentoring and ETE Project – support into ETE
- Keep It Simple ETE Project – Pre-E2E basic skills for those on Prevent and Deter list
- Basic skills – Barnet College provision.
- Intensive Supervision and Surveillance Programme
- Youth Inclusion and Support Panel
- Appropriate Adult Service
- Referral Order Panel
- Sessional reparation supervisor

C.4 PEOPLE AND ORGANISATION

C.4.1 WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

- The current staffing position is set out in Table 25a.

Diversity considerations:

- The recent race audit has identified some issues which are included in the action plans. (See Appendix C Action Plan 4 – Workforce)

Qualification levels:

- A skills and qualifications audit was undertaken in 2003 which revealed that Barnet YOS staff have qualifications in the following areas: teaching, counselling, management, social work, law and psychology.
- Five members of staff have GSCC registration, and another three are in the process of completing portfolios.
- Six people have, or are in the process of completing the Professional Certificate in Effective Practice (Youth Justice).

Recruitment and retention issues:

- The main difficulty is in recruiting staff to grant funded posts particularly when notification of funding is delayed and staff contracts cannot be renewed until the end of the financial year.
- Barnet Youth Offending Service has recently been successful in attracting 80 volunteer mentors after using the Year of the Volunteer as a catalyst for national advertising.

Table 25a: Staff in the Youth Offending Team (by headcount)

	Managers Strategic	Strategic Deputy Managers	Information & Performance Manager	Principal Practitioner (FT)	Principal practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	1		2		3						7
Fixed Term			1	1		4	2	2				10
Seconded Social Services												
Seconded Probation						1						1
Seconded Police						1		1				2
Seconded Health							2		1	1		4
Seconded Education						1						1
Seconded Connexions						3						3
Seconded Other												
Temporary									12	1	35	48
Vacant								.5				.5
TOTAL	1	1	1	3	0	13	4	3.5	13	2	35	76.5
Gender/Ethnicity												
White Male			1			6			4		8	20
Black Male						1			3		1	6
Asian Male												
Mixed Race Male										1		
Chinese/Other Male												
White Female	1	1		2		4	2	2	4	1	17	34
Black Female				1							6	7
Asian Female						1	1		2		3	7
Mixed Race Female						1	1	1				3
Chinese/Other Female												
TOTAL	1	1	1	3	0	13	4	3	13	2	35	76
Welsh Speakers												

C.4.2 WORKFORCE DEVELOPMENT

Overview of workforce development including volunteers and staff in outsource agencies:

- A training budget is located within the Children and Families Division and the training needs of the Youth Offending Service are incorporated into divisional planning.
- The YOS participates in corporate and divisional training events.
- The team is considering the possibility of Brief Solution Therapy but so far, the cost is prohibitive.
- Training gaps for individual members are identified in supervision and defined in appraisals.
- Appraisals are clearly linked to the YOS key performance indicators. Training is linked to the Effective Practice Quality Assurance framework.
- A Team Practice Development Workshop is planned to improve the quality of ASSET and in particular, risk of harm assessment.
- There is a gap in the provision of specialist management and leadership training as applicable to those in multi-agency settings, as used to be provided by the Youth Justice Board.
- Training for specialist staff is accessed in a variety of ways, either through their own parent agencies, or paid for with grant funding.
- INSET training this year will focus on parenting skills and links to the Effective Practice Quality Assurance parenting theme.
- All volunteers and mentors are trained in restorative justice principles.
- Two members of the team are considering applying for the degree in Youth Justice.
- Four members of staff to do Professional Certificate in Effective Practice
- YISP staff to undertake CareWorks training
- YISP volunteer mentors to undertake training
- Process tracking exercise with staff to improve quality of data and associated training

C.5 PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets:

- Drawing on the Annex to Sustaining the Success on “Effective Partnership Working”, Youth Justice Matters, the YOS management board has undertaken a programme of work which includes the mapping of YOS and partner agencies’ key performance indicators, a review of critical success factors for effective partnership working, and partner engagement in delivering improvement. Some of this work has been carried out in partnership with the Youth Justice Board who are conducting a similar partner agencies’ KPI mapping exercise on a national level. The YJB will be presenting some of their findings at a management board meeting later this year.
- Hard evidence is being used within the partnership to lever resources and identify and remove obstacles where they exist. This is beginning to drive up performance in relation to custodial remands and sentences, and education, training and employment.
- Apparent contradictions between partner agencies’ targets are aired and resolution sought.
- This shared approach to problem-solving and the increased focus on partner agencies’ regulatory environment has improved member’s commitment to the YOS management board which has benefited from nearly full attendance since its reconfiguration in June 2004.
- The YOS is also closely tied into the work of the Children’s Fund through 25% of ring-fenced funding. The YOS Manager is a member of the Children’s Fund Steering Group.
- The YOS Manager is also a member of the Children and Young People’s Drug and Alcohol Network, and the Young People’s Substance Misuse Commissioning Group. These are planning forums for the delivery and commissioning of young people’s substance misuse services and for the performance management of young people’s drug services.
- The YOS Manager is a member of the Connexions Local Management Committee and involved in the commissioning and planning of education, training and employment for the YOS client group.
- Strategic planning with the police takes place through informal meetings with the Borough Commander and at their RAID meetings. This is a partnership forum for performance management and joint problem-solving.
- Community Safety issues are addressed with partners at the Council’s First Stat forum. Again, a forum for partners to engage in performance management and joint problem-solving.
- The Behaviour and Attendance Forum brings together education partners for the purpose of driving key education targets around exclusion and attendance.
- The YOS is fully engaged with partners in the Supporting People agenda and specialist accommodation and support for YOS clients has come to fruition during this past year.

D. OFFENDING AND MINIMISING THE USE OF CUSTODY

PREVENT OFFENDING

Overview: The Youth Inclusion and Support Panel (YISP) became fully operational in July 2004 as a result of successful partner engagement during the developmental stages of the project. 130 children and young people were referred to the YISP during its first six months of operation. All were assessed and offered early intervention to divert them from offending and anti-social behaviour. The impact of this targeted early intervention will be demonstrated during the next year with a reduction in the numbers of first time entrants to the criminal justice system. Referrals will be increased, all assessments will be recorded electronically using ONSET, and the quality of information significantly enhanced. A volunteer mentoring scheme is being developed to provide additional support to those young people identified as being at risk, mental health needs and parenting issues will be a particular focus with specially commissioned support from CAMHS.

