

Council Meeting

7 November 2006

Report of Cabinet 16 October 2006

1. Youth Justice Plan 2006 – 2007

2. Welsh Harp Local Nature Reserve Byelaws

The supporting documentation referred to in Cabinet's report on these matters is attached.

Some A3 sheets relating to the Youth Justice Plan are being circulated separately.

AGENDA ITEM: 7

Page nos. 75 – 127 (& separate A3 sheets)

Meeting	Cabinet
Date	16 October 2006
Subject	Youth Justice Plan 2006 – 2007
Report of	Cabinet Member for Children's Services
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 2006-2007
For decision by	Council
Function of	Executive
Reason for urgency/exemption from call-in (if appropriate)	N/A

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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 2005-2006 was approved on 7th July 2005 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 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%.
- 3.3 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 30 June 2006, 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 which will be subject to Cabinet approval on 16 October and full Council clearance on 7 November. The target date of 30 June 2006 was 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 recent YOS Inspection highlighted that the YOS is operating at full capacity in terms of accommodation, which could limit further developments.
- 5.3 The same Inspection also highlighted that the YOS is performing well despite financial constraints but that future performance will be compromised by the temporary nature of funding for core staff.
- 5.4 Possible changes to the ICT infrastructure are being considered at present both within the YOS through changes to the performance management database as specified by the YJB and Careworks, and corporately through the MOI programme.

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 2006-2007. 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 16 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 plan 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:
 - Improved performance evidenced by the recent Inspection and assessed performance of level 4 out of 5. Targets met, or exceeded, for all but one of the 14 measures submitted quarterly to the YJB

- The Service has successfully reduced recidivism year on year since 2000, and the reduction of re-offending continues to be a priority area for the Management Board and the service.
- A reduction in the numbers of first time entrants to the criminal justice system
- ASSET data targets met throughout the year and are of a consistently high standard
- Improved partnership working to shared objectives with regular senior partner attendance at management board meetings
- Improved corporate and service governance, review and monitoring arrangements with the Cabinet Member for Community Engagement and Community Safety chairing the Safer Communities Board and Cabinet Member for Children's Services chairing the Children and Young People's Strategic Partnership Board
- Enhanced strategic oversight with the reconfiguration of the YOS Management Board in line with "sustaining the success" YJB guidance, corporately performance managing the youth crime agenda and ensuring local delivery of the statutory principal aim of reducing offending by children and young people
- Effective performance management using hard evidence to lever resources and identify and remove obstacles where they exist
- Improved identification of critical success factors for effective partnership working
- Reflective self-assessment completed in December 2005 in preparation for the Joint Inspection of Barnet YOS in February 2006 which accurately identified our strengths and areas for improvement
- 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.
- Improved performance evidenced by Effective Practice Quality Assurance ratings in 5 out of 6 areas.

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.
- Improvement in the numbers and quality of parenting interventions. These are targeted programmes either court ordered or by voluntary participation that assist, inform and support the parental role in preventing first time or subsequent offending.

- Continue to reduce the numbers of first-time entrants into the criminal justice system
- Enhance and consolidate the range and quality of early intervention and prevention initiatives
- Together with partner agencies: monitor the effectiveness of ASBOs; consider increased use of parenting orders in influencing the behaviour of young people; evaluate the impact of the Licensing Act; evaluate and develop strategies to overcome the fear between older and younger generations
- Complete actions, monitor progress and review the Diversity Action Plan

9 LIST OF BACKGROUND PAPERS

8.1 Youth Justice Plan 2006-2007

Legal: HP



Youth Justice Plan

2006 – 2007

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A. SUMMARY

Overview:

Barnet Youth Offending Service has continued to improve performance and set high standards for the delivery of the youth justice agenda locally. Youth justice and the prevention of crime are high on Barnet's corporate agenda. The Youth Justice Plan 2006-07 reflects priorities set out in Every Child Matters, our Corporate Plan, the Safer Communities Strategy and our Children and Young People's Plan. Both the criminal justice and children's services agendas are now fully integrated. Of the six key objectives for 2005-06, all remain priority areas for continued achievement in 2006-07 and there has been an improvement in performance in five of the six key objectives during 2005-06.

Key Achievements in 2005-06 include:

- **Improved performance:** overall performance from April to September 2005 is rated at level 4 out of 5. Targets have been met, or exceeded, for all but one of the 14 measures submitted quarterly to the YJB.
- **Reduction in re-offending:** although the service has successfully reduced recidivism year on year since 2000, the cohort evaluation analysis showed the target of 27.4% was not met. This remains a priority area for the Management Board and the service.
- **Improved performance evidenced by EPQA ratings:** of six EPQA ratings (early intervention; reducing custodial sentences; ASSET completion; ETE; resettlement and parenting support) five showed marked improvement.
- **Sustained performance improvement:** ASSET data targets have been met throughout the year and are of a consistently high standard.
- **Improved partnership working to shared objectives:** all statutory partners regularly attend management board meetings and represent the needs of the YOS to their parent agency. Representation at the board is of a sufficient seniority to commit relevant resources to the YOS.
- **Improved corporate and service governance, review and monitoring arrangements:** the Cabinet Member for Community Engagement and Community Safety chairs the Safer Communities Board and the Cabinet Member for Children's Services chairs the Children & Young People's Strategic Partnership Board reinforcing the emphasis on service evaluation and improvement in line with corporate objectives.
- **Enhanced strategic oversight:** the YOS Management Board has been reconfigured in line with 'sustaining the success' YJB guidance and exists to corporately performance manage the prevention of youth crime agenda and to ensure local delivery of the statutory principal aim of reducing offending by children and young people.
- **Innovative leadership:** launch of the Education, Training and Employment Champions scheme for post 16 year olds. This scheme was piloted in Barnet to improve educational outcomes for Looked After Children. In the first year educational outcomes for LAC improved from 8% to 18% (GCSE A*-C) and 65% to 76% (GCSE A*-G). The initiative has now been rolled out to improve ETE opportunities for our post 16 year olds.

- **Effective performance management:** the Management Board uses hard evidence within its performance framework to lever resources and identifies and removes obstacles where they exist.
- **Improved identification of critical success factors:** review of critical success factors for effective partnership working carried out. The YOS is a key local agency working in partnership with the community, police, housing services, youth and connexions service, street enforcement and leisure services to reduce anti-social behaviour and offending.
- **Reflective self-assessment:** completed in December 2005 in preparation for the Joint Inspection of Barnet YOS in February 2006. Although the outcome of the inspection is embargoed until the JAR and CPA is completed the early indication is that our self-assessment accurately identified our strengths and areas for improvement.

Key Objectives for 2006-07:

- The annual priorities for the YOS may alter once the recommendations of the recent inspection are known
- Improve Education, Training and Employment (ETE) opportunities. Strengthen partnership commitment to improving ETE outcomes by use of the ETE Champion Scheme and working closely with the Youth and Connexions Service, Education and local businesses and industry
- Reduce the number of remands into custody and custodial sentences
- Improve the number and quality of parenting interventions
- Continue to reduce first-time entrants into the criminal justice system and rates of re-offending
- Together with partner agencies: monitor effectiveness of ASBO's; consider increased use of parenting orders in influencing the behaviour of young people; evaluate the impact of the Licensing Act; evaluate and develop strategies to overcome the fear between older and younger generations
- Enhance and consolidate the range and quality of early intervention and prevention initiatives
- Complete actions, monitor progress and review the Diversity Action Plan

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.
- Youth Justice and the prevention of crime are high on Barnet's corporate agenda. 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 reports to 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.
- A Best Value review of Community Safety has streamlined accountability arrangements for community safety and strengthened performance management. The Cabinet Member for Community Engagement and Community Safety chairs the Safer Communities Partnership Board and the Cabinet Member for Children's Services chairs the Children and Young People's Strategic Partnership Board, securing fully-integrated governance arrangements and political 'ownership'.
- The Best Value Review also included a section on young people, which will inform practice in relation to information sharing and harmonising responses to both the Every Child Matters and the Criminal Justice agendas. Priority issues will be addressed through the Barnet Children and Young People's Plan, which has a dual focus on young people as both perpetrators and victims of crime.
- The Youth Offending Service Manager is a member of the Local Criminal Justice Board and the MAPPA.

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 manage, at a corporate level, performance in relation to the prevention of youth crime 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 reports to 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:

