



Nottingham City Youth Justice Plan 2006 – 2007

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Appendices

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A. SUMMARY

2006/7 has been an eventful and taxing year, but one that has laid important building blocks for the future. It has been a year in which all of the partnerships that the YOT relates to have been going through change, with the development of the Children's Service partnership, the restructuring of the Crime and Drugs and One Nottingham partnerships, and the creation of the Community Neighbourhood Protection Service. The City Council, the Police and the Probation Area have also been undergoing significant change to improve how we all work together to tackle the problems of crime and disorder. The YOT has played its part in this, but has also faced its own challenges.

The conviction of Peter Williams for the murder of Marion Bates at a time when he was under the supervision of the YOT resulted in an inquiry by Her Majesty's Inspectorate of Probation. Although the Inquiry concluded that the YOT could not have prevented this tragedy, it identified failings in his supervision. Most of these had already been recognised and addressed even before it was known that Peter Williams was involved, and other recommendations from the Inquiry are reflected in this Plan. It was a painful experience for the YOT's staff, but has left a strong commitment among its staff and members of the YOT Board to ensure that its practice in relation to risk assessment and management, supervision planning and enforcement reduces as far as possible the chances of similar tragedies occurring in future.

In this context of change and challenge, the YOT has made strides forward in performance during the past year. Its overall performance places it 61st nationally out of 156 YOTs. On our key performance indicators, we improved from 67% in 2004 to 80% in 2005, going from 130th to 67th position nationally and in one of our weakest areas (ensuring that young people supervised by the YOT are in full-time education, training or employment) performance improved from 51% in 2004 to 58% in 2005. Great effort has gone into developing a sustainable long-term strategy with our partners that we anticipate will take us closer to the 90% target over the next two years. Most importantly in the context of the **findings from the HMIP Inquiry**, the YOT's performance on National Standards (the Government's requirements for contact and work with young offenders) improved from 62% in 2004 to 86% in 2005, and it ranks 34th out of 156 YOTs in the country, with only Sheffield out of the core cities achieving a stronger performance.

Key developments during 2005 include:

- Introducing *Putting it Right*, an innovative scheme to link reparation work by young people on court orders with projects identified by local communities to make criminal justice visible, meet the needs of those communities most affected by youth crime, and create work opportunities within the City Council for local young people.
- Changes in the work of the YOT's police officers to perform an intelligence role to enhance the risk assessment and management work of the YOT, and create more effective links to developments such as "hot-spot" tasking and neighbourhood policing. This is a unique development by Nottingham, and may act as a future model for all YOTs.
- Development of the range of resources available to staff to work with young people, to ensure that we meet their diverse needs and maintain their engagement in activities to change behaviour.

- Formation of internal steering groups themed around the *Every Child Matters* outcomes, comprising YOT staff from all levels and disciplines, to initiate and drive improvements in service delivery across all of the YOT's activities.

These improvements were achieved despite an increase in workload of 17% between 2004 and 2005. Although this creates problems for the YOT in managing its workload and ensuring that quality is maintained, the fact that more young offenders are being brought to justice is good news for local communities, and reflects the efforts by all criminal justice agencies in Nottinghamshire to tackle crime more effectively. Nevertheless, the fact that caseloads for the YOT are between 20 and 30 per cent higher than most other YOTs in the region will pose a challenge in the coming year, and partner agencies will be asked to review their support in the light of developing evidence of the YOT's effectiveness in reducing re-offending among young people.

A major focus for the next year is to ensure that improvements in the performance indicators are matched by the quality of the work we do with young people. This is measured through Effective Practice Quality Assurance reviews, a self- assessment process validated by the Youth Justice Board's Regional Manager, which examines the quality of individual areas of work. Several of these are also measured through the Annual Performance Assessment of Children's Services, and the baselines established clearly show where improvement is needed. The YOT Board will support this by identifying "champions" for each key area of practice to act as "critical friends" to the YOT's management and staff.

Major developments planned for 2006/7 include:

- Improving consistency in our risk management of young people by "clustering" functional teams into high-risk and early interventions groups
- A new Targeted Youth Crime Prevention Strategy to strengthen youth crime prevention across the City, provide clearer strategic direction and performance management, link services much more effectively with other crime and disorder and children's developments, and improve value for money.
- Review of the YOT's role, governance and partnership arrangements, to build on the experience of its first 6 years in the context of evolving partnerships.
- Identifying opportunities for providing services at a more local level within Nottingham's communities.

Manjeet Gill
Chair of Youth Offending Team Board
Corporate Director of Neighbourhood Services

B. LOCAL PLANNING ENVIRONMENT

The YOT is part of the Community Safety division of the City Council's Neighbourhood Services Directorate, and the Head of Service is line-managed by the Service Director for Community Safety. The Corporate Director of Neighbourhood Services chairs the YOT Board and is the City Council's strategic lead for crime and disorder issues, ensuring a close fit between the priorities of the YOT and those of the Crime and Drugs Partnership. The YOT contributes to many CDP work-streams, including Hot-Spot Tasking, Respect for Nottingham, and Nottingham Stands Together (the City's anti-violence strategy), and is developing an effective working relationship with the new Community and Neighbourhood Protection Service, including the development of acceptable behaviour contracts incorporating parenting interventions as a response to anti-social behaviour.

The Head of Service is a member of the Strategic Partnership for Children, Young People and ***Their*** Families and, with other staff, participated in the theme sub-partnership groups that contributed to the development of the Children and Young People's Plan. Within the YOT, a number of theme steering groups have been established around the *Every Child Matters* outcomes to lead on the development of services, and ensure the alignment of YOT activities. Two members of the Executive Group for Integrated Children's Services are also YOT board members. At present, the YOT remains a stand-alone partnership separate from Integrated Children's Services and the CDP, and this will be reviewed in 2007 in the light of partnership developments.

The Head of Service is a member of the Local Criminal Justice Board, and leads on its public confidence work-stream. Opportunities exist for linking its work to develop public confidence in the criminal justice system more effectively with the City Council's efforts to build confidence in Nottingham's communities more generally. The YOT participates in a number of the LCJB's delivery groups including Victims and Witnesses, Race and Diversity, Tackling Delay, and Prolific and Other Priority Offenders. The YOT leads on the *Prevent and Deter* strand of the PPO strategy, which has been overseen by the LCJB but for which the CDP will be taking responsibility this year.

The YOT is active in and contributes effectively to a range of other partnerships, including the Area Child Protection Committee (***from April 2006, the Local Safeguarding Children Board***), DAAT Commissioning Group, Corporate Parenting Group, Connexions Local Management Committee, Supporting People Commissioning Group, Supporting Communities Steering Group, and Multi-Agency Public Protection Arrangements.