Data: Youth Inclusion And Support Panel (YISP)

KPI: 04/05 actual and % against target	130 out of a target of 200 for year. Actual % = 65%
KPI: 05/06 target – new target this year 2% reduction in numbers of first time entrants	367 new entrants

Action plan: Prevention

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Identification/referral of suitable clients. Contribution to joint children's services planning and inspection processes	YISP Co-ordinator YOS Manager	Ongoing		Every Child Matters
Performance and quality systems	Provide quarterly returns for the Children's Fund. Provide annual reports for the Metropolitan Police funded post. To incorporate YISP information in CareWorks Staff to be trained in use of CareWorks	YISP Co-ordinator Information and Performance Manager	Quarterly Annually End May 2005		Children's Fund Plan Policing Plan Joint Area Review YJB Quarterly Returns
Resources	Volunteer mentoring project to be established	YISP Co-ordinator		During establishment of project staff resource is removed from service delivery	

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
People and organisation	Keyworker to undertake PCEP All to receive training in use of CareWorks Volunteer mentors to receive training	YISP Co-ordinator Information and Performance Manager YISP Co-ordinator	March 2006 May 2005 End June 2005	Waiting list for place	HR and Learning Plan
Partnership working	To develop protocols with partners in the delivery of services to this client group in order to increase the resource and provide longer term support	YISP Co-ordinator	March 2006	Resource constraints within partner agencies	Children's Services planning – Common Assessment Framework, Every Child Matters

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INTERVENE EARLY

Overview: This year has produced an enormous improvement in the delivery and quality of final warnings and is described as “remarkable” by the Youth Justice Board’s regional performance monitor in a recent inspection. The YOS has successfully raised the Effective Practice Quality Assurance score from 1 to 3 despite only having one police officer attached to the team. The close and effective links between local police and the YOS, at different levels provide a forum to discuss operational matters while also having a clear escalation route for more strategic issues through the Management Board “Youth Justice Matters” and through regular meetings between the Borough Commander and the YOS Manager. The police officer has been ring-fenced to the team since May 2005 which will increase performance throughout the next year. Nearly all young people eligible for a Final Warning receive a home visit before formal delivery of the warning. This ensures real engagement of the offender and their family in the change process. The quality of assessment has improved and inspection of Final Warnings indicates assessments are at right level. Final Warning Protocol between Youth Offending Service and police has been signed off. The excellent progress already achieved will be consolidated in the coming year.

Data: Final Warnings

KPI: 04/05 actual and % against target	Actual: 41 out of 46 FW with interventions Target: 80% Actual: 89% Target met	EPQA: 03 rating	1
KPI: 05/06 target	80%	EPQA: 05 result	3

Action plan: Early Intervention

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	To review and implement Effective Practice Quality Assurance process	Deputy YOS Manager	Ongoing		EPQA
Performance and quality systems	Quality of Asset including risk.	Police officer	Ongoing	No cover for leave	Assessment, Planning, Intervention and Supervision EPQA

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
	Monitor numbers of Final Warnings to ensure no reduction in numbers	Police Officer	Quarterly return		Race action plan
	Deliver interventions proportionate to individual circumstances. Data inputting training for police officer	Police Officer Information and Performance Manager	Ongoing End May 2005	Out of Borough Final Warnings	Assessment, Planning, Intervention and Supervision
Resources	To increase use of in-house specialists and others as necessary.	Principal Practitioner	Ongoing		Drugs/alcohol; health Policing plan
People and organisation	To monitor ring-fencing of Police Officer to the YOS	Police Officer	Ongoing	Police Officer being used for operational duties	
	Training for police officer – Professional Certificate in Effective Practice and CareWorks	Principal Practitioner	March 2006		HR Learning and Development
Partnership working	To monitor effectiveness of protocol	Deputy YOS Manager	Sept 2005	Change of personnel and shortage of police officers	

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview: This year has seen the borough's Intensive Supervision and Surveillance Programme at full capacity. This has meant that at any one time, six of the borough's most persistent young offenders have been receiving 25 hours supervision and surveillance per week for a period of up to six months. As a result, offending by this small but very challenging group of young people has been reduced in both seriousness and frequency. This robust community supervision has been further enhanced by borrowing additional places from neighbouring partner boroughs as needed. Spot funding has enabled the YOS to commission four extra places in the coming year. The service is commissioned jointly by Barnet, Enfield and Haringey from YAP UK. The quality and timeliness of reports relating to young people has improved, but will continue to be monitored owing to change in YAP UK personnel. Negotiations are currently taking place linking ISSP into Attendance Centre provision for Saturdays thus strengthening weekend supervision. Discussions are also taking place with the Youth and Connexions Service about provision of support at the end of the statutory period of supervision.

Action plan: Intensive supervision

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Identification/referral of suitable clients	Principal Practitioner	Ongoing	Shortage of places	Prolific and Other Priority Offender Strategy Catch and Convict/Prevent and Deter/Resettle and Rehabilitate
	To complete statistical returns	ISSP worker	Monthly		
Performance and quality systems	Quality assurance-paperwork/activities	ISSP worker/Principal Practitioner	Weekly		
	Data returns under Prolific and Priority Offender Strategy	Information and Performance Manager	Monthly		POPO Strategy
Resources	Use of PAYP worker as part of exit strategy	PAYP worker	Ongoing	One PAYP worker	

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
People and organisation	To set up pre E2E project for those on the Prevent and Deter list	Principal Practitioner	June 2005	Limited E2E Difficulty engaging/motivating young people	Education, Training and Employment
	Monitoring of service providers YAP UK and advocates	Deputy YOS Manager	Ongoing	Quality of YAP UK staff/advocates	
Partnership working	Discussions with Youth and Connexions Service to ensure more joined-up targeting of this client group when statutory supervision ends	YOS Manager	September 2005	Resource issues in partner agencies	
	Monitoring of partnership agreement with police for joint working under this theme	Deputy YOS Manager	September 2005		

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REDUCE THE USE OF CUSTODY

Overview: This Key Performance Indicator has been identified by the YOS Management Board as a priority for improved performance. A particularly challenging KPI for Barnet because of the small numbers involved and because it is largely out of the YOS's control and subject to many variables. Micro-level analysis has provided a clear picture of the issues affecting this indicator and a locally devised paper "Managing the Demand for Custody" proposes an action plan to drive forward improvements. This has the approval of the Management Board and will be policy for the coming year. Close partnership work between the Magistrates, Court and the YOS has highlighted those areas which are outside our influence and those which can be affected. There is an increased number of ISSP places now available and negotiations are taking place linking ISSP to Attendance Centre provision on Saturdays. The bail support scheme has been re-launched in the Youth Courts. Enforcement policy and quality control procedures within YOS have been revised. By enhancing the robustness of community penalties, the YOS will increase its influence over the target. A remand management strategy will be developed jointly within the Children and Families Service during the coming year.