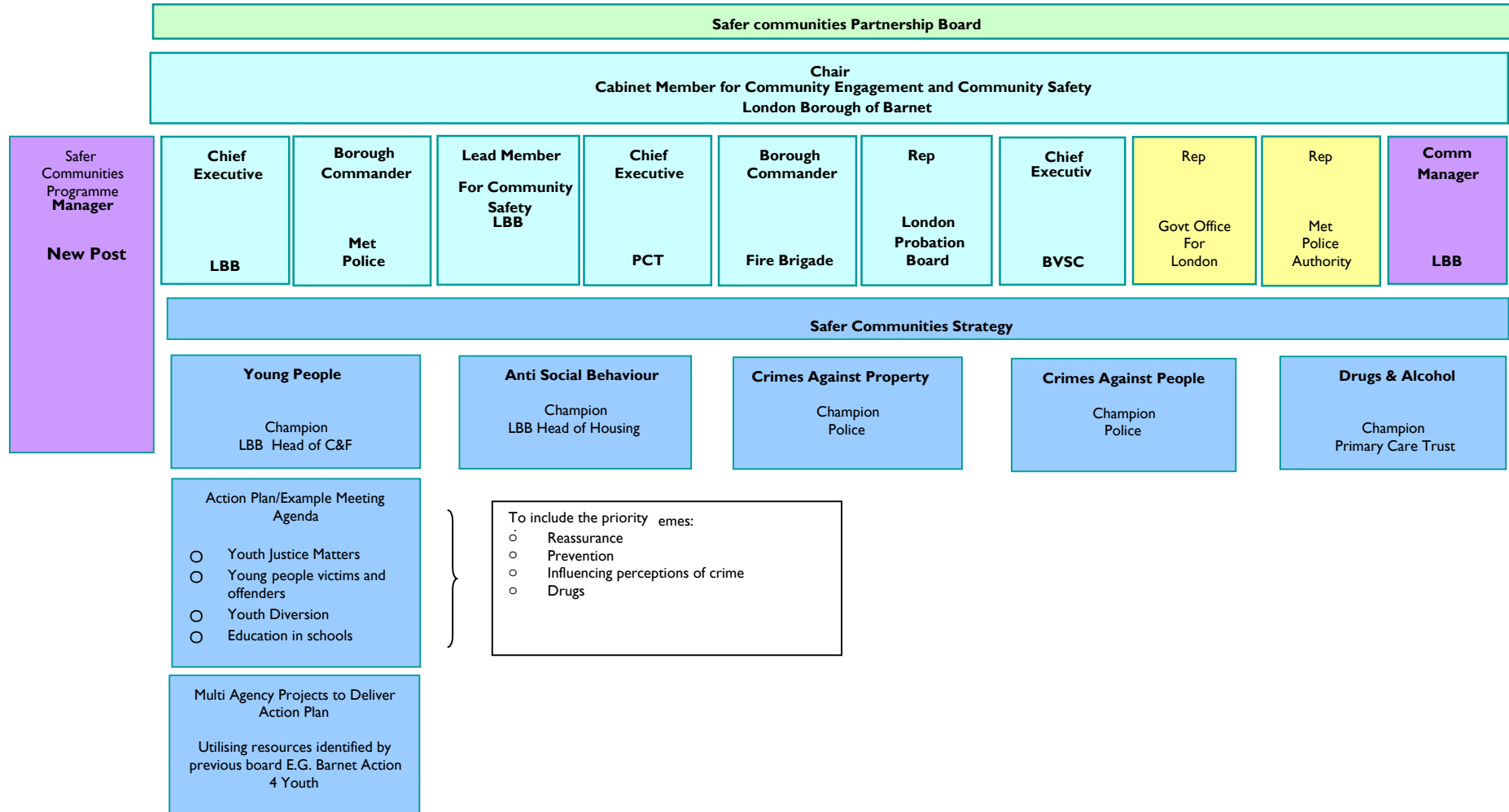
- Education, Training and Employment
- Parenting Interventions
- Minimising the Use of Custodial Remands and Sentences.

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 and Connexions Service	White	Female
Emma Baatz	Children and Families	Divisional Manager Family Support Division	White	Female
Alison Corcoran	Education	Principal Education Social Worker	White	Female
Peter Fernandez	Safer Communities Safety Team	Drug & Alcohol Partnership Manager		Male
Phillip Halsey	Metropolitan Police Service	Chief Inspector		Male
Nigel Hamilton	Housing	Head of Housing Services	White	Male
Alison Hardacre	Barnet Primary Care Trust	Children's Commissioning & Developments Manager		Female
Dr. Lynette Rentoul	Child and Adolescent Mental Health Service	Consultant Clinical Psychologist and Head of Child and Adolescent Clinical Psychology		Female
Abdul Sabban	Children, Young People and Families Network	Co-ordinator	Somali	Male
Dadia Conti	Children's Fund	Programme Manager		Female
Jill Dervish	Probation Service	Senior Probation Officer		
Kate Malleson	Youth Offending Service	Service Manager	White	Female
Lyla Ward	Youth Offending Service	Deputy Service Manager	White	Female
Kath Walker	Child and Adolescent Mental Health Service	Children's Commissioning Manager		Female
Alison Kira	Barnet Action 4 Youth			Female

Safer Communities Partnership Board Structure



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 e.g. 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
- New version of Careworks going live in October 2006.
- Programme is in place for YOS to be forging stronger links with Children & Families for the purpose of covering of technical aspects of I&PM position.

C.3 RESOURCES

C3 a Financial resources

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

- The Probation Service have committed two years' Probation Officer salary enabling the appointment of staff on a fixed term contract
- The YOS Information and Performance Manager post, previously funded through Local Public Service Agreement pump priming, will be mainstreamed into Children and Families budgets
- The YOS LAC post is currently vacant but will be filled shortly
- The YOS Psychologist post is also currently vacant but will be recruited to shortly
- The YOS is currently without one PAYP post but this is expected to be filled shortly
- A bid has been made to the Building Stronger and Safer Communities Fund for a dedicated victim/reparation officer, a dedicated caseworker for Prevent and Deter, and two Youth Workers. The decision is expected shortly.
- Prevention Funding is providing a dedicated Parenting Support Worker, and additional member of staff for the YISP which focuses on those aged 14+, and a project worker dedicated to the client group at the Pupil Referral Unit
- With the possibility of up to seven new posts within the YOS, an organisational restructure is taking place which will absorb the new posts and manage the expansion of the prevention agenda
- One of the main challenges for the YOS is to increase and mainstream core staff
- The Children's Funded posts are to be reconfigured with part YJB funding and part Children's Fund funding to enable seamless delivery of the prevention agenda
- The way in which Appropriate Adult Services are delivered is to change from a commissioned service to one that is spot purchased.
- The way in which the Intensive Supervision and Surveillance Programme is delivered is also to change from YAP UK, to NACRO. The change will provide the YOS will its own ISSP caseworker based within the team.

Table A1: Services planned for the financial year 2006 – 2007

Core activity	Budget expenditure (£)
Preventive services	£272,987.00
PACE Services	£20,625.00
Pre-court services	£112,885.57
Court-based services	£132,549.50
Remand services	£49,523.99
Community-based services	£405,659.75
Through care / after care (including RAP)	£45,882.52
Other orders	£105,602.63
Total:	£1,145,715.96

Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	£87,797			£87,797
Probation		£44,580	£10,100	£54,680
Children’s Services	£326,530			£326,530
Connexions	£49,000			£49,000
Health (from Table A2b)	£33,177	£21,400	£20,000	£74,577
Local Authority Chief Executive	£20,625			
Additional Funding (from Table A2a)				£532,508
Total	£496,504	£65,980	£30,100	£1,145,716

Table A2a: Additional sources of income

Additional source	Amount (£)
Youth Justice Board	£310,029 (excluding contribution from North London ISSP)
Safer and Stronger Communities Fund	£18,000
Young People’s Substance Misuse Partnership Grant	£40,079

Additional source	Amount (£)
Children's Fund	<u>£164,400</u>
Total (for inclusion in Table A2)	<u>£532,508</u>

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: PCT	<u>£74,577</u>
Source 2:	
Source 3: (etc)	
Total (for inclusion in Table A2)	<u>£74,577</u>

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

PROGRAMME RESOURCES

- Teen Talk – programmes for young people and their parents/carers
- 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
- 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
- Possible new programme in partnership with East West Studios

C3 c INFORMATION TECHNOLOGY

- Secure email is used for the transfer of all relevant documentation between the Youth Offending Service and the Youth Justice Board placements team. Documentation required by the Secure Estate cannot yet be provided electronically as facilities do not exist at court. A new Court is being built which will provide electronic access.
- The new version of Careworks, implementation date October 2006, is web-based and will enable access to the case management system at Court.
- Secure email is frequently used for the transfer of cases between ourselves and other YOTs and agencies within the criminal justice system
- The upgrade of the current version of Careworks from client-server architecture to a web-enabled system will support flexible and mobile working and provide more streamlined processes through 'workflow management' and 'profile based security'. It will be possible to precisely define who has what level of access to what information
- In addition to YJB returns, management information is used to identify gaps in service delivery, to target resources and to bid for additional resources. Information enables robust performance management and is shared with partners to facilitate joined up analysis and planning
- The YOS has limited use of Viewpoint, a programme installed and utilised as part of the recent HMIP Inspection
- The YOS and the whole of Children and Families use PDA handsets for sending receiving emails, typing documents and diary management
- It is planned to make use of the web-enablement of the new version of Careworks with a laptop computer at court. This is dependent on infrastructure issues to be determined with IS e.g. the support of "3G" network cards for remote internet access
- Locally there are major changes in the modernising of core council systems which is impacting on the YOS. There will be consolidation of data servers and the YOS Information and Performance Manager is working closely with colleagues in Children and Families, IS and Careworks
- The introduction is taking place, of the Integrated Children's System in Children and Families. In the short-term, there will be no connectivity between the YOS system and ICS but the YOS will continue to have access to Swift
- Hardware – there has been investment in two new servers for the web-based version of Careworks, one for the data and one for the Careworks application itself.
- Software – there will be a complete overhaul of existing case management database and management information system. There is a need to invest in Visual Studio 2003 and Office 2003 for administrator machines, as part of the new upgrade.

- Court results – Xhibit portal up and running, but has very limited utility as it only relates to the Crown Court and very few cases are sentenced in the higher courts. Maximum benefit would be achieved if the infrastructure also supported magistrates and youth courts.
- Secure email – all process flows are not yet in place. Still reliance on one key individual in YOS for secure emailing capability.
- There is a need for other agencies to have access to secure email and staff will need training
- Key contacts at Hendon court have consulted about facilities the YOS require in the new court due to open in Autumn 2006. It has yet to be determined whether or not it is possible for us to work with tablet PCs within the court buildings.