Although there are tensions between some of the YOT's performance indicators (for example, the use of custody and reducing first-time entrants to the youth justice system) and some local priorities for crime and disorder, these are effectively managed by the YOT's clear focus on risk management as its key priority and a growing local consensus that long-term solutions to youth crime and anti-social behaviour are to be found in prevention rather than enforcement activities. At both strategic and operational levels, there is increasing evidence of joint problem-solving between all agencies, reflecting an understanding of each other's priorities and performance indicators, although this still needs to be evidenced by outcomes.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

The YOT Board meets quarterly, and has introduced an additional two planning and development days in the past year to enable it to improve its partnership working and identify future strategic direction for the YOT. It is chaired by the Corporate Director of Neighbourhood Services who is the City Council's strategic lead on crime and disorder, and includes senior representatives of funding partners and key stakeholders. It has extended its membership in the past year to include the Community and Neighbourhood Protection Service, Supporting People, and Learning and Skills Council.

At a time of rapid change and development in Nottingham's partnerships, the Board sees its role as supporting and promoting the YOT's strategic location at the cusp of the criminal justice system, children's services, and community safety to ensure that it maintains the confidence and support of criminal justice agencies and the public in managing risk while delivering services to ensure that children and young people who offend are supported in staying safe, healthy, enjoying and achieving, making a positive contribution and achieving economic well-being.

The Board agreed an Improvement Plan at its first away-day in May 2005, with the aim of developing:

- better links between planning cycles to ensure the YOT contributes effectively to and is supported by the plans of partner agencies
- stronger focus on performance, and in particular those areas lying outwith the YOT's direct control that require partnership action
- members' joint and individual ownership of the YOT's agenda and needs
- communication between the YOT and Board members, and between Board members individually
- members understanding of the work of the YOT to enhance their role as "champions" within their agencies
- its role as a "critical friend" to the YOT's management

During 2005, the Board concentrated particular attention on education, training and employment (reflected in the development of the strategy outlined in the relevant delivery plan to improve what has historically been the weakest area of performance) and the action plan to implement the recommendations of the HMIP inquiry into the YOT's supervision of Peter Williams in 2003.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Manjeet Gill (Chair)	City Council, Neighbourhood Services	Corporate Director	Asian British	Female
Sue Gregory	City Council, Children's Services	Service Director	White	Female
David Gilbert	Nottinghamshire Police	Chief Inspector, Community, Youth and Race	White	Male
Tony Graham	Nottinghamshire Connexions	Operations Manager (City)	Black British	Male
Alan Goode	Nottinghamshire Probation	Deputy Director (Offender Management)	White	Male
Karen Frankland	Nottingham City PCT	Assistant Director, Children and Young People	White	Female
Helen Jones	City Council, Neighbourhood Services	Service Director for Community Safety	White	Female
Graham Hooper	Courts Service	Clerk to the Justices	White	Male
Chris Wade	Nottinghamshire Victims Support	Chief Executive	White	Male
Andrew Errington	City Council, Neighbourhood Services	Head of Community Protection	White	Male
Lynda Kelly	Nottingham Race Equality Council		Black British	Female
Catherine Flint	City Council Supporting People	Commissioning Manager	White	Female
Steve Spear	Crime and Drugs Partnership	Executive Director (DAAT)	White	Male

C.2 PERFORMANCE AND QUALITY SYSTEMS

Unlike many other YOTs, we have emphasised the responsibility of front-line workers for their own data inputs to eliminate double entry to paper and electronic systems. While this increases efficiency, it creates challenges in terms of maintaining data integrity. Rather than relying on validation and correction of data, we have developed understanding of the importance of data quality at team and individual level by:

- involving the performance manager in team managers' supervision once a quarter
- engaging staff commitment by involving staff at all levels in steering and short term planning groups to develop and implement action plans
- making it clear that data quality is an individual performance issue and may ultimately become a capability issue

This is supported by regular validation of data by the YOT's information officer to identify both inputting and system errors, which are then fed back into staff supervision and appraisal. The result has been a general increase in the accuracy of data, although there remain some areas where poor recording continues to be identified and these are being dealt as individual staff performance issues.

Since early 2004, a Performance Review Group has met monthly, comprising the head and deputy heads of service and the performance manager. It reviews all aspects of performance and acts as a tasking group for the performance manager, who oversees all aspects of the performance framework, including National Standards compliance, performance against KPIs, and the Effective Practice Quality Assurance process. As described in C1 (Governance and Leadership) quarterly performance reports are made to the YOT Board focusing on exceptions to performance and the reasons for them. The YOT has other regular reporting requirements as part of the Children's Service Improvement Plan (relating to measures included in the Annual Performance Assessment), Respect for Nottingham Steering Group, and LCJB.

A key driver for performance and quality has been regular management team development days which focus on "health-checking" YOT performance against inspection standards, supported by themed internal steering groups based around the *Every Child Matters* outcomes with responsibility for implementing improvement plans. The deputy heads of service have established a monthly routine of "dip-testing" of cases, looking at the quality of data, compliance with National Standards, and quality of risk assessment and supervision planning.

We have established a process for personal development reviews which meet the needs of all the seconding agencies, and is linked to the specific performance needs of individual teams within the YOT, as well as the identified needs of individual workers. This process continues to be refined in each year, and is designed to build on and inform monthly supervision.

C.3 RESOURCES

C3 a Financial resources

The contributions of the statutory funding partners have been maintained for 2006-7 with an inflationary uplift, and the continuation of ring-fenced YJB funding for Resettlement and Aftercare, Community Support and Intensive Supervision and Surveillance Programmes for 2006-8 have been confirmed. In addition, the YOT will receive YJB funding for prevention for the first time, although this is conditional on the YOT being able to demonstrate that it has been used for additional services rather than to replace other funding streams.

There are, however, a number of reductions or uncertainties about other funding streams that need to be managed. These include:

- A reduction of £64,000 in ISSP funding as a result of the termination of the 12 month programme pilot, although this is offset by a reduction in workload, and the loss of one post and associated commissioning costs
- NRF funding for Youth Inclusion and Support Programmes of £125,000 terminates, although 50 per cent of this is being mainstreamed as part of core City Council funding
- NRF funding for the *Putting it Right* project (see Restorative Justice section of the Delivery Plan) is uncertain beyond September 2005
- Anti-Social Behaviour Fund funding of £25,000 for an ASB Parenting Project is adequate only to maintain it until September
- Home Office funding of £262,000 for the Substance Misuse Arrest Referral Team pilot scheme is uncertain beyond September

One aspect of the YOT's resources that has been commented on in previous Youth Justice Plans is that the new ring-fenced funding it has received in recent years has not benefited its core statutory service, which continues to be funded in the main from local partnership contributions. Consequently, this has been placed under considerable strain with average caseloads up to 30 per cent higher than in other YOTs in the region and we are currently bench-marking caseloads against YOTs in other core cities.