Data:

KPI: 04/05 actual and % against target (remand)	Actual: 42 court ordered remand episodes out of 100 remand episodes Target: <=30% Intermediate target: <=45% Actual: 42% Intermediate target met	KPI: 04/05 actual and % against target (custody)	Actual: 35 custodial sentences out of 402 court disposals Target: <=6% Intermediate target: <=12% Actual: 9% Intermediate target met
KPI: 05/06 target* (note: locally negotiated target)	40%	KPI: 05/06 target* (note: locally negotiated target)	6%

Action plan: Reduce the use of custody

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Monitoring at Youth Justice Matters	YOS Manager	Bi-monthly	KPI is largely out of the control of the YOS and involves small numbers	

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Performance and quality systems	PSR case discussion, focus on alternatives to custody where appropriate, quality assurance of PSRs by management	Management team	On going		Assessment Planning Interventions and Supervision (APIS)
	Enforcement procedures	Management team	On going		
	EPQA self-assessment remand management and draw-up remand strategy	YOS Manager	Starts Sept		
Resources	Bail Support packages	YOS Officers	On going	No dedicated BS officer	
	Develop remand fostering provision	YOS Manager	March 2006	Difficulties of dealing with small numbers	Remand Management EPQA process
	ISSP	ISSP co-ordinator	On going	Small number of places	
People and organisation	Quarterly team meetings with focus on reducing custody	Management Team	Ongoing		APIS
Partnership working	Regular Liaison with local courts, Barnet Criminal Justice Group	YOS Manager	On going	This target conflicts with targets/priorities of partners e.g. police and is subject to influences beyond the control of the YOS	

REDUCE RE-OFFENDING

Overview: The YOS has been successful in reducing re-offending by young people since its inception in 2000. The 2002 cohort tracked for 24 months (32.5%) shows a significant reduction of re-offending as measured against the 2001 cohort tracked over the same timescale (28.2%). LPSA funding has provided staff to put a safety net around the offending cohort in this coming year. This means that every young person in the offending cohort, not just those for whom the YOS has a statutory responsibility, is assessed for a possible intervention, either through the YOS or through the YISP. The addition of further ISSP places will benefit this KPI. The Connexions PA based in the Team alongside specialists from other disciplines, allows easy referrals. The focus for the next year will be on priorities identified by the YOS Management Board, particularly on increasing the percentage of young people into education, training and employment (ETE). Improvements in this latter target will have a direct positive impact on the re-offending rates of young people in the borough.

Data:

KPI: 04/05 actual and % against target	Actual for 2002 Cohort tracked for 24 months = 28.8%
KPI: 05/06 target locally negotiated target	Reduction = 8% by March 2006 (LPSA)

Action plan: Reducing re-offending

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Performance reported to Youth Justice Management Board and Safer Communities Board and Children and Young People's Strategic Partnership Board	YOS Manager	Bi-monthly		Community Safety Plan
	Tracking of Local Public Service Agreement to reduce offending by young people by 8%	YOS Manager	March 2006	Measure not entirely within the control of the YOS ie. Policing activity or changes in legislation/counting rules, can influence this data	LPSA
Performance and quality systems	APIS/EPQA – Using risk assessment to target and prioritise interventions	YOS Manager	Ongoing		Swift administration of justice

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
	Tracking system to monitor progress of interventions with regular re- assessment of high risk clients	YOS management team	Monthly		Prolific and Other Priority Offender Strategy
Resources	Two designated cohort officers – to identify cases for additional intervention. (ASSET assessment and any subsequent intervention).	YOS cohort officers	Ongoing	Small part of officers' roles	
	Purchased an additional 2 ISSP places, now have 8 places available	YOS Worker/ Principal Practitioner	Ongoing	Availability of ISSP places	
People and organisation	2 PAYP workers	Connexions/YOS			ETE
	KIS Pre E2E course All YOS staff will use a motivational interview model to maximise individual work	KIS Training/YOS			
Partnership working	Protocols being drawn up with partners to ensure services for YOS client group	YOS Manager	March 2006		

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ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

Overview: This is a joint target with other criminal justice partner agencies. The YOS contribution is in the speedy preparation of pre-sentence reports within national standards timescales. Performance this year has been largely successful, the target having been fully met in quarter 2. The focus in the coming year is to sustain the performance reached in quarter 2. Most delays in preparing PSRs are due to cases being remitted from adult courts to Youth Courts; some are due to longer remand periods given at Crown Courts for more serious offences. Bail support scheme has been re-launched at Youth Court. In the coming year, liaison with the Crown Court will be improved. The increased use of stand down reports by the Youth Court will impact positively and this will be addressed in discussion with Magistrates.