C.4 PEOPLE AND ORGANISATION

C4 a 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 A3

Diversity considerations:

- The race audit has identified some issues which are being addressed in a number of ways – see action planning spreadsheet

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).
- One person is currently undertaking the degree in Youth Justice
- One person is currently undertaking an external management certificate

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.
- Up to seven new posts are being created within the YOS in the coming year. This creates challenging infrastructure issues and highlights the risks in having a small core staff and an excess of grant-funded posts

Table A3: 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		2			2		32	40
Fixed Term			1	1		4	3	2				14
Seconded Social Services												0
Seconded Probation						1						1
Seconded Police						1		1				2
Seconded Health							1			2		3
Seconded Education												0
Seconded Connexions						1			1			2
Seconded Other						1						1
Outsourced						1			9			12
Temporary												0
Vacant						3		.5				0.5
TOTAL	1	1	1	3	0	14	4	3.5	14	2	32	75.5
Gender/Ethnicity												
White Male			1			4			7		5	17
Black Male						1			1		3	5
Asian Male											1	1
Mixed Race Male											1	1
Chinese/Other Male									1			0
White Female	1	1		1		4	3	2	2	1	9	24
Black Female				1				1			7	9
Asian Female				1		1	1				2	5
Mixed Race Female											2	2
Chinese/Other Female						1			1	1	2	5
TOTAL	1	1	1	3	0	11	4	3	12	2	32	70

C4 b **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 and is involved with the Children's Workforce Strategy and Common Assessment Framework training the trainer events.
- 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. Other training is being developed in response to actions in local management reports arising from two serious incident reviews, a management away day looking at quality issues in practice, and learning from the recent Inspection.
- Extended Team Meetings and Team Practice Development Workshops are planned throughout the year to continue to drive up the quality of ASSET, EPQA secure remand and resettlement, evidence-based case recording, delivery plan issues and in particular, the assessment and management of risk of harm.
- 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. One manager attends an external first line management course.
- Training for specialist staff is accessed in a variety of ways, either through their own parent agencies, or paid for with grant funding.
- Up to seven new staff will be inducted and trained in specialist areas during the coming year e.g. parenting support worker, PRU support worker, YISP.
- INSET training this year is yet to be confirmed and will include risk, motivational interviewing, victim and restorative justice.
- All volunteers and mentors have been trained in restorative justice principles and further training will be offered to new recruits.
- All staff received Children Act 2004 training.
- One member of the team is undertaking the degree in Youth Justice.
- Next year's allocation for the Professional Certificate in Effective Practice is to be decided but is likely to include the YOS Substance Misuse Worker and the Connexions PA allocated to the YOS.
- All staff will undertake Careworks web-based training.
- YISP volunteer mentors will undertake training.
- New Referral Order Panel volunteers will be trained during the forthcoming year.

- Diversity consultancy has begun and training is booked for all YOS staff. This links with an action from the Diversity Action Plan.
- Teen Talk training is being delivered currently to all staff in order to address issues of responsibly, effective practice and to encourage compliance.
- The team will undergo young sexual abusers training
- The YOS will request further mental health training from CAMHS

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 with further developments coming on-stream in the coming year.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

Overview:

The Youth Inclusion and Support Panel (YISP) became fully operational in July 2004 and the impact of this targeted early intervention has been demonstrated during the past year with a significant reduction in the numbers of first time entrants to the criminal justice system. Youth Justice Board Prevention Funding is enabling the YISP to be extended to provide a service to those aged 14+. Funding and management arrangements for the YISP and other newly created prevention posts are being reviewed with the Children's Fund and the Youth Justice Board in order to develop the most effective infrastructure for fully integrated preventative activity. A volunteer mentoring scheme is being developed to provide additional support to those young people identified as being at risk, and mental health needs and parenting issues will be a particular focus with specially commissioned support from CAMHS. A parenting support worker is being recruited to deliver a range of interventions to parents and carers together with a Pupil Referral Unit support worker who will target those young people who have been excluded from mainstream education and who are at risk of offending. This year will also see the implementation of a full performance management framework to monitor prevention outcomes.

Data: Prevention

KPI: 05/06 April – December actual and % against target	<u>Target</u> - 367 <u>Actual</u> - 225 <u>Target exceeded by 142</u>
KPI: 06/07 target	220

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 the right level. The Final Warning Protocol between the Youth Offending Service and police has been signed off. The excellent progress already achieved will be consolidated in the coming year and will take account of changes to the target. It is planned to increase the number of referrals to the YISP during the coming year by seeking referrals from targeted primary schools of children at risk of exclusion, and by developing a process whereby all those receiving a reprimand are referred to the YISP for an ONSET assessment.

Data: Final Warnings

KPI: 05/06 April – December actual and % against target (old KPI)	<u>Target = 90%</u> <u>Actual = 98%</u>	EPQA: 03 rating	<u>1</u>
KPI: 06/07 target (new KPI)	<u>100% FW supported by appropriate intervention regarding risk, asset score, or other specific concern</u>	EPQA: 05 result	<u>3</u>

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 reduced in both seriousness and frequency. This robust community supervision has been further enhanced by borrowing additional places from neighbouring partner Boroughs as needed. The service is currently commissioned jointly by Barnet, Enfield and Haringey from YAP UK. However, the partnership has decided to commission NACRO for the coming year which means that the service will be configured differently. It is anticipated that once the transitional period is over and new referral and management processes are embedded, the quality of ISSP provision in Barnet will be further enhanced.

REDUCE RE-OFFENDING

Overview:

The YOS has been successful in reducing re-offending by young people since its inception in 2000. 12 month recidivism rates demonstrate a downward trend over five years, and the 24 month recidivism rate, although slightly raised last year, is anticipated to fall during the coming year. The focus for the next year will be on priorities identified by the YOS Management Board, and based on performance information, a recent Inspection and other practice evidence. Parenting support will be increased, and there will be a particular focus on increasing the numbers of young people in education, training and employment (ETE). Improvements in this latter target will have a direct positive impact on the re-offending rates of young people within the Borough. Funding applications have been made to the Building Stronger and Safer Communities Fund in order to increase the capacity of the YOS to meet the demands of the Prevent and Deter strand of the Prolific and Other Priority Offender Strategy and the RESPECT agenda. There is also a particular focus on the quality of work with young people in contact with the YOS, particularly those from minority backgrounds and those who are most difficult to engage. It is anticipated that the purchase and use of Teen Talk, a specialist resource for working with young people, will significantly increase the engagement and subsequent compliance of those on statutory orders.

Data: Recidivism

KPI: 05/06 actual (Oct – Dec cohort) and % against target*	<u>Target = 27.4%</u> <u>Actual = 34.8%</u>
KPI: 06/07 target	<u>33%</u>

REDUCE THE USE OF CUSTODY

Overview:

This Key Performance Indicator was 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" proposed an action plan to drive forward improvements. Close partnership work between the Magistrates, Court and the YOS highlighted those areas which were outside YOS influence and those which could be affected. The bail support scheme was re-launched in the Youth Courts. Enforcement policy and quality control procedures within YOS were revised. By enhancing the robustness of community penalties, the YOS increased its influence over the target which was met throughout the year. A remand management strategy will be developed jointly within the Children and Families Service during the coming year and the EPQA action plan will be implemented. As a result of legal advice, there is no longer any Magistrate representation at the YOS Management Board but efforts are being made to try and secure their attendance in an observer role. Communication with Crown Court sentencers needs to be improved and it is hoped the Youth Justice Board will lead on this. The Appropriate Adult Service is being re-commissioned and protocols around remand management will be drawn up with key partners e.g. Children and Families, Housing. Aggregated data in relation to remands and sentencing decisions with particular focus on those from minority groups will be reviewed and monitored by the YOS and its Management Board. The quality of information provided to young people will be reviewed and enhanced.

Data: Use of the Secure Estate

KPI: 05/06 April – December actual and % against target (remand)	<u>Target – 40%</u> <u>Actual – 37.3%</u>	KPI: 05/06 April – December actual and % against target (custody)	<u>Target – 6%</u> <u>Actual - 4.2%</u>	EPQA: 05 rating	<u>2</u>
KPI: 06/07 target	<u>30%</u>	KPI: 06/07 target	<u>5%</u>	EPQA: 07 target	<u>3</u>

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 the last three quarters. The focus in the coming year is to sustain this performance whilst managing a rising workload due to increased police activity on youth crime. The increased use of stand down and specific sentence reports by the Youth Court will impact positively and this will be addressed in discussion with Magistrates and at a number of joint forums e.g. local criminal justice board, court user liaison meeting.

Data: Pre-sentence reports

KPI: 05/06 April – December actual and % against target	<u>Target</u> - 90%
	<u>Actual</u> - 87.3%
KPI: 06/07 target	<u>90%</u>

ENFORCEMENT AND ENABLING COMPLIANCE

Overview:

This is a developing theme and guidance is awaited as to the process for quality assessing performance against a range of indicators linked to enabling compliance.

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 the past 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. ASSETs, particularly those which trigger a Risk of Harm ASSET, will receive increased management oversight and all staff will receive further training in ASSET completion with a focus on end ASSETs, Risk of Harm and race and equality issues. Aggregated data will be regularly reviewed to provide outcome data to inform planning. A recent Inspection highlighted the YOS's multi-professional initial assessment process which capitalises on the potential of a multi-agency team and lays solid foundations for planned, effective interventions. This "whole team" approach to assessment ensures an evidence-based approach and that the young person benefits from an holistic assessment.

Data: ASSET

KPI: 05/06 April – December actual and % against target (ASSET)	<u>Actual – 99.3%</u> <u>Target – 95%</u> <u>Target met</u>	KPI: 05/06 April – December actual and % against target (DTO)	<u>Actual – 100%</u> <u>Target – 95%</u> <u>Target met</u>	EPQA: 03 rating	<u>2</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	<u>100%</u>	EPQA: 05 result	<u>3</u>

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 is necessary to 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. Additional staff will be joining the YOS this year with a particular focus on this indicator. A Pupil Referral Support worker will provide interventions to those excluded from mainstream education, and a bid has been made for two Youth Workers to join the YOS and provide support and encouragement with re-entry to ETE. The issues of limited E2E provision and the difficulty of engaging the YOS client group will continue to be a focus for activity around this theme.

Data: Education, Training and Employment

KPI: 05/06 April – December actual and % against target	<u>Target</u> - 90%	EPQA: 03 rating	2
	<u>Actual</u> - 62.4%		
KPI: 06/07 target	90%	EPQA: 05 result	2

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 with a second supported housing project underway. 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: Accommodation

KPI: 05/06 April – December actual and % against target (named officer)	<u>100%</u>	KPI: 05/06 April – December actual and % against target (suitable accommodation)	<u>Target - 100%</u> <u>Actual - 100%</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%

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 3. 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 wide forensic psychiatric support.

Data: Mental Health

KPI: 05/06 April – December actual and % against target (Acute)	<u>Target – 95%</u> <u>Actual – N/A</u> No acute cases	KPI: 05/06 April – December actual and % against target (non-acute)	<u>Target – 95%</u> <u>Actual - 96.4%</u> Target met	EPQA: 05 rating (where applicable)	(not applicable)
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 07 target	

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 who 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 drug worker 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. Custody information packs will be developed in support of drugs awareness and education and as part of the remand management strategy. Protocols will be established with the Probation Service to cover transitional issues for 18 year old substance misusers.