This has been a long-standing issue, but a recent audit has revealed an increase in workload of 17 per cent from October-December 2004 to the same period in 2005. This is likely to be the result of a combination of increasing effectiveness in police performance, and the impact of increased "Offences Brought to Justice" as part of the LCJB performance targets. Although the YOT has improved its National Standards performance in terms of the number of contacts required, it is inevitable that the time staff can spend with young people and the quality of their interventions is likely to be reduced. This may not be evident until re-offending rates are calculated in 2007 and 2008, but there is a risk that both the YOT's effectiveness and its ability to meet partnership expectations will be compromised by any further increases in workload.

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

Core activity	Budget expenditure (£)
Preventive services	240,446
PACE Services	26,080
Pre-court services	298,660
Court-based services	337,770
Remand services	242,270
Community-based services	1,710,835
Through care / after care (including RAP)	328,010
Other orders	87,430
Total:	3,271,501

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

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	100,280	0	57,870	158,150
Probation	122,640	0	62,880	185,520
Health (from Table A2b)	33,490	0	58,940	92,430
Local Authority	876,705	0	359,497	1,236,202
Additional Funding (from Table A2a)	0	0	1,599,199	1,599,199
Total	1,133,115	0	2,138,386	3,271,501

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	0
European Funding	0
Youth Justice Board	1,403,429
Other	195,770
Total (for inclusion in Table A2)	1,599,199

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: Nottingham City PCT	92,430
Total (for inclusion in Table A2)	92,430

C3 b PROGRAMME RESOURCES

A range of specialist services is provided through seconded staff, including dedicated drug workers, a health promotions specialist, an accommodation advice and support worker, Connexions personal advisers (including dedicated resources for Positive Activities for Young People and high-risk young people), and access to Child and Adolescent Mental Health Services (CAMHS). The YOT directly employs arrest referral workers, victim workers, two parenting workers and a teacher. Each of these specialist roles contributes to a holistic approach to intervention planning and programme delivery. The health promotions worker also provides a range of services relating to sexual health, including pregnancy and chlamydia testing, and dispensing contraception. Links have been developed with learning disability services to improve our ability to assess and plan interventions for young people with specific support needs, and a dyslexia screening process is used within assessments.

The YOT has established a number of projects to engage young people in positive activities through which their offending behaviour can be challenged, including a music production project, sporting activities, an art and design project, life skills work, situational drama work, tenancy maintenance and work with young fathers. The YOT has begun to develop relationships with cultural and religious groups in Nottingham to ensure that the specific needs of young people from BME groups are addressed in the development of programmes.

Over the past year, we have dedicated resources to improving access to, and variety of, intervention materials for practitioners to use in meeting the diverse needs of young people who offend or are at risk of offending. Each interview room is now equipped with a wide range of resources, using different mediums to allow practitioners to deliver face to face work in accordance with individual intervention plans including PCs with access to a range of interactive materials. We have developed a “resources map” to help practitioners and young people to identify appropriate resources, structured around ASSET (the YJB risk assessment tool) and *Every Child Matters* outcomes. It is displayed in each interview room, updated monthly and includes internal, community-based and specialist resources to meet specific needs. The YOT has evaluated each resource and adapted it to ensure that it meets the needs of the diverse range of young people that we work with.

Links with the Multi-Agency Protection Panel (MAPPA) and the Sherwood Project, together with our internal risk management processes, ensure that young people who present a high risk to the community or themselves are the focus of a multi agency planning process and have tailored intervention plans that meet their specific needs and addresses risk issues. ***We are fully engaged in the Local Safeguarding Children Board, and work closely with Children’s Services to identify young people at risk from others as a result of domestic violence, neglect and exploitation. The YOT has a practice manager with a specific role in advising on and supporting work with children and young people who have committed sexual offences or are at risk of sexual exploitation.***

Each of the *Every Child Matters* themed steering groups is chaired by a deputy head of service, and comprises the performance manager, relevant specialist staff, and representatives from each of the operational teams. Terms of reference have been developed that allow each group to have decision making powers in relation to the development of policy and practice and a monitoring role in relation to performance against KPIs relevant to their theme. This has been shown to engage staff at all levels with the broader partnership agenda, the YOT’s performance needs, and the direct delivery of quality services to young people.

C3 c INFORMATION TECHNOLOGY

This has been a year of rapid development in our use of IT in all aspects of the YOT's work, and an IT Project Manager has been employed for 6 months to oversee and embed these developments and ensure that our staff are equipped to make the fullest use of them. Developments include:

- Implementing secure email facilities between the YOT and the secure estate, with further workflows to follow
- Installing PCs in all interview rooms and developing access to a range of interactive resources for the engagement of young people
- Purchasing and developing video-conferencing facilities for use with the secure estate, to reduce staff travel and involve families more directly
- Accessing the Crown Court's information system via the Xhibit portal

A major development in the early part of 2006 was to have been the introduction of a web-based version of Careworks, our case management and information system. **Nottingham was to have been a pilot site for this development, but it became apparent during testing that the system was not ready for implementation, which has now been delayed to November.** Apart from improved functionality and reporting systems, this creates the potential for remote access to the system, including access for partner agencies to enhance the sharing of information **and meet the requirement of IEG4 for a secure system for exchanging information about children and young people at risk of anti-social behaviour and offending. The YOT's performance manager is a member of Children's Services Joint Information Management Group which leads the development of information exchange between different systems and the information management aspects of the Common Assessment Framework.**

It remains a major frustration that much of the development time of Careworks (and its only competitor system) is paid for by YOTs, but taken up with enhancements required by changes to YJB specifications, so that the improvements requested by YOTs to meet local needs are relegated as a priority.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

One of the key activities planned for 2005/6 was a comprehensive Human Resources strategy covering workforce planning and development. This has been delayed pending the publication of the YJB / DfES workforce strategy (expected in the spring of 2006) **for YOTs, and will be linked to the developing workforce strategy for Children's Services. A Job Evaluation Scheme is currently under way across all City Council posts, and this is likely to have a significant impact on the future structure of the YOT.** It has almost 20 different job descriptions and the HR Strategy is intended to focus on creating a flatter structure with a limited number of common job descriptions that allows staff to move more freely between the YOT's diverse service areas. This will ensure that staff develop wide-ranging expertise; have access to a satisfying and varied career structure that allows them to remain in front-line roles whilst being stimulated and challenged by new opportunities and experience; and provides a wide perspective on the work of the YOT that enables those who wish to do so to move into managerial or development roles. In a highly-competitive market for experienced YOT staff, we believe that this is the best way of attracting and retaining high quality staff.