Data:

KPI: 04/05 actual and % against target	<p>Actual: 113 PSRs submitted, 99 of which within national standards timescale.</p> <p>Target: >=90% Intermediate target: >=70%</p> <p>Actual: 88%</p> <p>Intermediate target met</p>
KPI: 05/06 target	90%

Action plan: Swift administration of justice

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Local Criminal Justice Group attended by Deputy YOS Manager	Deputy YOS Manager			
Performance and quality systems	Court Tracker Meeting	Court/YOS	Monthly	Unable to control CPS/court listing delays	
	Court User's Group/Liaison Panel	Court/YOS	Quarterly		
Resources	Principal Practitioners (PP) in youth court weekly	YOS	Weekly		
	PP's responsible for allocation and quality assurance of all court reports	YOS	Weekly	Court may request additional specialist reports	KPI 90% of PSRs completed within NS

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Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Increase use of stand down reports at court to progress speed of sentencing	YOS	Weekly	Recommendation not based on full assessment	
young people given PSR appointments at court, including drug/alcohol and health assessments	YOS	Weekly	Failure to attend	
YOT facilitate that young people return to court for sentencing e.g. reminders, effective bail support etc	YOS	Ongoing	Failure to surrender to court for sentence	
CPS, Police, Court, Solicitors , YAP UK, Appropriate Adult Scheme	YOS			
Continue attendance at Criminal Justice Group and Court forums	YOS Management Team	Ongoing		

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E. ACHIEVING IMPROVED OUTCOMES FOR CHILDREN AND YOUNG PEOPLE WHO OFFEND

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Overview A recent inspection by the Youth Justice Board regional performance monitor confirms that performance in this area has consistently improved during this year. In 2003 the Effective Practice Quality Assurance score was 2 and has now reached the maximum level of 3. There is clear evidence linking the assessment of young people's needs to intervention plans which address those needs. Quality assurance procedures are now a management rather than a practitioner responsibility thereby ensuring consistency. ASSETs are completed electronically in 100% of cases and this KPI has been fully met throughout the year. The focus in the coming year will be on the quality of ASSET information and the Risk of Harm ASSET.

Data:

KPI: 04/05 actual and % against target (ASSET)	Target=95% Actual = 100% Target met	KPI: 04/05 actual and % against target (DTO)	Target=95% Actual = 100% Target met	EPQA: 03 rating	2
KPI: 05/06 target	100%	KPI: 05/06 target	100%	EPQA: 05 result	3

Action plan: Assessment

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Regular review of quality of information	YOS Management Team			
Performance and quality systems	Quality assurance of Asset documents by principal practitioners (including serious harm)	Principal Practitioners (PP)	Ongoing		Asset relates to all performance measures.
	Aggregated Asset feedback	Information and Performance manager	To start July		
	Simultaneous quality assurance of PSR and Asset	PP	Ongoing		
	Ensuring DTO training plan completed within NS	PP	Ongoing	Workloads and constraints in institutions	Shared target with secure estate
Resources	Training (in-house and external) on quality of Asset data	YOS/ external training providers	Ongoing		

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Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Monthly supervision of cases involved quality of recording of relevant data	PP	Ongoing		
APIS/EPQA – Using risk assessment to target and prioritise interventions	YOS Deputy manager	Ongoing		
Secure Estate				

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SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Overview: This target is widely recognised as being especially challenging to achieve and performance in this area has been targeted for priority action both nationally, by the Youth Justice Board, and locally, by the YOS Management Board. This positive action on both a national and a local level will deliver improvements in the coming year. Micro-analysis of YOS data undertaken in the past year has provided an accurate picture of the issues affecting performance against this target. The resulting information has been widely disseminated to partners and service providers with a view to securing partner engagement in overcoming identified blockages. Research has been undertaken with those YOTs who are managing to achieve this target and examples of transferable good practice presented to the YOS Management Board and other partners in a number of related forums. Two PAYP workers are now attached to the Team. The recent EPQA inspection demonstrated that although performance against this target has not improved, it has been sustained at a level 2 out of a possible 3. Three new projects (KIS, Breakfree and basic skills at Barnet College) will be coming on-stream this year as well as the Rainer Pilot for those being released from custody. It is believed that delivery of improvements in ETE provision for this particularly challenging yet small group of young people, will deliver bi-lateral improvements for other YOS clients.

Data:

KPI: 04/05 actual and % against target	Actual: 211 substantive outcomes, of which 126 in full time ETE Target: >=90% Intermediate target: <=70% Actual: 60% Target not met	EPQA: 03 rating	2
KPI: 05/06 target	90%	EPQA: 05 result	2

Action plan: ETE

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Monitoring by Youth Justice Matters	YOS Manager	Bi-monthly		
Performance and quality systems	Monthly ETE data tracking on CareWorks	YOS Education Officer (EO)	Monthly	System established needs to be maintained	Reduction in offending
	Part of NL Resettlement Pilot	EO and Connexions	Ongoing	Checklist difficult to use	
Resources	PAYP workers supporting Prevent and Deter clients	2 new PAYP key workers for YISP and YOT	End March 2006		

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Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Pre E2E provision	Barnet YOS/ KIS Training	Ongoing	YOS clients may have difficulty engaging with ETE	
Building links between PRU and Connexions and Prospects	Connexions	Ongoing	Speed at which excluded pupils are dealt with	Connexions shared target
Liaising with local colleges to develop provision for NEET clients	Connexions	Ongoing	Challenging behaviour and attendance issues mean colleges may be resistant to YOS clients	Shared Connexions target
Attend fortnightly LEA Pupil Placement Panel (PPP)	EO	Ongoing	Limited provision in Barnet for year 11	
Establish contact with key people in local secondary schools to reduce no. of exclusions	EO	Ongoing	Needs to be built upon during this year	

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SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview: Performance against this target has always been highly satisfactory and will be consolidated and sustained in the coming year. All YOS clients subject to orders or on whom pre-sentence reports are requested are screened and assessed using ASSET as an initial intervention. A more intensive screening using the SASSI tool is also delivered. Additional data is being provided to both the Youth Justice Board and the DAT. This will provide an even clearer picture of substance misuse as it relates to young offenders in the coming year. Funding for the YOS drugworker post is centrally pooled although currently ring-fenced to the YOS. Additional services are provided by IMPACT, the young people's drug and alcohol service.