Data: Substance Misuse

KPI: 05/06 April – December actual and % against target (Screening)	<u>Target – 95%</u> <u>Actual – 95%</u> <u>Target met</u>	KPI: 05/06 April – December actual and % against target (specialist assessment)	<u>Target – 85%</u> <u>Actual – 90.4%</u> <u>Target met</u>	KPI: 05/06 April – December actual and % against target (early access to intervention)	<u>Target = 85%</u> <u>Actual = 98.7%</u> <u>Target met</u>	EPQA: 05 (where applicable)	<u>(not applicable)</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	<u>100%</u>	EPQA: 07 target	

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview:

This is a new area for development in the coming year and actions will be based on the recent EPQA process and action plan. The resettlement strategy will be implemented and processes designed to provide information to the Youth Justice Board about gaps in service provision to try and ensure a seamless transition back into the community for young people being released from custody. The Rainer Pilot together with aggregated ASSET data for the start, middle and end of Detention and Training Order cases, will give an indication of service gaps. These are likely to be around supported accommodation and education, training and employment. Information will be reported to the YOS Management Board and partner engagement will be sought to remove blockages and provide solutions. The resettlement agenda has already been raised within that group.

Data: Resettlement

EPQA: 05 rating	1	EPQA: 07 target	<u>2</u>
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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 head teachers, 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”. The film received a national award for ‘Communicating Youth Justice’ at the Youth Justice Board Conference. The programme continues to be rolled out with further funding from the Children’s Fund. 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. Funding is currently being sought from the Building Stronger and Safer Communities Fund to establish a dedicated restorative justice post within the YOS. The post will seek to increase the numbers of victims engaged with the YOS in direct mediation or restorative conferencing. The post will also develop opportunities for reparative activity to increase the range of restorative justice interventions available. Funding is also being sought for two youth workers to be attached to the YOS to support work with young victims. The YOS will also be working closely with police to develop joint working protocols to meet the demands of the Code of Practice for Victims.

Data: Use of Restorative Processes and Victim Satisfaction

KPI: 05/06 April – December actual and % against target (intervention)	<u>Target – 75%</u> <u>Actual – 100%</u> <u>Target met</u>	KPI: 0405/06 April – December actual and % against target (satisfaction)	<u>Target – 75%</u> <u>Actual – 100%</u> <u>Target met</u>
KPI: 06/07 target	<u>75%</u>	KPI: 06/07 target	<u>75%</u>

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 a good position to continue to make sustained and serious improvements in the coming year. An increase in contribution from the PCT has increased the number of regular parenting groups being run. The parenting reference group meets quarterly and has resulted in the proposal for a Parenting Development Worker to be recruited for the Borough. In addition, prevention funding has enabled the recruitment of a full time parenting support worker to deliver services across both prevention and re-offending services.

Data:

KPI: 05/06 April – December actual and % against target (Interventions)	<u>Target – 10%</u> <u>Actual – 12%</u> <u>Target met</u>	KPI: 05/06 April – December actual and % against target (Satisfaction)	<u>Target – 75%</u> <u>Actual – 100%</u> <u>Target met</u>	EPQA: 04 rating	<u>1</u>
KPI: 06/07 target	<u>10%</u>	KPI: 06/07 target	75%	EPQA: 05 result	<u>2</u>

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview:

As a result of the race audit which was carried out this year, a number of actions have been identified are in the process of being implemented. Diversity issues are a standing item at the YOS Management Board and the first sub-group was established to drive forward the diversity action plan. Within the YOS, the accuracy of ethnicity, religious and cultural data is being improved. Two diversity training events will be held for all staff in the YOS during the coming year, together with a number of less formal awareness-raising activities to take place at Team Development Days and Team Meetings. Culturally sensitive resources have been purchased which it is anticipated will increase the engagement of BME young people in contact with the YOS and facilitate their greater compliance and reduce the disproportionality in breach procedures. All breaches have management oversight. Links will be developed with the Portuguese authorities and any black Portuguese community groups which may exist as local data suggests that this particular minority group should be targeted for additional support. Police have agreed to provide sessions about rights and responsibilities in relation to stop and search processes in order to enhance relationships between young people and police and reduce the risk of escalation during this encounters.

E. REVIEW AND APPROVAL

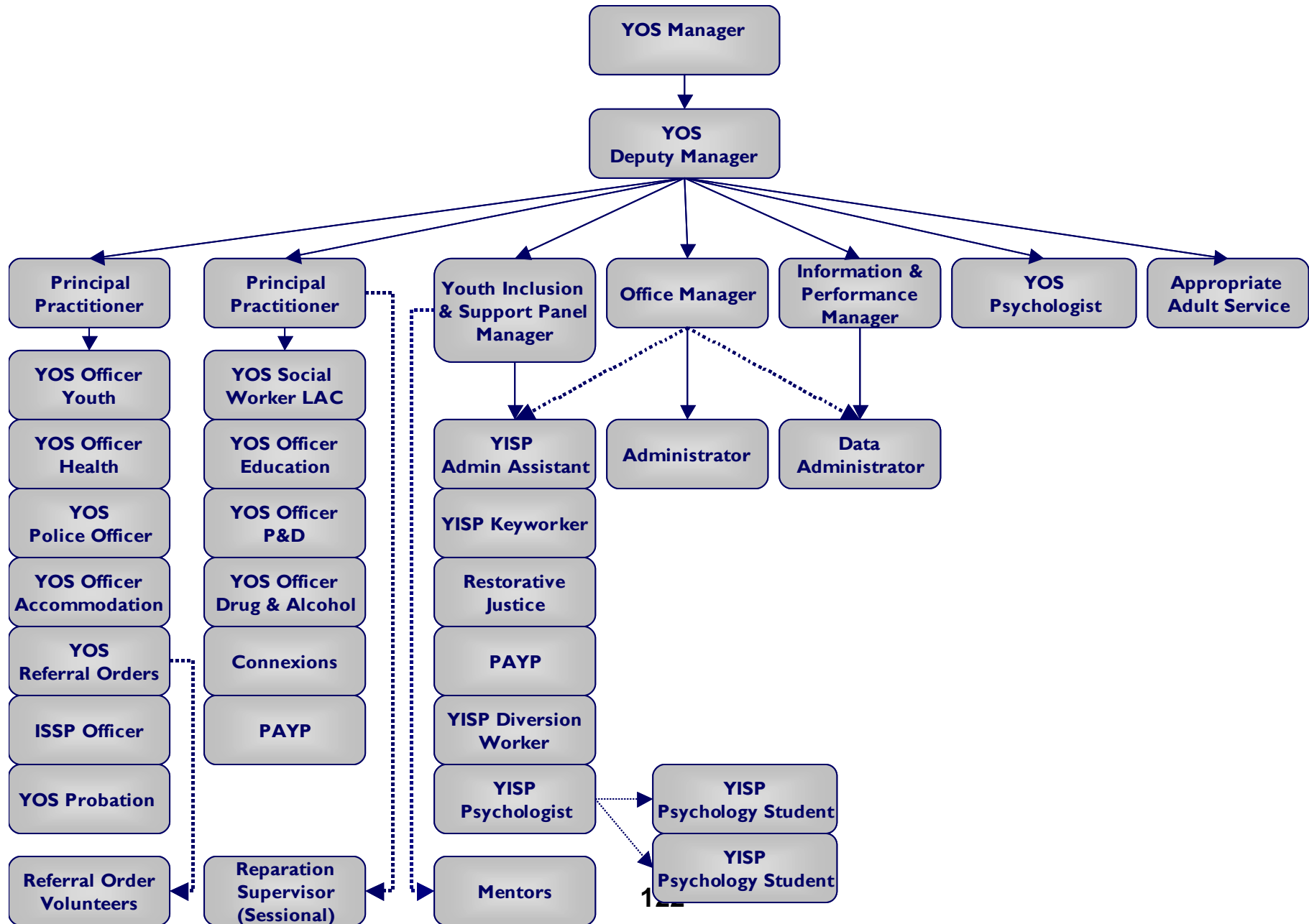
Table B: Schedule for review of plan:

Review date	Reviewer
<u>18 September 2006</u>	<u>Chair and Membership of Youth Justice Matters – YOS Management Board</u>
<u>4 December 2006</u>	<u>Chair and Membership of Youth Justice Matters – YOS Management Board</u>
<u>March 2007</u>	<u>Chair and Membership of Youth Justice Matters – YOS Management Board</u>

Table C: Signature of approval

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

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES

KPIs

Below please provide historical data against the KPIs associated with the themes.

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 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</p>		225	220
<p>Prevent Offending (old target): At least 200 young people are identified and targeted for support each year</p>	130	N/A	
<p>Intervene early (new target): Ensure that 100% of young people on a final warning are supported by an intervention if: - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4</p>			100
<p>Intervene early (old target): Ensure that 80% of all final warnings are supported by an intervention programme</p>	108	98.1	80
<p>Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	2002/03 cohort % reoffending after 24 months:	2003/04 cohort % reoffending after 24 months (if available):	2004/5 cohort % reoffending after 24 months:
Pre-court	32.4	31.1	Reduction of 5%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
First tier penalties	35.6	35.9	Reduction of 5%
Community penalties	48.1	45.8	Reduction of 5%
Custody	50.0	100	Reduction of 5%
Reduce the use of custody (secure remands):			
Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	42	37.3	30
Reduce the use of custody (custodial sentences):			
Reduce the number of custodial sentences as proportion of all court disposals to 5%	9	4.2	5%
Ensure the swift administration of justice:			
Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	88	87.4	90
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	88	87.4	90
Ensure effective and rigorous assessment, planning and supervision			
Ensure that 100% of assessments for community disposals are completed at assessment stage	100	98.4	100
Ensure that 100% of assessments for community disposals are completed at closure stage	100	98	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100	100	100
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100	100	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	100	100	100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	100	100	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	60	62.4	90
Support access to appropriate accommodation: Ensure that all Yots 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 access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the 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	100
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	79	96.4	100
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	100	90.4	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100	98.7	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100	98.7	100
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	100	100	75
Ensure that 75% of victims are satisfied	100	100	75

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	25	12	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100	100	75
Ensure equal treatment regardless of race (new target): Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
Ensure equal treatment regardless of race (old target): All YOTs 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 submitted	Pending review	NEW TARGET

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	1	N/A	3
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05 – 07 or 06 – 08			
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision	2	N/A	3
Education, training and employment	2	N/A	2
Substance misuse: 05 – 07 or 06 – 08	N/A	N/A	N/A
Mental health: 05 – 07 or 06 – 08	N/A	N/A	N/A
Accommodation (n/a)			
Resettlement	1	N/A	1.5
Parenting	1	N/A	2

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REPORT OF THE HENDON AREA ENVIRONMENT SUB-COMMITTEE

5 September 2006

SUB-COMMITTEE:

- *Councillor Jane Ellison (Chairman)
- *Councillor Richard Weider (Vice-Chairman)

Councillors:

- * Maureen Braun (substituting for Anthony Finn)
- * Wayne Casey
- Anthony Finn
- * Julie Johnson
- Charlie O-Macauley
- * Zakia Zubairi

*denotes Member present

WELSH HARP LOCAL NATURE RESERVE BYELAWS (Report of the Cabinet Member for Environment and Transport – Agenda Item 7)

The Sub-Committee considered the attached report of the Cabinet Member for Environment and Transport and approved recommendation 1.1 seeking Cabinet and Council endorsement of the proposed Byelaws.. (The Sub-Committee's decisions of this date record their approval of the remaining recommendations, as well as an extra resolution about the circulation of the publicity plan to the Sub-Committee).