As a result of this approach, we have been able to ensure that our retention rates are high, and that we continue to attract high quality recruits in spite of a very competitive market. We have also been fortunate in having a full complement of seconded staff and do not generally experience problems in replacing them at the end of their tenure. **There are, however, a high proportion of temporary contracts in the YOT, including more than a third of all non-seconded staff. This is a long-standing situation which is only partly due to fixed-term funding, and whilst the resulting uncertainty has not yet caused the YOT retention problems, it remains a significant risk factor.**

There has been a small increase in the number of BME staff employed, although the general pattern referred to in previous years remains, with the overwhelming proportion of staff involved in the delivery of statutory youth justice services being white females. It had been hoped that widening the qualification requirements for case managers would have begun to have some impact, and we will be looking at this issue as part of the development of the HR strategy.

We have 180 volunteers working as referral order panel members, appropriate adults, mentors, and sessional workers. We maintain an active recruitment, training and supervision programme, and particularly seek to provide people from local communities with a basis of experience that will eventually enable them to apply for jobs within the YOT. A significant number of those who have joined us as volunteers have gone on to gain employment and qualification in the YOT or with other areas of children's services.

Table A3: Staff in the Youth Offending Team (by headcount)

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent		4			19	2	7	-	-	-	32
Fixed Term			10		14	1		-	-	-	25
Seconded Social Services								-	-	-	
Seconded Probation					2	3		-	-	-	5
Seconded Police					2			-	-	-	2
Seconded Health					3			-	-	-	3
Seconded Education								-	-	-	
Seconded Connexions					5			-	-	-	5
Seconded Other					1			-	-	-	1
Outsourced								-	-	-	
Temporary	3	6			14		8	-	-	-	31
Vacant			1					-	-	-	1
TOTAL	3	10	11		60	6	15				105
Gender/Ethnicity											
White Male	1	6	4		15		5	1		48	81
Black Male		2	1		2				1	5	11
Asian Male					1					2	3
Mixed Race Male					1						1
Chinese/Other Male											
White Female	2	2	4		35	6	8	4	1	101	163
Black Female			1		2				1	17	21
Asian Female					1		1			3	5
Mixed Race Female					2		1			1	4
Chinese/Other Female										3	3
TOTAL	3	10	10		60	6	15	5	3	180	292

C4 b Workforce development

Nottingham YOT has been at the forefront of embracing a range of qualifications for case managers. When many YOTs continue to require social work qualifications for case management posts, we accept that there are now three core qualification pathways – social work, probation, and the dedicated youth justice qualification, the Professional Certificate in Effective Practice – and that each brings distinctive qualities and enriches the diversity of the YOT's workforce. The HMIP Inquiry into Peter Williams' supervision placed a focus on the lack of qualification of the case manager involved, even though at that time, the PCEP route was not available and qualified social workers and probation officers were in such short supply that all YOTs relied to some extent on workers without formal qualifications. With the introduction of PCEP, we are now in a position in which all of the case managers in the YOT are qualified or in the process of qualifying. The uptake of PCEP in Nottingham YOT has been one of the highest in the region, and we have two staff undertaking the advanced degree-level youth justice qualification. Our intention is that all workers joining the YOT will have access to PCEP within their first year of employment, and that staff with basic occupational or professional qualifications will be encouraged to enhance them.

During 2005, a standard 12 week induction process was introduced for all staff joining the YOT, supported by a rolling programme of themed training in basic aspects of service delivery. Staff who are inexperienced in youth justice work also undertake basic INSET training organised regionally by the YJB. All staff are required to undertake a range of mandatory training courses across the year, and a particular focus in 2005/6 was the delivery of a two-day course in risk assessment and management for all YOT staff. This followed the long-awaited delivery by the YJB of a training package which was adapted and delivered by YOT workers and managers. Much of the YOT's training is delivered in this way, and we are fortunate in having the skills and knowledge within our own staff group to allow it.

The YOT's total training budget for 2005/6 was in the region of £37,500 to meet the needs of almost 100 staff and 150 volunteers. In order to manage within such a limited budget, most training is developed, designed and delivered in-house, although this involves a significant hidden cost in terms of staff time. ***During 2005, the YOT created a practice manager role with special responsibility for training and staff development and this has greatly enhanced our capacity to offer wider opportunities for professional development.***

In 2005/6, we also recognised the specific training needs of managers for the first time and accessed training specific to managers in the criminal justice system through the Midlands Probation Training Consortium. Maintaining this level of commitment to training is a major strain on the YOT's resources, particularly as only a small proportion of its needs can be met through the local authority or partners training provision. This will be exacerbated from 2006 onwards by the reduction, and eventual elimination from 2007/8 of the YJB regional learning advisor posts, which have played a significant part in the delivery of basic programmes.

We have a well-established volunteer training and group supervision programme which reflects the fact that volunteers are an essential component of the delivery of effective services, and help to increase knowledge within communities of the work of the YOT and more broadly the youth justice system in dealing effectively with youth offending.

C.5 PARTNERSHIP WORKING

As indicated in earlier sections of this Plan, it has been a significant year for partnership developments in Nottingham in terms of Children's Services, Crime and Drugs Partnership, and the Local Criminal Justice Board. The YOT has been fully engaged and contributed effectively in the development of improvement plans for all three partnerships, and in the preparations for local area agreements. The introduction of hot-spot tasking as a way of responding to immediate local needs has provided important learning about how the YOT and other services involved in youth crime prevention need to develop in order to meet short-term as well as medium / long term challenges, but has also helped to engage other agencies in recognising what the YOT needs in order to deliver effectively. This has been most significant in terms of formulating our ETE strategy, in which LEA services, the Learning Skills Council, and voluntary sector providers have been fully engaged in focusing on the particular needs and circumstances of our client group.

The YOT Board's improvement process has focused on how its members can work more effectively as a partnership, and in particular, on how their agencies can most effectively support the YOT's work. ***This will be taken forward in the coming year, with Board members being linked to the Every Child Matters theme steering groups. A partnership assessment will be carried out by the Service Director for Community Safety during April as part of a process which will include consultation on the strategic position of the YOT within the Children's, Community Safety, and Criminal Justice agendas.***

Although a wide range of protocols are in place between the YOT and its partners, a number of these are now in need of review and refreshing and this will be undertaken over the coming year to ensure that they continue to be relevant to current needs.

DELIVERY PLAN

PREVENT OFFENDING

Planning for the prevention of offending from 2006 is subject to approval by the YJB of a new Prevention Plan and to local decisions about replacement funding of £600,000 from NRF. Although Nottingham has a range of targeted prevention resources, their piecemeal development since 2000 has resulted in a patchwork lacking strategic direction, with performance that cannot be easily measured in terms of outcomes, and services that often operate in silos and do not consistently engage the involvement of universal services for young people.