Data:

KPI: 04/05 actual and % against target (Assessment)	Target=95% Actual = 100% Target met	KPI: 04/05 actual and % against target (specialist assessment)	Target=95% Actual = 100% Target met	KPI: 04/05 actual and % against target (early access to intervention)	Target=95% Actual = 100% Target met
KPI: 05/06 target	95%	KPI: 05/06 target	95%	KPI: 05/06 target	<u>95%</u>

Action plan: Substance misuse

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Children & Young Peoples' Drug & Alcohol Network Bi-monthly	YOS Manager	Ongoing		
Performance and quality systems	Quarterly YJB returns (D&A)	Information and Performance Manager	Ongoing		
	Monthly DAAT returns	Information and Performance Manager	Ongoing		
Resources	1 F/T YOT drug worker DAAT funded	YOS Officer - Drugs	Ongoing	Caseload / waiting list at Barnet Impact	10 day access for early intervention and treatment
	Funding for drugs/diversionary work – drug education programme delivered by sessional worker and including performing arts activities	Principal Practitioner	Begins May 05		
People and	Funding application to be made for	YOS Manager	Ongoing	Screenings take priority over	

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
organisation	specialist assessment (SASSI) to train all team members			early intervention / treatment	
Partnership working	Barnet Impact, 331, Connexions, Youth Service, CAMHS, PRU, Arts Depot	YOS Manager	Ongoing	Resource considerations for partner agencies	GOL outputs

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SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Overview: The development of a specialist mental health screening tool has improved the recognition and identification of mental health problems and led to a significant rise in the numbers of non-acute cases. This is a challenging target which is not wholly within the control of the YOS. Nevertheless, the target was met in quarter 1 and the intermediate target met in quarter 2. The effect of a central point of referral for CAMHS services will be closely monitored in the coming year. The PCT have also increased the YOS psychologist input from two days to 3 days per week and are discussing the provision of sector side forensic psychiatric support. Both will deliver improvements.

Data:

KPI: 04/05 actual and % against target (Acute)	Actual = 0 Target not applicable	KPI: 04/05 actual and % against target (non-acute)	Actual: 57 out of 72 non acute cases referred to within national standards Target: >=95% Intermediate target: >=75% Actual: 79% Target not met
KPI: 05/06 target	95%	KPI: 05/06 target	

Action plan: Mental health

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Youth Justice Matters	YOS Manager	Bi-monthly meetings		CAMHS
	To reinstate meetings with CAMHS	YOS Manager	Quarterly		
Performance and quality systems	Quarterly YJB returns (MHS)	Information and Performance Manager	On-going	Resources impact upon ability to meet NS (see below)	
	Monthly review of case management and recording	Principal Practitioner	On-going		
Resources	0.4 clinical psychologist, 0.6 trainee psychologist, 0.6 health worker	Psychologist	On-going	Limited access in Barnet to outreach forensic psychiatric services for young people	
	Establish training protocols for team members from MHT / PCT	CAMHS Consultant Psychologist	On-going		

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Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Funding being sought to increase number of sessions for clinical psychologists	YOS Manager	On-going		
Improving links with CAHMS , Barnet Adolescent Services and Adult Services	Psychologist	On-going		
CAHMS. Barnet Adolescent Services and Adult Services	CAMHS/Psychologist/YOS Manager			

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SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview: Serious improvement has been sustained throughout this year. The Adamson Court Project has provided a particularly valuable resource for young homeless clients who are some of the most vulnerable and persistent offenders in the borough. Close partnership working between the YOS manager, the Supporting People agenda lead and housing and floating support providers has facilitated planning of further improvements in the coming year. The YOS accommodation officer has developed excellent links with a number of providers and a proactive working relationship with colleagues in the Housing Department.

Data:

KPI: 04/05 actual and % against target (named officer)	Target=95% Actual = 100% Target met	KPI: 04/05 actual and % against target (suitable accommodation)	Target=95% Actual = 100% Target met
KPI: 05/06 target	95%	KPI: 05/06 target	

Action plan: Accommodation

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Youth Justice Matters regularly reviews this KPI	YOS Manager	Bi-monthly		
	Regular meetings with Supporting People lead	YOS Manager	Quarterly	Challenges about the development of hostel accommodation within residential areas.	
Performance and quality systems	Statistical returns to YJB	Performance Manager	Quarterly		
	Case Management recording/reviews	Housing Officer	Quarterly	Officer can only allocate small percentage of time	
Resources	Named housing officer to be maintained	YOS Manager	Ongoing		
	Developing more consistent links with Assessment and Temporary Housing Departments	Housing Officer/Principal Practitioner	Ongoing	Nature of client group can pose problems as not just bricks and mortar needed	

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
People and organisation	Establishing a system whereby those young people being released from custody are provided with accommodation	Housing Dept/YOS housing officer	Ongoing	Difficult for housing to obtain assessment May not get address prior to release.	
	Maintaining links with the Supporting People's Team	Housing Officer	Ongoing	Lack of suitable housing provision	
Partnership working	Barnet Housing, Adamson Court Metropolitan Housing, Step Forward, Safe Start, Social Services	Housing officer	Ongoing		

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SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:
Awaiting YJB National Resettlement Action Plan before identifying plans for coming year.

		Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership				
Performance and quality systems				
Resources				
People and organisation				
Partnership working	North London ETE pilot, Rainer			

SUPPORT PARENTING INTERVENTIONS

Overview: Performance in the past year has been excellent. A recent Youth Justice Board inspection highlights the parenting policy document devised by the YOS as an example of good practice. The Effective Practice Quality Assurance score of 1 has been raised to a very strong rating of 2 which places the YOS in good stead to continue to make sustained and serious improvements in the coming year. An increase in contribution from the PCT will increase the number of regular parenting groups to be run in the coming year. The parenting reference group meets quarterly and has resulted in the proposal for a Parenting Development Worker to be recruited for the Borough.

Data:

KPI: 04/05 actual and % against target (Interventions)	Total respondents during year = 2 Target=10% of cases contacted Actual = 100% Target met	KPI: 04/05 actual and % against target (Satisfaction)	Target=95% Actual = 100% Target met	EPQA: 04 rating	
KPI: 05/06 target	10%	KPI: 05/06 target		EPQA: 05 result	

Action plan: Parenting

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	Deputy YOS Manager co-ordinates parenting reference group	Deputy YOS Manager	Quarterly		
	Performance monitored by Youth Justice Matters	YOS Manager	Bi-monthly		
Performance and quality systems	Recording and reporting of interaction between YOS and caseworkers	Practitioners	For returns, by end of June.		
	Parenting contacts reflected in CareWorks	Practitioners	Ongoing		
Resources	Assessments and Parenting Group	Health Officer	Ongoing		
	Additional hours allocated for the delivery of parenting programme	Health Officer	Ongoing		
	Health Officer, Assistant Psychologist				

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Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Health Officer, Assistant Psychologist				
CAMHS, Social Services are both using YOS provision. Liaison with Court to inform about YOS practice regarding parenting interventions	Deputy YOS Manager	Ongoing		

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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview: The Restorative Justice in Schools project, a hugely successful and innovative programme highly commended and welcomed by primary school headteachers, has been extended to six more primary schools within the Borough and has resulted in the production of a film about restorative approaches entitled “Time to Talk – Time to Listen”. This will be entered for the Youth Justice Board’s Press and PR Awards later this year. During the coming year, further funding will be sought in order to continue roll-out of the programme across Barnet. The opportunity for young people to make amends for their offending and anti-social behaviour continues to form an integral part of all YOS interventions with young people.