RESOLVED TO RECOMMEND – That Cabinet be requested to recommend that Council approve the Byelaws relating to the Welsh harp Local Nature Reserve as shown in the report's appendix.

Enclosure to report of Hendon Area Sub-Committee

Meeting	Hendon Area Environment Sub-Committee
Date	5 September 2006
Subject	Welsh Harp Local Nature Reserve Byelaws
Report of	Cabinet Member for Environment and Transport
Summary	This report details the proposed byelaws for the recently declared Welsh Harp Local Nature Reserve

Officer Contributors	Head of Environment and Transport Chief Environmental Services Manager
Status (public or exempt)	Public
Wards affected	West Hendon
Enclosures	Appendix – Proposed Byelaws
For decision by	Council (via recommendation by Hendon Area Environment Sub-Committee to Cabinet)
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A

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1. RECOMMENDATIONS

- 1.1 That Cabinet be requested to recommend that Council approve the Byelaws relating to the Welsh Harp Nature Reserve as shown in the attached appendix.**
- 1.2 That, following approval by Council, the Head of Environment and Transport be instructed to submit the byelaws to the Department for Environment Food and Rural Affairs (DEFRA) for approval.**
- 1.3 That, following approval by DEFRA, the Head of Environment and Transport be instructed to:**
 - (i) advertise the Byelaws as required**
 - (ii) make the signed and sealed copies available to the public and**
 - (iii) arrange for the Byelaws to be implemented.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Welsh Harp Joint Consultative Committee (WHJCC) 15 June 2005 – 8 – Agreement of proposed Byelaws for referral to Hendon Area Environment Sub-Committee.**
- 2.2 Hendon Area Environment Sub-Committee 15 March 2005 – 8 – Local Nature Reserve (LNR) Declaration approved.**

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Working towards the Council's priority of a clean, green and safe borough.**

4. RISK MANAGEMENT ISSUES

- 4.1 Byelaws are only as powerful as the enforcement action taken. The adoption of new Byelaws may lead the public to believe that the Council will stop all antisocial behaviour on the site. Due to resource restrictions, enforcement will not be possible at all times. The imposition of Byelaws may improve the behaviour of some people if they know that an offence is being committed which could result in legal action being taken.**
- 4.2 If the Byelaws are not implemented, the Welsh Harp marginal land will remain without byelaw coverage and Council officers and the police will continue to have no Byelaws to back up enforcement action.**

5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 The site is patrolled one weekend in three by the Police Safer Communities Team, therefore it is not expected that the introduction of new Byelaws will create significant additional costs. Any such costs will be contained within overall approved budgets. The new Byelaws are an additional tool in the enforcement work.**

6. LEGAL ISSUES

6.1 None.

7. CONSTITUTIONAL POWERS

- 7.1 Constitution Part 3 – Responsibility for Functions – 3.10 – Area Environment Sub-Committees perform functions that are the responsibility of the Executive including – Local Nature Reserves, Sites of Special Scientific Interest and other controlled areas.
- 7.2 Constitution Article 4- – 4.02(j) – Only the Council will exercise making, amending, revoking, re-enacting or adopting byelaws and promoting or opposing the making of local legislation or personal Bills.
- 7.3 4.02(j) – Explanatory Note.

8. BACKGROUND INFORMATION

- 8.1 The Welsh Harp Local Nature Reserve Declaration was approved by the Hendon Area Environment Sub-Committee on 15 March 2005. The Declaration has been signed and sealed and it was dated 21 July 2005 to coincide with a similar declaration by the London Borough of Brent.
- 8.2 Parts of the Welsh Harp marginal land within the Local Nature Reserve are not covered by the existing Byelaws. The Welsh Harp Joint Consultative Committee requested that Byelaws be enacted for the whole of the Local Nature Reserve removing this omission.
- 8.3 The proposed Byelaws are attached as Appendix A. The document is based on The Department of Environment, Food and Rural Affairs' (DEFRA) model Byelaws for Local Nature Reserves.
- 8.4 The Welsh Harp Joint Consultative Committee and English Nature have made their comments and these have been incorporated into the document.
- 8.5 DEFRA have given the proposed byelaws informal approval.
- 8.6 DEFRA suggested two minor amendments to reduce ambiguity. As camping is not permitted anywhere on the site clauses (xxvii) and (xxxv) under General Prohibitions can be amended by deleting the phrase "*elsewhere than in the area indicated by notice as being available for camping.*" This suggestion has been accepted and the wording deleted from the Byelaws.

9. LIST OF BACKGROUND PAPERS

9.1 None.

Legal: SXX
CFO: PJA

London Borough of Barnet Council
Welsh Harp Local Nature Reserve

The London Borough of Barnet Council in exercise of the powers conferred upon them by sections 20¹, 21(4)² and 106³ of the National Parks and Access to the Countryside Act 1949 in accordance with section 236 of the Local Government Act 1972 hereby make the following byelaws for the protection of the Nature Reserve at the Welsh Harp In the West Hendon Ward In the Borough of Barnet.

1. In these byelaws

a. "The Reserve" shall mean the pieces or parcels of land contained in the whole 50 hectares or thereabouts and situated in the Ward of West Hendon In the Borough of Barnet Declared to be managed as a Nature Reserve by the declaration dated the 21 day of July 2005 made by the London Borough of Barnet in pursuance of section 21 of the National Parks and Access to the Countryside Act 1949, and the Reserve is for the purposes of identification shown as nearly as may be on the map annexed to these byelaws and therein coloured red.

b. "The Council" shall mean London Borough of Barnet.

c. "Firearm" shall have the same meaning as in section 57 of the Firearms Act 1968.

2. Within the Reserve the following acts are hereby prohibited except insofar as they may be authorised by a permit issued by the Council in accordance with Byelaw 4, or are necessary to the proper execution of his duty by an officer of the Council or by any person, or servant of any person, employed or authorised by the Council.

Restriction of Access

(i) Entering at any time those parts of the reserve where notice to keep out has been posted by order of the Council.

Damage to or disturbance of things in the Reserve

(ii) Spreading or using any net, or setting or using any lamp or other instrument, or any snare or lure, for the taking, injury or destruction of any living creature.

(iii) Taking, molesting or intentionally disturbing, injuring or killing any living creature.

(iv) Taking or intentionally disturbing or destroying the eggs, larvae, pupae or other immature stages, or the place used for shelter or protection of any living creature.

(vi) Intentionally removing or displacing any tree, shrub, plant, fungus or part thereof, or any unfashioned mineral thing including water.

¹ Amended by Nature Conservancy Council (NCC) Act 1973, Telecommunications Act 1984 & the Water Act 1989

² Amended by the NCC Act 1973

³ Amended by the NCC Act 1973 and the Environmental Protection Act 1990

(vii) Climbing or ascending any tree or climbing or placing a ladder or steps against any tree.

Bringing Animals into the Reserve

(viii) Intentionally bringing, or permitting to be brought, into the Reserve any living creature, or the egg of any living creature, or any plant, or any seed or other part of any plant, in such circumstances that it is likely that such creature or plant will reproduce or propagate itself, or such egg will hatch, or such seed will germinate.

(ix) Bringing into, or permitting to remain within, the Reserve any dog unless it is kept on a lead or any other animal unless it is kept under proper control and is prevented from worrying or disturbing any animal or bird.

(x) Turning out any animal or poultry to feed or graze.

Areas of Water

(xi) Committing any act which pollutes or is likely to cause pollution of any water.

(xii) Bathing or wading in any water in contravention of a notice exhibited beside that water by order of the Council.

(xiii) Water based sports, except as allowed under the terms of any licence granted by London Borough of Barnet or British Waterways Board

(xiv) Sailing model boats.

(xv) Fishing or Angling

(xvi) Propelling (by any means whatever) any boat on an area or stretch of water other than a public waterway in contravention of a notice exhibited beside that water by the Council.

(xvii) Mooring or leaving or launching any boat elsewhere than on a beach or mooring site indicated by a notice exhibited by the Council as being available for this purpose.

(xviii) Obstructing any flow of any drain or watercourse.

Use of Vehicles

(xix) Driving, riding, propelling or leaving any mechanically propelled vehicle (including hovercraft) elsewhere than on a highway or on a road, or in a place indicated by a notice as being available for the purpose.

(xx) Landing any aircraft except in case of emergency.

(xxi) Launching or landing a hang glider except in an emergency.

(xxii) Operating any hang glider at such height that persons on the ground or in buildings may be inconvenienced or annoyed.

Use of Certain Equipment

(xxiii) Using any camera or any apparatus for the transmission, reception, reproduction, or amplification of any sound, speech or images by electrical or mechanical means, except apparatus designed and used as an aid to defective hearing and apparatus used in a vehicle so as not to produce sound audible by a person outside the vehicle.