Our Prevention Plan aims to give strategic direction of targeted prevention services to build effectiveness, capacity and value for money; and to ensure effective contributions to the *Prevent and Deter* strand of the *Prolific and Other Priority Offenders' Strategy*. It also seeks to develop referral processes that meet the needs of the youth disorder and hot-spot tasking agendas. A consultant has been commissioned to complete an audit of needs matched to capacity, and to negotiate future delivery and management structures by the end of March, and an action plan has been developed for the development phase of the plan.

2005-6 was the first year of a new performance indicator, to reduce year-on-year the number of new entrants to the youth justice system. There is no reliable data prior to April 2005 to provide a baseline for performance. Against the background of the *Offences Brought to Justice* initiative overseen by the LCJB and the improving detection rates of Nottinghamshire Police, this is a challenging target as all of the pressures in the system are towards the detection and conviction of more offenders. Consequently, we will need to develop reliable proxy measures to indicate the effectiveness and impact of targeted prevention.

It is clear, however, that performance in 2005-6 reflected the problems that the Prevention Plan aims to address. The capacity of the YISP team was reduced by a third as vacancies were not filled because of uncertainty about funding beyond April 2006, but even so it is apparent that the number of referrals and interventions has fallen well below target. The referral process prescribed by YJB guidance means that young people often offend before an intervention starts, and the new YIPs set up in four City Areas may also have siphoned off referrals. Efforts have been made to streamline the process by creating an early filter to identify inappropriate referrals quickly so that they do not silt up the whole process, but these have had little impact.

A more radical solution was needed, and at the same time the Hot-Spot Tasking process established in 2005 also highlighted the need for a rapid response from prevention services. As part of the Youth Disorder strategy as a work-stream of Respect for Nottingham, joint development was already underway with one of the neighbourhood policing pilots to expand weekly operational tasking to become effectively an anti-social behaviour forum in which multi-agency solutions were identified and implemented quickly in response to local problems. This process has to be evaluated but there is agreement on its potential to replace existing referral pathways to create a single referral point to a universal youth support system which delivers assessed and targeted work with young people who are at risk of offending. It is likely that this will be extended city-wide as part of the Prevention Plan development, subject to the YJB allowing some flexibility in referral processes.

Data:

KPI: 05/06 Apr-Dec	851	KPI: 06/07 (target 2% reduction from 05-06)	1112
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Action plan: Prevention

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Agree accountability and funding between Children's Services and Community Safety	Helen Jones / Ian Curryer	April 06	Funding, Partnership capacity	CYPP, SSC LAA, Area Plans, Crime FTAP
	Establish strategic steering group for youth crime prevention	Aileen Wilson	June 06	Partnership engagement	
	Establish ownership of Targeted Youth Crime Prevention and Prevent and Deter strategies	Ken Beaumont	June 06	Partnership engagement	CYPP, PPO Prevent and Deter Plan, CDP Plan
Performance and quality systems	Develop performance framework for targeted prevention services	Aileen Wilson	June 06	YOT performance capacity	YJB, Prevent and Deter Performance Framework
	Review and evaluate new targeted prevention service	Ken Beaumont	Feb 07	YOT performance capacity	
	Pilot immediate referral of younger siblings of those who are subject to YOT orders for assessment of preventative needs	Aileen Wilson	Sept 06	Refusal of young people or families to engage voluntarily	CYPP, R4N, Safe in Nottingham, Stands Together
Resources	Configure and establish new targeted prevention structure when funding issues resolved	Ken Beaumont / Aileen Wilson	Sept 06	Funding uncertainty. Loss of YJB grant if insufficient additionality shown.	Detailed development plan to be prepared once funding and accountability resolved
	Ensure effective targeting of PAYP resources on high-risk young people	Aileen Wilson	June 06	Lack of congruence with Connexions KPIs	Connexions Nottinghamshire Strategy
	Develop commissioning strategy to identify delivery agents for targeted prevention	Ken Beaumont	June 06	Uncertainty of funding and accountability	Children's Services commissioning strategy
People and organisation	Develop HR strategy for transition of currently employed staff	Ken Beaumont	June 06	Delay in resolving funding and commissioning	
	Establish training and staff development strategy for targeted prevention staff	Aileen Wilson	Sept 06		
Partnership working	Develop multi agency anti-social behaviour tasking model in Broxtowe neighbourhood policing pilot	Aileen Wilson	Sept 06	Delayed roll-out of neighbourhood policing pilots	Police Plan, Respect for Nottingham Plan, Safe in Nottingham, CYPP
	Ensure an effective rapid response process is developed to meet urgent needs	Aileen Wilson	June 06	Capacity and resources	Hot spot tasking process, Safe Plan

INTERVENE EARLY

In 2005, we comfortably achieved the performance indicator for final warnings, despite a 20% shortfall in our police establishment due to a joint decision with the Police not to replace a retiring officer pending a comprehensive review of the police role within the YOT. It was compensated for in part by the two remaining police officers working overtime but there was still some slippage on National Standard timescales. 30% of referrals were rejected as inappropriate by YOT police officers compared to 40% in 2004, and while this shows some improvement, resources continue to be wasted as a result. The neighbourhood policing pilots may ensure better understanding of the criteria by front-line officers.

The Effective Practice Quality Assurance review showed solid progress since the initial assessment in 2003, with improvements in the variety of interventions provided. Most are now delivered by volunteer mentors and specialists within the YOT, rather than by the Attendance Centre. Mentors are currently organised by a sessional worker, and we need to consider whether this should be undertaken by a specialist co-ordinator.

From April 2006, final warnings will only need to be supported by an intervention where a minimum risk threshold is crossed, and this is expected to reduce workloads. An increase in the number of final warnings was anticipated due to revised Home Office guidance which meant that some cases which have previously been recorded as 'detected no further police action' should now be assessed by the YOT for final warnings to ensure that risk factors were properly addressed. This has not materialised, as the number of final warnings with interventions increased by only 4% in 2005. At the same time, reprimands increased by 45%, which is likely to be due to the fact that a reprimand is a "sanctioned detection" for the purposes of the *Offences Brought to Justice* initiative. Further analysis is needed to establish whether this was due to young people being reprimanded where they should have been assessed for a final warning to address risk factors. This is also a concern with the increasing use of fixed penalty notices which offer a speedy response but risk the loss of opportunities to assess whether the behaviour is the "tip of an iceberg" that requires intervention.