Data:

KPI: 04/05 actual and % against target (intervention)	Total involved in restorative Justice = 7 Target = 75% Actual = 100% Target met	KPI: 04/05 actual and % against target (satisfaction)	Total satisfied with in restorative justice process = 7 Target = 75% Actual = 100% Target met
KPI: 05/06 target	75%	KPI: 05/06 target	75%

Action plan: Restorative Justice

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and Leadership	RJiS is performance managed by the Children’s Fund Steering Group	Principal Practitioners	Bi-monthly	Lack of funding, change of staff within schools, failure to embed properly	

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Performance and quality systems	Increasing the number of reparative projects and the quality of them	Principal Practitioners	September 2005	No dedicated member of staff means this area of work is not always sufficiently prioritised	
	Gatekeep referral order reports and Asset	Principal practitioners	On-going		
	All victims contacted at PSR stage	YOS police officer	On-going	No cover for police officer if sick, on leave or being used for operational police duties	
	Home visit will be offered to referral order victims if resources allow	YOS police officer	On-going	As above	
	Victim feedback questionnaires post contact	YOS police officer	On-going	As above	75% victim satisfied
Resources	RjiS being evaluated	Children's Fund Co-ordinator	September 2005		
	Referral order co-ordinator				KPI RO panel 20 days post court
	YOS police officer role				
	Restorative justice worker with YISP				
	3 reparation supervisors	YOS PP			
	Trained referral order panel members (26)	Referral order co-ordinator			
	Victim engagement training has taken place for all YOS staff and all referral order panel members				
Partnership working	Referral order panel members, Police, local council and other reparation providers	Principal Practitioners			

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview: Including highlights of action plan attached as annex to this plan.

Note: As per guidance on action planning for the Race Audit, Yots should attach a concise version as an Appendix C to the Plan. The full audit should be available for regional managers, if required.

5 Action Plans have been drawn up, based on the race audit information provided by the YJB. These Action Plans are attached in Appendix C and are awaiting sign off by the YOS Management Board, Youth Justice Matters

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F. REVIEW AND APPROVAL

Table B: Signature of approval

	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Leo Boland		
Education Department	Jill Stansfield		
Health Service	Chas Hollwey		
Police Service	Ch. Supt. Mark Ricketts		
Probation Service	Diane Campbell		
Social Services	Paul Fallon		
Other Partner(s)			

Table C: Schedule for review of plan:

Review date	Reviewer	Next steps
12 September 2005	Kate Malleson – YOS Manager	Report to Youth Justice Matters Meeting
19 September 2005	Paul Fallon – Head of Children’s Services, Director of Social Services and Chair of Youth Justice Matters	Report to Safer Communities Board and Children and Young People’s Partnership Board
13 March 2006	Kate Malleson – YOS Manager	Report to Youth Justice Matters Meeting
19 March 2006	Paul Fallon – Head of Children’s Services, Director of Social Services and Chair of Youth Justice Matters	Report to Safer Communities Board and Children and Young People’s Partnership Board

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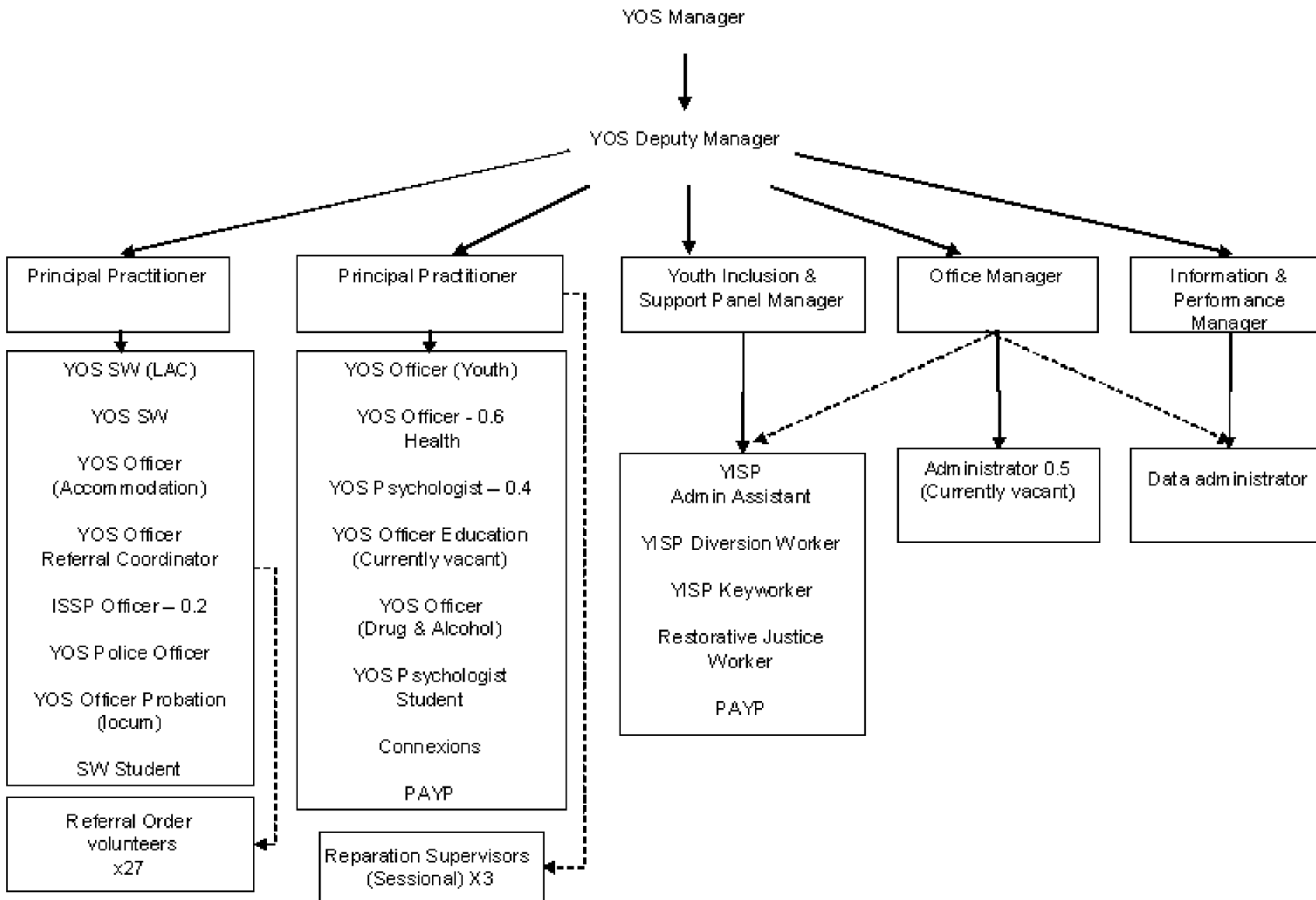
G. APPENDICES