(xxiv) Using any device designed or adapted for detecting or locating any metal or mineral in the Reserve.

Use of Firearms etc.

(xxv) Being in possession of a firearm (with ammunition suitable for use in that firearm), or discharging a firearm or lighting a firework.

(xxvi) Projecting any missile manually or by artificial means.

General Prohibitions

(xxvii) Erecting, occupying or using any tent, shed, caravan or other structure.

(xxviii) Flying any kite or model aircraft.

(xxvix) Erecting any post, rail, fence, pole, booth, stand, building or other structure.

(xxx) Neglecting to shut any gate or to fasten it if any means of doing so are provided.

(xxxi) Posting or placing any notice or advertisement.

(xxxii) Selling or offering or exposing for sale, or letting for hire or offering or exposing for letting for hire, any commodity or article, or selling or offering for sale any service.

(xxxiii) (a) Engaging in any activity which is causing or likely to cause a disturbance.
(b) Holding any show, performance, public meeting, exhibition or sports or the playing of any organised games.

(xxxiv) Roller skating, skiing, tobogganing, or skate boarding.

(xxxv) Lighting any fire, stove, heater or other appliance capable of causing a fire.

(xxxvi) Letting fall or throwing any lighted match or lighted substance in a manner likely to cause a fire.

(xxxvii) Intentionally leaving items in a place other than a receptacle provided by the Council for deposit of litter or refuse.

3. INTERFERENCE WITH DULY AUTHORISED OFFICER

Intentionally obstructing any officer of the Council or any person, or the servant of a person, employed or authorised by the Council in the execution of any works including research or scientific work connected with the laying out, maintenance or management of the Reserve.

4. PERMITS

(i) The Council or British Waterways Board may issue permits/licences authorising any person to do any act or class of acts within the Reserve or any part thereof which would otherwise be unlawful under these byelaws.

(ii) Any such permit shall be issued subject to the following conditions:

(a) That it must be carried whenever a visit is made to the Reserve, and produced for inspection when required by a person duly authorised by the Council in that behalf; and

(b) that it may be revoked by the Council at any time.

5. BYELAWS

These byelaws shall not operate so as to interfere with the exercise –

(i) by a person of –

- (a) a right vested in him/her as owner, lessee or occupier of land in the reserve
- (b) any easement or profit a prendre to which he is entitled
- (c) any public right of way

(ii) Of any functions of a local authority, statutory undertaker or drainage authority.

(iii) By a constable or a member of the armed forces or of any fire brigade or ambulance service of the performance of his duty.

6. PENALTY

Any person who offends against any of these byelaws shall be liable on summary conviction to a fine on level 2 on the Standard Scale and in the case of a continuing offence to a further fine for each day during which the offence continues after the said conviction.

7. EXISTING BYELAWS

The byelaws with respect to the areas of the playing fields at Woodfield Park and West Hendon Playing Fields that fall within the Welsh Harp Local Nature Reserve that were made by the Council on 10 November 1978 and were confirmed by the Secretary for State for the Environment on 14 February 1979 are hereby revoked.

Council Meeting

7 November 2006

Report of Cabinet 16 October 2006

Youth Justice Plan 2006 – 2007

The attached A3 sheets relate to the Youth Justice Plan at item 1 of Cabinet's report to this meeting

Yot Action Plan

This version is for: Youth Justice Plan														
Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance	Risks	Success Criteria
Youth Justice Plan	Prevent Offending	Performance & Quality Systems	Prevention expansion	Performance management and support framework to be incorporated in YOS performance reporting	28-Apr-2006			31 July 2006	On Track	Information and Performance Manager	Careworks	Children and Young People's Plan	Careworks providing the reporting capability on time	All prevention reporting and counting rules requirements are met
		People & Organisations	Recruitment and induction of new posts - YISP 14+ keyworker, PRU support worker, parenting support worker	Interviewing - including young people and partners as time allows, safe recruitment practice completed, and	8-May-2006			31 July 2006	On Track	Deputy YOS Manager	Education, Youth and Connexions, Children's Fund	Children and Young People's Plan	Capacity of YOS to support expansion	People in new posts
			New staff trained	Training needs analysis and training delivered	8-May-2006			31 August 2006	On Track	Deputy YOS Manager	Careworks, Partners	Children and Young People's Plan	Training might not be immediately available	New staff fully trained and inducted
		Resources	Capacity building within the YOS	Review of current YOS structure and roles and responsibilities	8-May-2006			31 July 2006	On Track	YOS Manager	Children's Fund, CAMHS, Children and Families	Children and Young People's Plan	Capacity of YOS to support expansion	YOS re-structure completed and plans for mainstreaming agreed
		Partnership Working	Engagement of key partners at both strategic and operational levels	Strategic positioning of YOS prevention activity with sustainable accountable frameworks	8-May-2006			31 July 2006	On Track	YOS Manager	All partners	Children and Young People's Plan	Resource constraints within partner agencies	Protocols/SLAs in place and effective
			Identification and referral of young people	Referral processes and management and review structures developed and in place	8-May-2006			31 July 2006	On Track	Deputy YOS Manager	All partners	Children and Young People's Plan	Capacity of YOS to meet demand	Work with children and young people taking place - performance data
	Intervene Early	Partnership Working	To increase referrals to the YISP, particularly under 14 year olds	To consider a process whereby all those receiving a reprimand are referred to the YISP for an ONSET assessment	8-May-2006			30 June 2006	On Track	YISP Manager	Police	Safer Communities in Barnet 2005-2008 and Children and Young People's Plan	Capacity of YISP to meet demand	Numbers of young people, particularly those under 14, referred to YISP and who receive ONSET assessment increases
				To consider a process whereby all those children and young people at risk of exclusion from targeted primary schools are referred to the YISP for an ONSET assessment	8-May-2006			30 June 2006	On Track	YISP Manager	Education	Safer Communities in Barnet 2005-2008 and Children and Young People's Plan	Capacity of YISP to meet demand	Numbers of young people, particularly those under 14, referred to YISP and who receive ONSET assessment increases
		Performance & Quality Systems	To implement changes required by the new performance measure on Final Warnings	To identify process which incorporates robust risk assessment and deliver training as required	8-May-2006			30 June 2006	On Track	Principal Practitioner	Police	Safer Communities in Barnet 2005-2008 and Children and Young People's Plan	Resource constraints as Barnet has only one police officer and out of borough final warnings	Performance data on final warning interventions
		Resources	Prevention expansion	Prevention project set-up to include targeted work at the Pupil Referral Unit, with parents and an additional YISP post for 14+	8-May-2006			Ongoing	On Track	YOS Manager	Children's Fund, Children and Families, Education	Safer Communities in Barnet 2005-2008 and Children and Young People's Plan	Capacity of YOS to support expansion	Performance data in relation to reduction of numbers of first time entrants to the criminal justice system
	Intensive Supervision	People & Organisations	To improve quality of ISSP provision in Barnet	To manage transition from previous ISSP provider to new ISSP provider with minimal disruption to service	8-May-2006			01 July 2006	On Track	Deputy YOS Manager	NACRO, YAP UK, Haringey YOS, Enfield YOS	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, and Prolific and Other Priority Offender Strategy	Capacity of NACRO to meet challenging deadlines	Reduce numbers of custodial sentences and numbers of custodial remands - reduce re-offending rate - performance data
				To develop new scheme and associated referral and management processes	8-May-2006			01 July 2006	On Track	Deputy YOS Manager	NACRO, YAP UK, Haringey YOS, Enfield YOS	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, and Prolific and Other Priority Offender Strategy	Capacity of NACRO to meet challenging deadlines	Reduce numbers of custodial sentences and numbers of custodial remands - reduce re-offending rate - performance data
	Reduce Re-Offending	People & Organisations	To increase the capacity of the YOS in face to face work with young people identified through the Prevent and Deter strategy	Funding bid being made to Building Stronger and Safer Communities Fund for a Prevent and Deter caseworker	9-May-2006			31 May 2006	On Track	YOS Manager	Children and Young People's Strategic Partnership Board and Safer Communities Board	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Prolific and Other Priority Offender Strategy	Short-term funding	Reduction of re-offending performance data
			To increase the capacity of the YOS to respond to the RESPECT agenda, tackling anti-social behaviour, supervising reparative activity, supporting young victims of crime, supporting the re-engagement of young people into ETE, encouraging civil responsibility, and reducing the fear of crime	Funding bid being made to Building Stronger and Safer Communities Fund for two Youth Workers attached to the YOS	9-May-2006			31 May 2006	On Track	YOS Manager	Children and Young People's Strategic Partnership Board and Safer Communities Board	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and RESPECT Action Plan	Short-term funding	Reduction of re-offending performance data
			To enhance quality of work with young people	To implement a number of actions, including training needs, arising from a Management Development Day with a focus on quality and recommendations arising from two Local Management Reports	9-May-2006			Ongoing	To Review	YOS Manager	Children and Families, external training providers	Children and Young People's Plan	Workload pressures	Reduction in breach rates and greater compliance
			To increase capacity of the YOS to maintain current high performance by mainstreaming key posts	To resolve long-standing issue of funding for education post	9-May-2006			31 May 2006	To Review	YOS Manager	Children and Families, Education	Children and Young People's Plan	Budget constraints	Maintenance of current level of performance
		Partnership Working	Engagement of key partners at both strategic and operational levels	Protocols drawn up between YOS and key partners including Children and Families, Housing, Education, and Youth and Connexions	9-May-2006			Ongoing	To Review	YOS Manager	Members of Youth Justice Matters	Children and Young People's Plan	Time constraints	Enhanced service provision for YOS client group