Following the review of the police role within the YOT, there will be major changes in the delivery of early interventions in 2006/7. It has been agreed that the current activities of seconded police officers does not make best use of their unique knowledge and skills, and can be carried out by other YOT staff and seconded civilian staff. There are resource issues to be resolved, but this will free seconded officers to focus on an intelligence role across the whole of the YOT's work, reflecting the effectiveness of the role carried out for several years by the ISSP police officer. Recruitment to the new roles will commence shortly, and an action plan will be drawn up by the end of April to ensure that the transition to the new police role is achieved with minimum disruption to performance. It is anticipated that legislation will finally be introduced in 2006 to bring Attendance Centres under the YOT's management, and while a considerable amount of work was done between the YOT and the Attendance Centres in 2004 when this was previously planned, this will need to be refreshed and taken forward by a development group.

Data: Final Warnings

KPI: 05/06 Apr-Dec (target 80%- old KPI)	95.7%	EPQA: 03 rating	1
KPI: 06/07 target (new KPI)	100%	EPQA: 05 result	2

Action plan: Early Intervention

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Establish a development group to plan the migration of attendance centres to YOT management	Ken Beaumont	Dec 06	Delays in introduction of legislation	
Performance and quality systems	Analyse use of fixed penalty notices and effectiveness in deterring further offending	Emma Poyser	Sept 06	YOT performance capacity	Respect for Nottingham
Resources	Review co-ordination of final warning mentoring interventions	Aileen Wilson	July 06	Funding	National Standards
	Expand the range of external resources used in interventions	Cleveland Thompson	July 06		CYPP, Connexions Nottinghamshire Plan, Respect for Nottingham
People and organisation	Identify existing YOT capacity to undertake final warning assessments	Aileen Wilson	Sept 06	Increasing workloads in statutory service	
Partnership working	Review the performance of Final Warning clinics in the City	Aileen Wilson	June 06	Operational constraints in C Division	Local Policing Plan

PROVIDE INTENSIVE COMMUNITY SUPERVISION

The resources available to the YOT for working with its most demanding and challenging young people have developed significantly in the past 12 months as a result of YJB funding for Resettlement and Aftercare of young people with substance misuse needs released from custody, and Community Support for those on community sentences. These are most likely to face (and pose) huge challenges in accessing mainstream services, and we have been able to dedicate specific resources to them, including a Connexions personal adviser who provides intensive support in accessing education, training and employment opportunities, and an accommodation support and advice worker. In addition to the established YOT teaching post, we have employed an additional teacher. We are still heavily dependent on 1 to 1 teaching from this post to meet this group's basic needs. This post cannot be sustained in 2006/7 but it is likely that the developments outlined in the education, training and employment section of this plan will have a positive impact on the availability and suitability of provision in the future.

The most rigorous form of community-based supervision continues to be Intensive Supervision and Surveillance Programmes. The pilot programme for 12 month programmes which commenced in 2004 is being terminated, as there has been insufficient take-up nationally to justify its continuation. Nottingham is one of the few areas that came close to meeting its targets, and this is disappointing as it will result in the loss of a post and some commissioned services. ISSP continues to meet its performance targets although its breach rates remain higher than the national average. We believe this reflects a particularly rigorous approach to enforcement although future funding will be influenced by successful completion rates. Consequently, we are developing plans to "cluster" ISSP, RAP and CSG provision, and pool funding to broaden the range of resources and interventions to enhance early engagement and maintain commitment throughout long and exacting programmes of work. To promote this, we have created a new practice manager post and a six-month specialist post to ensure the development of a diversity of programme and intervention resources relevant to young people.

This reflects, in part, learning from the Peter Williams' case. The internal Serious Incident Review in 2004 identified a number of factors that were reflected in the HMIP Inquiry report, including the need to ensure that young people released from custody have stable accommodation, reduce the movement of complex cases between teams to ensure consistency of approach, and provide staff with the resources to sustain young people's interest in programmes over lengthy interventions. We have continued to develop our approach to risk management, training all staff and managers in risk assessment and management to the recently introduced YJB standard. The YOT Risk Panel is an essential part of supporting staff in demanding decisions about risk and dangerousness and spreading learning across the whole organisation, and contacts with other YOTs indicate that Nottingham is well in the vanguard of effective risk management.

At the highest level of risk, the Intensive Supervision Team manages young people identified through ASSET as needing the closest support and supervision and includes a worker dedicated to managing those young people who pose a high risk in relation to sexual harm. These cases come from every other team across the YOT and can include young people at a very early stage of their offending career who pose a high level of risk of harm. Caseloads are reduced (although still as high as the normal workload in many other YOTs) and the development of a high risk cluster of teams will allow for a more flexible use of resources, including tracking and monitoring facilities where necessary.

No data-set for this indicator

Action plan: Intensive supervision

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Develop process for oversight by the YOT Board of Serious Incident Reviews	Ken Beaumont	June 06	Board members' capacity	YOT Risk Policy
Performance and quality systems	Undertake monthly dip-testing of 20 cases for quality and compliance with National Standards in both high risk and early intervention clusters	Sarah Day / Aileen Wilson	April 06 and ongoing		National Standards
People and organisation	Refresh risk assessment and management training for all existing staff	Shelley Nicholls	Mar 07	Training capacity of YOT	
	Provide full risk assessment training programme for new staff bi-annually	Shelley Nicholls	Sept 06	Training capacity of YOT	
	Plan and implement "clustering" of teams working with prolific offenders, to improve consistency of work with young people, and maximise effectiveness and value for money	Sarah Day	June 06		
Partnership working	Implement new structure and job descriptions for ISSP and RAP teams	Sarah Day	June 06	Recruitment delays	
	Ensure effective intelligence flows between YOT and divisional police officers	Sarah Day	June 06	Recruitment delays to new police roles FIB resource constraints	Local Policing Plan

REDUCE RE-OFFENDING

Reducing re-offending is the key test of the effectiveness of the YOT, and all of the actions outlined in the Delivery Plan are intended to contribute to this outcome. The Children and Young People's Plan also prioritises this for action as part of its "Make a Positive Contribution" plan. They are not re-iterated here and the focus of this section is on performance and broad strategic actions.

The YJB's performance rating for Nottingham in 2005/6 relates to 2002 re-offending rates (over 2 years) and 2003 (over 12 months) and is based on year-on-year improvement rather than actual re-offending rates. On this basis, Nottingham was placed 55th nationally out of 156 YOTs. In terms of actual re-offending rates, Nottingham's was higher than most of its family group (although similar to or better than most of the other large cities in the group). Comparisons with other YOTs are of limited value, however, because of the lack of standardisation in data collection between YOTs. Nottingham uses more rigorous methods than many other YOTs in tracking subsequent offending, and it will be impossible to benchmark performance until the YJB either requires all YOTs to use the same methodology, or establishes "bench-marking clubs" of YOTs using the same approach.