Please provide the following information as appendixes:

- Organisational chart
- Performance measures
- Race Audit Action Plan

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APPENDIX A: ORGANISATIONAL CHART



Performance Measures

KPIs

Below please provide historical data against the KPIs associated with the themes. Those areas with an * are subject to local negotiation with regional managers.

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Preventing offending and minimising the use of custody					
Prevent offending* At least 200 young people are identified and targeted for support each year New Target for 05/06: Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring				130	NEW TARGET
Intervene early: Ensure that proportion of final warnings supported by interventions remains constant at 80%	N/A	N/A	N/A	108	80
Provide intensive supervision in the community					
Reduce the use of custody* Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%:	11	61	54	42	30
Reduce the number of custodial sentences as proportion of all court disposals to 6%	6.8	4.3	2.5	9	6

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Reduce re-offending* By Dec 2004 achieve a 5% reduction based on 2000 cohort compared with 2001 after 24 months In Dec 2005 achieve a reduction of 5% based on 2001 cohort compared with 2002 after 24 months	2000 cohort % reoffending after 24 months	2001 cohort % reoffending after 24 months	2002 cohort % reoffending after 24 months	2003 cohort % reoffending after 24 months	2004/5 cohort (number Oct / Dec)
Pre-court	9.4	34	22.1	N/A	Reduction of 5%
First tier penalties	34	22	28.8	N/A	Reduction of 5%
Community penalties	56	40	44.4	N/A	Reduction of 5%
Custody	67	33	0	N/A	Reduction of 5%
Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Ensure the swift administration of justice: Ensure that 90% of Pre-sentence reports are submitted within 10 days for PYOs	59	80	80	88	90
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	59	80	80	88	90
Achieving improved outcomes for children and young people who offend					
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	100	100	100	100	100
Ensure that 100% of assessments community disposals are completed at closure stage	100	100	100	100	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100	100	100	100	100
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100	100	100	100	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	100	100	100	100	100

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Ensure that all initial training plans are drawn up within 10 working days of sentences being passed	33	50	18	86	100
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOS are either in full-time education, training or employment	84	65	68	60	90
Support access to substance misuse services: Ensure that all young people are screened for substance misuse				100	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days				100	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days				100	100
Support access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties to be referred by YOS to CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	N/A	N/A	N/A	N/A	100
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns to be referred by YOS for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	N/A	16	78	79	100
Support access to appropriate accommodation Ensure that all YOS have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to			100	100	100
Support resettlement into the community					

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Support parenting interventions Ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention				Q4 – 25%	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied				Q4 – 100%	75
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to YOS are offered the opportunity to participate in a restorative process				Q4 – 100%	75
Ensure that 75% of victims are satisfied				Q4 – 100%	75
Ensure equal treatment regardless of race All YOS to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year					Race action plan due for submission June 2005

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Preventing offending and minimising the use of custody			
Prevention: post 07			
Early intervention: Final warning interventions	1	3	
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05 – 07 or 06 – 08			
Swift administration of justice: post 07			
Achieving improved outcomes for children and young people who offend			
Restorative justice and victims			

Theme and measure	Initial score	Predicted score	Actual score
Race			
Recidivism (n/a)			
Assessment, planning interventions and supervision	2	3	
Education, training and employment	2	2	
Substance misuse: 05 – 07 or 06 – 08			
Mental health: 05 – 07 or 06 – 08			
Accommodation (n/a)			
Resettlement: 05 – 07			
Parenting	1	2	

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Action-planning	
Issue number	Detail of prioritised and single/linked issues
1 1a	Comparison of general and youth offending population – Black population over represented in youth justice system (15% compared to 8.3%) Black population over represented breach of statutory orders
2	“Not known” ethnicity includes all court appearances, regardless of contact with YOS
R1	White population over represented remand into custody
R2	Black population over represented remand into local authority and secure remand – small number
R3	Bail ISSP – little used but very limited numbers
D1	White population over represented section 90-91 (small number) and ACOs
D2	Black population under represented DTO 4 months and over represented DTO over 4 months (small numbers, 0 and 4)
D3	Asian population over represented police reprimands and final warnings (12 and 6)
D4	Mixed ethnicity population under represented police reprimands and final warnings (nil)
Q 3.5	Positive action in recruitment
Q 4.2, 4.3	Access to support and mentoring BME staff
Q 8.7	Access to expert advice
Q 10.4, 10.5, 10.6, 10.7, 10.8	Monitoring use of services, national standards, and secure placements. victims