Yot Action Plan

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Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance	Risks	Success Criteria
	Reduce Custody Use	Governance & Leadership	Re-engagement of Magistrates at strategic level through membership of Youth Justice Matters	Chair of Youth Panel invited to attend Youth Justice Matters as an observer	9-May-2006			To be agreed	On Track	YOS Manager	Chair of Youth Justice Matters, Court	Corporate Plan, Safer Communities in Barnet 2005-2008, Children and Young People's Plan	Legal advice from HMCS that Magistrates should not be members of YOS Management Boards	Already proved to be effective in managing the demand for custody
			To improve communication with Crown Court sentencers	To engage the Youth Justice Board and other London Youth Offending Services in a dialogue about extending the circle of influence beyond Magistrates	17-May-2006			Ongoing	To Review	YOS Manager	Youth Justice Board, Crown Courts, Youth Offending Services	Swift administration of justice and reduction of custodial sentences and remands	May be aspirational and not achievable in practice	Greater consistency in sentencing practice
			Maximise impact on targets in relation to custody through regular monitoring at Youth Justice Matters	All remands to custody and custodial sentencing decisions are reviewed regularly	9-May-2006			Quarterly	On Track	Information and Performance Manager	Deputy YOS Manager, Chair and Members of Youth Justice Matters	Children and Young People's Plan	Measure is largely out of the control of the YOS and involves very small numbers	Reduction in unnecessary custodial remands and sentences
			Implement remand management strategy and review EPQA action plan	Draw up remand management policy and procedures	10-May-2006			Ongoing	To Review	Principal Practitioner	Members of Youth Justice Matters	Children and Young People's Plan, EPQA	Budget constraints	Effective remand management in place and impacting on performance data
		Performance & Quality Systems	Analysis of aggregated data and which includes diversity issues	Process for regular review to be in place	10-May-2006			Quarterly	On Track	Information and Performance Manager	All staff and members of Youth Justice Matters	Children and Young People's Plan, EPQA	Conflicting demands for data analysis and collection	Robust performance management
		Resources	Review of current Appropriate Adult service provision	To commission an alternative provider which better meets the needs of Barnet	10-May-2006			01 June 2006	On Track	Deputy YOS Manager	Police, Rainer, TAAS	National Standards for Youth Justice	Reduced service during transitional period	Enhanced service provision for YOS client group
			Provision of information to young people	To develop/commission literature/leaflets/information for young people	11-May-2006			01 September 2006	On Track	YOS Manager	External provider or YOS	National Standards for Youth Justice	Time/workload constraints	Quality information provided to YOS client group
		People & Organisations	Improve quality of remand management and reduce use of custody through robust community supervision and bail support	Staff training on remand management policy and procedures	10-May-2006			To be agreed	On Track	Deputy YOS Manager	YOT staff	EPQA	Time/workload constraints	Enhanced service provision for YOS client group
		Partnership Working	Protocols signed with key partners	Meetings to be arranged with Children and Families and Housing	10-May-2006			To be agreed	On Track	YOS Manager	Children and Families, Housing	EPQA	Time/workload constraints	Enhanced service provision for YOS client group
	Swift Justice Administration	Resources	Reduce number of PSRs requested	Increase use of stand down and specific sentence reports to progress speed of sentencing and use YOS resources more effectively	10-May-2006			31 July 2006	On Track	Principal Practitioner	Court	National Standards for Youth Justice	Court may refuse and recommendation not based on full assessment	PSR completion targets continue to be met with no reduction in quality of assessment
	Enforcement and Enabling Compliance	Performance & Quality Systems	When available, to read and implement guidance on arrangements for quality assessing performance against a range of key quality indicators linked to enabling compliance	To be developed	11-May-2006			To be agreed	N/A	Information and Performance Manager	Youth Justice Board	National Enforcement Delivery Board Plan	Resource constraints	Reduction in breach rates and greater compliance
	Assessment	Performance & Quality Systems	To improve quality of ASSET information and capture outcomes	ASSETS to receive increased management oversight and data to be reviewed regularly	11-May-2006			Ongoing	To Review	Information and Performance Manager and Principal Practitioners	YOT staff	National Standards for Youth Justice	Time/workload constraints and conflicting demands for data	Increase in outcome focused data to inform performance monitoring
		People & Organisations	To improve quality of ASSET information and capture outcomes	All staff to receive further training in ASSET completion with particular focus on end ASSETS, Risk of Harm and race and equality issues	11-May-2006			Ongoing	To Review	Deputy YOS Manager	YOT staff and Youth Justice Board	National Standards for Youth Justice	Time/workload constraints	Enhanced quality of ASSET information around outcomes to inform service planning
	ETE	Governance & Leadership	To increase strategic influence in improving performance against this target	Bi-monthly monitoring by YOS Management Board - Youth Justice Matters	11-May-2006			Ongoing	On Track	YOS Manager	Chair and Membership of Youth Justice Matters	Children and Young People's Plan	Challenging target - partner budgetary and resource constraints, and number of issues impacting on this measure which are not within YOS circle of influence	Increase in number of young people in education, training and employment
		Performance & Quality Systems	To monitor performance closely	Review by YOS Management Team of all young people who are NEET on a regular basis	11-May-2006			Monthly	On Track	Information and Performance Manager	Education, Youth and Connexions,	Children and Young People's Plan	Conflicting demands for data analysis and collection and workload of management team in period of expansion	Increase in number of young people in education, training and employment
		Resources	Make effective use of available resources	Obtain services from providers such as KIS and Breakfree	11-May-2006			Ongoing	Missed / Critical	Deputy YOS Manager	KIS, Breakfree, Learning Skills Council, OLASS	Children and Young People's Plan	Difficulty of engaging this challenging client group	Increase in number of young people in education, training and employment
			Targeted work with excluded young people	Appointment of PRU support worker	11-May-2006			Ongoing	On Track	Deputy YOS Manager	Pupil Referral Unit	Children and Young People's Plan, Prevention Plan	Delays in recruitment process	Increase in number of young people in education, training and employment
			Targeted work with those on the Prevent and Deter list	To consider, as a management team, whether the YOS has the resources to proceed with East West Studios project	11-May-2006			Ongoing	In Jeopardy	YOS Management Team	Children and Families, Education, Police, East West Studios	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Profligate and Other Priority Offender Strategy	Resource constraints and capacity of YOS	Increase in number of young people in education, training and employment

Yot Action Plan

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Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance	Risks	Success Criteria
			Creation of two youth worker posts attached to the YOS to support work under this theme	Funding bid being made to Building Stronger and Safer Communities Fund	15-May-06			31 May 2006	On Track	YOS Manager	Children and Young People's Strategic Partnership Board, Members of Youth Justice Matters, Education, Youth and Connexions Service	Children and Young People's Plan	Short term funding	Increase in number of young people in education, training and employment
		Partnership Working	To increase work with those at risk of exclusion	To consider a process whereby all those children and young people at risk of exclusion from targeted primary schools are referred to the YISP for an ONSET assessment	8-May-2006			30 June 2006	On Track	YISP Manager	Education	Safer Communities in Barnet 2005-2008 and Children and Young People's Plan	Capacity of YISP to meet demand	Numbers of young people, particularly those under 14, referred to YISP and who receive ONSET assessment increases and school exclusions reduced
	Accommodation	Governance & Leadership	To provide a seamless transition for young people being released from custody	Track two cases being released from custody and present for discussion and analysis at Youth Justice Matters	11-May-2006			17 July 2006	On Track	YOS Manager	Chair and Members of Youth Justice Matters	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Prolific and Other Priority Offender Strategy	Resource constraints	All young people being released from custody have suitable accommodation which meets their needs
			To prevent remands into custody as a direct result of lack of suitable accommodation	To review protocol between YOS and Children and Families and initiate discussions around remand fostering provision	11-May-2006			01 September 2006	On Track	YOS Manager	Children and Families	Children and Young People's Plan, EPQA Remand Management	Resource constraints	Young people no longer being remanded to custody because of lack of suitable accommodation
		Partnership Working	To enhance quality of service provision to YOS client group	To develop effective protocols and processes with accommodation and support providers	11-May-2006			01 September 2006	On Track	YOS Manager	Housing, Metropolitan Housing Association, Step Forward, Safe Start, Children and Families	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Prolific and Other Priority Offender Strategy	Resource constraints	All young people in appropriate accommodation
	Mental Health	Resources	To secure full time psychologist based within the YOS	To negotiate with CAMHS/PCT about increasing Psychologist provision to ten sessions per week.	11-May-2006			Ongoing	Missed / Critical	YOS Manager	Children and Families, Education, CAMHS, PCT	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Prolific and Other Priority Offender Strategy	Resource constraints of all agencies	Enhanced mental health service to young people supported by performance data
		Partnership Working		Negotiations with PCT and CAMHS about mental health provision for the YOS including sector wide forensic psychiatric support	11-May-2006			Ongoing	Missed / Critical	YOS Manager	CAMHS, PCT, Children and Families	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Prolific and Other Priority Offender Strategy	Resource constraints of all agencies	Enhanced mental health service to young people supported by performance data
	Substance Misuse	Resources	To provide high quality drug, alcohol and tobacco education to aid the prevention of problematic drug use	Custody information packs for young people and their guardians on leaving police custody to include drug and alcohol harm reduction information	11-May-2006			01 September 2006	On Track	YOS Substance Misuse Worker	DAAT, TAAS, Police	Children and Young People's Substance Misuse Plan, EPQA Remand Management	Time/workload constraints	Education about substances provided to vulnerable group
		Partnership Working	To develop a process for ensuring the smooth transition of young alcohol/drug users to probation services on reaching 18 years old	Protocols established for transitional issues between the YOS and Probation	11-May-2006			01 September 2006	On Track	Deputy YOS Manager	Probation, DIP, Impact	Children and Young People's Substance Misuse Plan,	Time/workload constraints	Transitional arrangements between youth justice and adult offender services are seamless
	Resettlement	Governance & Leadership	Implement resettlement strategy and review EPQA action plan	Draw up resettlement policy and procedures guidance	11-May-2006			Ongoing	To Review	Deputy YOS Manager	All partners	EPQA Resettlement, London Resettlement Strategy, Prolific and Other Priority Offender Strategy	Time/workload/partner resource constraints	Resettlement strategy implemented and effectively providing quality outcomes for young people who offend
			Provision of information to Youth Justice Board about gaps in service provision	Devise mechanism to capture this information for onward transmission	11-May-2006			Ongoing	To Review	Deputy YOS Manager	YOS, Youth Justice Board	EPQA Resettlement, London Resettlement Strategy, Prolific and Other Priority Offender Strategy	Other priorities	Strategic work at Youth Justice Board will be better informed
		Performance & Quality Systems	Analysis of aggregated data on start, mid and end DTO ASSETS - Rainer Pilot	Process for regular review to be in place	11-May-2006			Quarterly	On Track	Information and Performance Manager	All staff and members of Youth Justice Matters, Rainer	Children and Young People's Plan, EPQA	Conflicting demands for data analysis and collection	Robust performance management
		People & Organisations	Staff development and training	Quarterly extended team meeting to focus on various aspects of resettlement	11-May-2006			Quarterly	On Track	Principal Practitioner	YOS staff	EPQA Resettlement, London Resettlement Strategy, Prolific and Other Priority Offender Strategy, Children and Young	Conflicting priorities and workload pressures	Enhanced quality of service to YOS client group