As we have developed our expertise in the recidivism analysis since 2000, it has become apparent that data from 2000-2002 may not be directly comparable. We have sampled data from 2001 and this reveals an under-estimate of about 6%. Consequently, we plan to review all data from 2000 to 2002 to ensure that the data has integrity and provides accurate baselines. On the basis of existing data, we have achieved the target for re-offending rates over 12 months for those released from custody (although the number of cases is very small). In other aspects of this target, it is likely that the success of the national Offences Brought to Justice and Narrowing the Justice Gap initiatives overseen by the Local Criminal Justice Board has resulted in more young people being dealt with formally for offences in 2005 (the second year of tracking of the 2003 cohort) than in the 2003 (the second year of tracking of the 2001 cohort). Further analysis of this will be carried out during 2006.

The 2003 cohort of young people who were subject to YOT interventions was part of Nottingham's Local Public Service Agreement, with a "stretch" target of reducing re-offending by 5.7%. A number of measures were introduced to enhance our work with this cohort. The out-turn of the LPSA was a reduction of 2.3% in the number of young people re-offending which fell short of the target, but there was a significant reduction in the number of offences committed over the following 24 months. In 2001, young people committed 10% fewer offences in the 12 months following the YOT intervention compared with the 12 months prior to it, and in 2003, the reduction was 34%.

Using ODPM's "value for money" formula for Local Area Agreements, this equates to a saving of £3.8m per year, and once a full evaluation of the LPSA project has been carried out later this year, we will look to make the case for increased funding to allow us to mainstream the innovations that were so effective with the 2003 cohort, including reducing caseloads to enhance planning and delivery of interventions, and dedicating resources to induction at court immediately following sentence to improve early engagement from young people and their families. The YOT has agreed a LAA stretch target to reduce the frequency of re-offending in the 2006 cohort by 15% compared with the 2004 cohort.

Data: Reduce offending

KPI: 03/04 Oct–Dec cohort	60.6%
KPI: 05/06 Oct–Dec cohort target	57.3%

Action plan: Reducing re-offending

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	<i>Monitor progress of Delivery Plan quarterly</i>	<i>Ken Beaumont</i>	<i>April 06 and ongoing</i>		<i>Crime FTAP, CYPP APA</i>
	<i>Identify YOT board “champion” to lead on LAA “reducing re-offending” stretch target</i>	<i>Ken Beaumont</i>	<i>June 06</i>	<i>Board members’ capacity</i>	
Performance and quality systems	<i>Develop systems to pro-actively target interventions at the most active offenders</i>	<i>Nick Orders</i>	<i>July 06</i>	<i>YOT performance capacity</i>	<i>LAA stretch target</i>
	<i>Devise and implement process for monthly updates of re-offending by those who have passed 18 or offending outside the City.</i>	<i>Emma Poyser</i>	<i>July 06</i>	<i>YOT performance capacity, recruitment to police admin post</i>	<i>LAA stretch target</i>
Resources	<i>Expand Putting it Right project, focusing on the 7 priority neighbourhoods for crime</i>	<i>Bob Uden</i>	<i>July 06</i>	<i>Funding of co-ordinator’s post</i>	<i>Respect for Nottingham Crime FTAP</i>
	<i>Maintain the development of, and equip staff to use, a diverse range of resources for use with young people</i>	<i>Sue Matthews</i>	<i>April 06 and ongoing</i>	<i>YOT training capacity</i>	
Partnership working	<i>Establish project management group with Probation to ensure co-ordinated approach to PPO’s supervised by the YOT and former YOT service users who have passed 18.</i>	<i>Ken Beaumont</i>	<i>June 06</i>		<i>LAA stretch target Probation/YOT protocol</i>
	<i>Conduct feasibility study of joint use with Probation of locality-based contact points for 17 year olds supervised by the YOT</i>	<i>Ken Beaumont</i>	<i>June 06</i>	<i>Access to suitable accommodation</i>	<i>LAA stretch target Offender Management Plan</i>
	<i>Identify YOT representation for “Make a Positive Contribution” CYPP sub-partnership</i>	<i>Ken Beaumont</i>	<i>June 06</i>	<i>YOT capacity</i>	<i>CYPP</i>

REDUCE THE USE OF CUSTODY

Performance was much improved against locally-negotiated targets which were set above the national performance thresholds. The national targets will apply for 2006/7, and a real reduction in the use of both custodial remands and sentences is important in this context.

The reduction in remands reflected the fact that this area of work had dedicated managerial oversight for the first time, and benefited from a stable and fully-resourced Bail Supervision and Remand team. The idiosyncratic nature of the performance target, however, meant that the improved performance was due in part to an increase in the number of remands to local authority accommodation which created major resource problems for Social Services. The Remand team provides a high level of monitoring, supervision and support to young people at risk of offending on bail, and its work has been enhanced by the high quality of information from the pilot Arrest Referral Team. It was disappointing that this year's Effective Practice Quality Assurance assessment did not reflect the level of activity, largely because of a lack of processes to demonstrate it, and we will establish a formal Remand Strategy this year to ensure that the review in 2007 reflects the reality of day to day work.

One factor in the high level of custodial sentences in Nottingham was the Tackling Delay initiative, which discourages courts from delaying sentence whilst other pending matters catch up. Other factors may, however, be more within our control. The *Providing Intensive Community Supervision* section outlines our efforts to address the high incidence of breach by developing a wider range of interventions available to meet the needs of a diverse client group, promote early engagement with the purpose of the order, and ensure variety to sustain commitment. Many of the young people we work with are in contact with the YOT for several years, so we need to be able to provide meaningful activities without repetition. Another feature is "the revolving door" in and out of custody that was so evident in the Peter Williams' case, where young people are released without adequate support and either re-offend quickly or are breached for non-compliance, resulting from their chaotic lifestyle. The YOT cannot address this in isolation, but our Resettlement and Aftercare provision ensures that the first weeks out of custody are negotiated whilst mainstream resources are mobilised. Nottingham Training Network has been commissioned by the YOT and Learning and Skills Council to ensure that young people being release from custody have a suitable training placement or employment identified on their day of release.

It was also apparent from the Peter Williams' case that the frequent re-allocation of cases as a result of the functional organisation of the YOT created a lack of consistency in the management of risk. We are preparing to form a high risk "cluster" within which young people have a greater level of consistent contact with a particular worker. For many young people who are at this serious and/or persistent level of offending, electronic monitoring continues to be effective in helping to create a period of stability, and despite the failings of it in Peter Williams' case, there are clear signs of improvement in the service provided by the new contractor, with which we have developed a strong working relationship.