Action plan One : Black and Black British		
Issue 1, 1a, R2, D2, 2	<p>Black and Black British 10 – 17 years olds over represented in Youth Justice system compared to general 10-17 year old population ((15% compared to 8.3%)</p> <p>Black and Black British over represented in terms of breach of statutory orders. 36.4 % - 14 cases</p> <p>Black and Black British over represented remand into local authority accommodation and secure remands – small numbers of 3 and 5 – 33% and 50%</p> <p>Black and Black British under represented DTOs of 4 months and over represented DTOs over 4 months</p> <p>Rate of “Not known” ethnicity.</p>	
Risk factors	Institutional racism; Sentencing guidelines; limited influence of YOS on other partners in Criminal Justice System.	
Analysis/ Diagnosis	Possible factors - discrimination throughout CJS; YOS not providing ethnically sensitive service to young black people; differences in gravity of offences; Bail ISSP not being used as alternative to RILA and secure remands – limited number of places available	
Further research and analysis	Further analysis of cases necessary but relates to all sections of CJS from arrest to sentence and through supervision. DTO sentence may be due to higher incidence of robbery convictions, but requires further investigation.	
Target	Current data	Breach – 12 cases = 36.4%
	Target for March 2006	Reduce to 9 cases
	Target for March 2007	Reduce to 6 cases
Action plan	<p>Discussion with Police – RAID meetings</p> <p>Discussion with CPS and Police – Borough Criminal Justice Group</p> <p>Discussion with Bench legal manager and Youth Court Liaison panel as to how to address with court.</p> <p>Retrospective audit of RILA and secure remand cases</p> <p>Retrospective audit of breach cases; monitor breach cases and continue with recently introduced procedures of manager attending complex reviews, discussion with supervisor before breach action taken, analysis of supervision content and what works with black offenders; continue PSR quality assurance system; review recently revised breach/enforcement procedures. To raise at Team meetings and Team Practice Development days.</p>	

	<p>Establish whether able to record ethnicity differently for those not known to YOS whose ethnicity is unknown. Monitor ethnicity to ensure 100% completion on known clients on database.</p> <p>Review and revise Action Plan in light of further research and analysis in November 2005</p>
Responsibility	Management Team
Action plan Two: White Population	
Issue R1, D1, 2	<p>White population over represented remands into custody – 45 cases 81.8%</p> <p>White population over represented section 90-91 sentences – 4 cases, 80%</p> <p>White population over represented Attendance Centre Orders – 21 cases 95.5%</p>
Risk factors	Prolific nature of offenders; small number of ISSP places; young people being dealt with in adults courts where Magistrates may have limited experience of young offenders.
Analysis/ Diagnosis	Possible factors - gravity of offences; offending history; use of bail ISSP not being used as alternative – small number of places available.
Further research and analysis	<p>Further analysis required on remands into custody – age, gravity of offences, offending history,</p> <p>Section 90-91 – small numbers so not statistically significant, but analysis of seriousness of offences required.</p> <p>ACOs – invariably made without reference to YOS. No further action</p>
Action plan	<p>Managing Demand for custody already identified by Steering Group as priority area, agree recommendations included in briefing paper; include ethnicity in future performance monitoring report in this section; discuss recently issued Bail Support and Supervision paper with Courts; retrospective analysis of remands into custody.</p> <p>Retrospective analysis of section 90-91 sentences with particular reference to offence gravity.</p> <p>Missing ethnicity as before.</p> <p>Establish whether able to record ethnicity differently for those not known to YOS whose ethnicity is unknown. Monitor ethnicity to ensure 100% completion on known clients on database.</p> <p>Review and revise Action Plan in light of further research and analysis in November 2005</p>
Responsibility	Management Team.
Action plan Three: Reprimands and Final Warnings	
Issue D3, D4	<p>Police reprimands and Final Warnings</p> <p>Asian population over represented 12 cases 10.1% and 6 cases 11.5% respectively</p>

	Mixed ethnicity population under represented - nil return
Risk factors	Initial decisions with regard to reprimands and final warnings not taken by YOS; views held by police with regard to young people of different ethnicities.
Analysis/ Diagnosis	Possible factors -discrimination by police; lack of knowledge by police with regard to procedures for children and young people; nature of offences; no clear diagnosis at this stage
Further research and analysis	Over representation of Asian population – no further action Mixed ethnicity – further monitoring required as current research nationally (University of Oxford 2004) indicates higher rate of prosecution and conviction of mixed parentage males.
Action plan	Continue with system introduced in January 2005 whereby Referral Order Co-ordinator monitors all ROs as to whether reprimand and/or final warnings received beforehand. This include monitoring ethnicity. (8/4 - 29 referral orders made, 22 no reprimands or final warnings). YOS police officer to analyse findings further. Feedback to Barnet Criminal Justice Group Discuss at police Review and Improve Department (RAID) meetings.
Responsibility	YOS Manager and Deputy Manager.
Action plan Four - Workforce	
Issue Q 3.5, Q 4.2, Q 4.3	Positive action strategies in recruiting and selecting from BME communities BME staff access to support networks Mentoring or other forms of support for BME staff
Risk factors	Possible sidelining of issues ; cost implications
Analysis/ Diagnosis	Assumption additional support/mentoring not needed as never requested needs checking; all staff receive confidential case consultation from expert psychologist in Team; Managers aware of make up of Team and take into consideration when recruiting and interviewing.
Further research and analysis	Further discussion with HR as to legality etc. of positive strategies. Lack of male staff more of an issue as current staff make up closely mirrors local population in terms of ethnicity.
Action plan	Discuss with HR possible positive strategies for recruitment – “tag” line in adverts?

	Introduce issue of additional support for BME staff in supervision routinely to identify whether there is a need.
Responsibility	Management Team
Action plan Five: Monitoring – service delivery	
Issue Q10.4, Q10.5, Q10.6, Q10.7, Q10.8	Monitor comparative use of other services in respect of race Monitor national standards compliance with regard to race **** Monitor secure placements by ethnic classifications Monitor victims by ethnic classification
Risk factors	Information and Performance Manager post is not a permanent one and funding is only secure until the end of this financial year under LPSA and SSCB funding. Victims are mainly contacted by telephone and, given their vulnerable status, it is not appropriate to obtain information with regard to ethnicity at this stage.
Analysis/ Diagnosis	Change of personnel since an Information & Performance Manager manager post introduced in September 2003, carrying vacancy and continuous demands for data have resulted in other actions taking precedence.
Further research and analysis	Data on ethnicity is obtained through data collection, but further analysis of the data is required to monitor services.
Action plan	Monitor comparative use of other services routinely and feedback as appropriate. National standards audit now takes place annually, but ethnicity not included. Analyse completion rates by ethnicity quarterly. Analyse secure accommodation places quarterly by ethnicity, age and gender, although shortage/demand for placements overrides “fairness”. Now YOS Police Officer ring fenced, investigate possibility of his visiting victims at home to increase involvement in restorative justice processes as well as gathering ethnicity data.
Responsibility	Information and Performance Manager; Police Officer.