Yot Action Plan

This version is for: Youth Justice Plan														
Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance Targets	Risks	Success Criteria
		Partnership Working	To provide a seamless transition for young people being released from custody	Track two cases being released from custody and present for discussion and analysis at Youth Justice Matters	11-May-2006			17 July 2006	On Track	YOS Manager	Chair and Members of Youth Justice Matters	Safer Communities in Barnet 2005-2008, Children and Young People's Plan, Corporate Plan and Prolific and Other Priority Offender Strategy, EPOA, Resettlement	Resource constraints	All young people being released from custody have suitable accommodation which meets their needs
	Restorative Justice	Resources	The creation of a dedicated Restorative Justice post for both victim and reparation work.	Funding bid being made to Building Stronger and Safer Communities Fund	28-Apr-2006			31 May 2006	On Track	YOS Manager	Safer Communities Board, Children and Young People's Plan	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied
			The creation of two youth worker posts to support work with young victims	Funding bid being made to Building Stronger and Safer Communities Fund	28-Apr-2006			31 May 2006	On Track	YOS Manager	Safer Communities Board, Children and Young People's Plan	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied
		People & Organisations	Recruitment/commissioning of RJ post	To consider all options in relation to filling this gap if funding secured	15-May-06			31 May 2006	On Track	YOS Manager	Safer Communities Board, Children and Young People's Strategic Partnership Board	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied with the outcome, will increase. Expansion in number of reparation projects available.
			Recruitment and training/commissioning of sessional supervisors for reparative activity	To consider all options in relation to filling this gap if funding secured	15-May-06			31 May 2006	On Track	YOS Manager	Safer Communities Board, Children and Young People's Strategic Partnership Board	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied with the outcome, will increase. Expansion in number of reparation projects available.
			Increase numbers of victims engaged and numbers of reparation projects available	Consider how to achieve most impact given nature of funding	15-May-06			31 May 2006	On Track	YOS Manager	Police, Probation, Youth and Connexions	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied with the outcome, will increase. Expansion in number of reparation projects available.
		Performance & Quality Systems	To demonstrate increase in positive outcomes for victims through reparative activity and mediation	Develop robust restorative justice system and procedures in partnership with others	15-May-06			To be agreed	On Track	YOS Manager	Police, Probation, Youth and Connexions	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied with the outcome, will increase. Expansion in number of reparation projects available.
		Governance & Leadership	Engagement of key partners at both strategic and operational levels to mainstream work	To be raised at Youth Justice Matters	15-May-06			To be agreed	On Track	YOS Manager	Members of Youth Justice Matters	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied with the outcome, will increase. Expansion in number of reparation projects available.
		Partnership Working	To work closely with partners to develop joint working processes around services to victims	Develop effective protocol with partners for working with victims	15-May-06			To be agreed	On Track	YOS Manager	Police, Probation, Youth and Connexions	Children and Young People's Plan, Safer Communities in Barnet 2005-2008	Short-term funding	Numbers of victims engaged in restorative justice and satisfied with the outcome, will increase. Expansion in number of reparation projects available.
	Parenting	Performance & Quality Systems	To demonstrate increase in the number of parenting interventions satisfactorily completed	Recruitment of parenting support worker	15-May-06			Ongoing	To Review	Deputy YOS Manager	YJB Parenting Adviser	Children and Young People's Plan	Recruitment delays and skill shortage	Numbers of parents successfully engaged in parenting interventions increases - performance data
		Resources	To obtain a range of parenting programmes	Parenting support worker to review what is available and commission as necessary	15-May-06			To be agreed	To Review	Deputy YOS Manager	YJB Parenting Adviser	Children and Young People's Plan	Recruitment delays and skill shortage	Numbers of parents successfully engaged in parenting interventions increases - performance data
		People & Organisations	Recruitment of dedicated parenting support worker	Appointment of parenting support worker and induction and training completed	15-May-06			Ongoing	On Track	Deputy YOS Manager	Children and Families, YJB Parenting Adviser, Education	Children and Young People's Plan	Recruitment delays and skill shortage	Numbers of parents successfully engaged in parenting interventions increases - performance data
		Partnership Working	Joined up approach to parenting interventions across agencies and internally within the YOS	Parenting support worker to participate in parenting reference group and to acquire knowledge of what is available and to refer or work with others as appropriate	15-May-06			To be agreed	To Review	Deputy YOS Manager	Children and Families, YJB Parenting Adviser, Education	Children and Young People's Plan	Recruitment delays and skill shortage	Numbers of parents successfully engaged in parenting interventions increases - performance data
	Equality	Governance & Leadership	To raise awareness of, and monitor, BME overrepresentation in the criminal justice system and to consider what strategic action can be taken	To review the role of the diversity sub-group, to include diversity issues as a standing item on the Youth Justice Matters agenda	17-May-06			Ongoing	To Review	Deputy YOS Manager	Members of Youth Justice Matters	Diversity action plan, Barnet race equality scheme, Equalities Policy	Effective engagement of all partner agencies	Awareness raised and positive action being taken
		Performance & Quality Systems	To have 100% ethnicity data completion	To review current use of ASSET for assessment and recording of equalities issues including prevention and anti-social behaviour data	17-May-06			Ongoing	To Review	Information and Performance Manager	Youth Offending Team, Careworks, Youth Justice Board	Diversity action plan, Barnet race equality scheme, Equalities Policy	For a number of valid reasons it is not always possible to obtain ethnicity data	99% ethnicity data completion
			To have accurate information about cultural and religious diversity amongst the YOT population	Implementation of compliance questionnaire to complement the supervision contract which ensures that staff are aware of religious and cultural requirements	17-May-06			Ongoing	To Review	Principal Practitioner	Youth Offending Team	Diversity action plan, Barnet race equality scheme, Equalities Policy	Dependant on young people's willingness to share this information	Accurate information available to inform analysis of practice and highlight any inequality issues

Theme	YJB Corporate Target	Key Performance Indicator or other Target
Prevent Offending	Support the youth justice system to reduce the number of first time entrants to the Youth Justice System by 5% by March 2008 compared to the March 2005 baseline	<p>Submit a satisfactory Youth Justice Plan including a strategy for helping to prevent crime by identifying young people at risk of offending and acting to reducing risk through Youth Inclusion and Support Panels or other effective arrangements</p> <p>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</p>
Intervene Early	-	<p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 <p>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</p>
Intensive Community Supervision	-	<p>ISSP performance requirements:</p> <p>Provide ISSP to young people fitting the eligibility criteria as described in ISSP managers' guidance 2005, in line with YJB targets for starts</p> <p>Provide ISSP in line with ISSP managers' guidance 2005: 25 hours of supervision per week in the first 3 months reducing to 5 in the second 3 months, assumption of electronic tagging, 5 core elements covered throughout programme</p>
Reduce Re-Offending	Protect victims and communities by reducing re-offending by young offenders by 5% by March 2006 compared with the 2000 baseline	<p>Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with 2002-03, with respect to each of the following four populations:</p> <ul style="list-style-type: none"> • Pre-court • First tier penalties • Community penalties • Custodial penalties
Reduce Custody Use	Between 31 March 2005 and 31 March 2008, reduce the size of the under-18 custodial population by 10% through the implementation of the minimizing the use of custody work	<p>Secure remands: Reduce the use of the secure estate for remands to 30% of the total number of remand episodes involving bail supervision, remand to local authority accommodation, court-ordered secure remand and remand in custody</p> <p>Custodial sentences: Custodial sentences should be no more than 5% of all sentences imposed</p>
Swift Justice Administration	-	Ensure that 90% of pre-sentence reports prepared for courts are submitted within the timescales prescribed by National Standards for Youth Justice
Enforcement and Enabling Compliance	NATIONAL ENFORCEMENT DELIVERY BOARD MEASURE: An average of 35 working days from the relevant unacceptable absence to resolution of the case; to resolve 50% of cases within 25 working days of the relevant unacceptable absence	The Youth Justice Board will issue guidance on arrangements for quality assessing performance against a range of key quality indicators linked to enabling compliance

Theme	YJB Corporate Target	Key Performance Indicator or other Target
Assessment	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	Ensure ASSET is completed for all young people to either community disposals, during the assessment, at the review stage and at the closure point or custodial sentences at the assessment, transfer to the community and closure Ensure that all initial training plans for young people subject to DTOs are drawn within the time-scales and the approach prescribed by National Standards for Youth Justice
ETE	Support the youth justice system to improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	Ensure that 90% of young offenders who are supervised by the YOT are either in full-time education, training or employment
Accommodation	-	All YOTs have a named accommodation officer. All 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
Mental Health	-	All young people who are assessed by ASSET as manifesting: Acute mental health difficulties to be referred by YOTs to the 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 Non-acute mental health concerns to be referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days
Substance Misuse	-	Ensure all young people are screened for substance misuse, that those with identified needs receive appropriate specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days
Resettlement	-	RAP Performance Requirement: Ensure that 30% of young people in custody are referred to RAP scheme where available Ensure that RAP schemes are run in line with RAP guidance published in 2005
Restorative Justice	-	By 2005 75% of victims of all youth crime referred to YOTs will be offered the opportunity to participate in a restorative process Ensure that 75% of victims participating are satisfied
Parenting	-	10% of young people with a community disposal should receive a parenting intervention 75% of parents participating in parenting interventions should be satisfied
Equality	To ensure that YOTs have action plans in place to achieve equal treatment at local level for comparable offences by different ethnic groups, and to deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008	Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008