Data:

KPI: 05/06 Apr–Dec (remand target 50%)	56.0%	KPI: 05/06 Apr–Dec (custody target 7.5%)	9.2%	EPQA: 05 rating	1
KPI: 06/07 target (national target)	30%	KPI: 06/07 target	5%	EPQA: 07 target	N/A

Action plan: Reduce the use of custody

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Performance and quality systems	Monitor accurate recording of ethnicity in information system	Nick Orders	April 06 ongoing	<i>YOT performance capacity</i>	Level 4 of Equality Standards
	Implement the remand EPQA Improvement Plan	Andy Branch	Sept 06		
Resources	Monitor systematic electronic completion of Bail ASSET	Andy Branch	April 06 ongoing		<i>National Standards</i>
	Develop and maintain range and diversity of intervention resources	Sarah Day	April 06 ongoing		<i>Race Action Plan</i>
People and organisation	Develop and implement robust PSR monitoring system	Bob Uden	June 06		<i>National Standards</i>
	Ensure prompt recording of all contacts with young people at court	Andy Branch / Bob Uden	Sept 06		<i>Serious Incident Management Action Plan</i>
Partnership working	Increase presence at Crown Court when ISSP is being proposed.	Wilf Fearon	June 06	<i>ISSP capacity</i>	
	Agree protocols with key custodial units institutions for service levels to young people	Andy Branch / Robin Gardner	Sept 06		

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

Performance against the target for the timely submission of pre-sentence reports exceeded the target and improved from the previous year. Most of the reports that fell outside the timescales were Crown Court cases where psychiatric reports (which can take up to 6 weeks) were requested, and a small number of cases where unnecessarily long adjournments were given. The implementation of Xhibit, the Crown Court portal, has been beneficial in ensuring that the YOT is aware of requests for reports without paper notification from Probation, and has taken out much of the delays which have resulted in the past. There is, however, a need to ensure that YOT work flows are configured to take full advantage of the information that it provides.

Staffing problems in the Court team and the emphasis on risk assessment and management as a critical area of development for the YOT has held back some of the developments anticipated in last year's Plan. In particular, work to develop a robust quality assurance process for pre-sentence reports, and ensuring that staff preparing specific sentence reports have access to as much information as possible to ensure adequate risk assessments, is outstanding and will proceed in 2006. PSR training has been incorporated into the standard induction process.

In the course of 2005, a new requirement on report-writers to address "dangerousness" was introduced as a result of the Criminal Justice Act 2003. This provides the Crown Court in specified cases to impose exceptionally long sentences on offenders who the court believes to be "dangerous" in terms of the legislation. Although there has been very limited use of the powers, the issue needs to be addressed in an increasing number of reports, and this has created a particular pressure on report-writers to gather the information needed to make accurate assessments without introducing delay. The YOT's Risk Panel has taken on an additional role in the quality control of recommendations on dangerousness, and has helped to ensure consistency between individual report writers.

The congruence rate (the likelihood of the court adopting the course of action proposed in the report) remains high and reflects on the level of confidence shown by courts in the advice provided by the YOT. There continues to be a significant proportion of proposals for custody where we cannot be confident that risk can adequately be managed in the community.

Apart from the YOT's PSR performance, there are many other factors that influence local performance in reducing delay. After consistently being one of the top performing police areas in the country from 2001 to 2003, performance has been patchy since then. The LCJB is making this a key priority in 2006, and is developing an improvement plan with a particular focus on police activity which may have introduced delays at the start of the process. The YOT will continue to play an effective part in ensuring that the benefits of this work are maintained once cases reach court, and in supporting the fortnightly case progression meetings that aim to anticipate and pre-empt potential delays and problem-solve barriers and constraints in multi-agency work.

Data:

KPI: 05/06 Apr-Dec (target 90%)	91.2%	KPI: 06/07 target	90%
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Action plan: Swift administration of justice

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership Performance and quality systems	Contribute effectively to user groups and PYO case tracking group	Bob Uden	April 06 ongoing		LCJB PYO performance
	Monitor accurate completion of PSR information in Careworks	Bob Uden	April 06 ongoing		National Standards
	Develop and implement Quality Assurance framework for PSRs	Bob Uden	June 06		National Standards
	Monitor arrangement of PSR appointments at the time of adjournment	Bob Uden	April 06 ongoing		
People and organisation	Develop standard PSR training module and deliver bi-annually	Bob Uden	Sept 06	YOT training capacity	
Partnership working	Complete annual court user survey to assess service satisfaction levels	Bob Uden	Dec 06		Youth Justice Agreement
	Complete SLA with Head 2 Head for immediate mental health assessments	Bob Uden	June 06		CAMHS Strategy
	Review and refresh all protocols comprising Youth Justice Agreement with courts	Bob Uden	June 06		Youth Justice Agreement

ENFORCEMENT AND ENABLING COMPLIANCE

The Peter Williams' Inquiry highlighted delays in the conduct of enforcement procedures although it concluded that these played no part in Williams' being at liberty at the time of the murder. Systems had already been revised to streamline the process but the introduction of a new national target for enforcement in October which requires breach cases to be completed within an average of 35 days and 50% to be completed inside 25 days. Our performance has met these targets comfortably, with cases being completed in an average of 26 days, and 68% inside 25 days. This reflects robust systems and consistent application of the process between the YOT and the Youth Court.

We have recently completed our second audit of the YOT's compliance with a basket of National Standards compliance, and our performance has improved from 62% in 2004 to 86% in 2005. We have improved our position from 67th to 34th out of 156 YOTs, and in relation to a number of the most important aspects of National Standards (for example, contact with young people) we are among the top-performing YOTs in the country. This is particularly creditable given the 17% per cent increase in caseloads between 2004 and 2005.

Although ensuring programme integrity in term of ensuring the required number of contacts is an essential building block of effective practice, and physical compliance can be compelled, our long term impact on young people's behaviour depends on our ability to engage a diverse population of young people and meet their needs so that they are motivated to comply and learn new behaviours that will reduce the risk of further offending. Actions are described in other sections of this delivery plan that are designed to improve young people's engagement with the YOT, the range of intervention resources that are available to respond to their offending - related needs, and their access to services that will contribute to providing them with more stable lifestyles and improved life chances.

No data-set for this indicator

Action plan: Enforcement

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Performance and quality systems	Maintain "dip-testing" of 20 cases per month for compliance with National Standards and quality of assessments	Sarah Day / Aileen Wilson	April 06 and ongoing		<i>National Standards</i>
	Monitor compliance with targets for enforcement action	Bob Uden	April 06 and ongoing		LCJB enforcement targets
People and organisation	Refresh National Standards training for all staff	Nick Orders	Sept 06	YOT training capacity	National Standards
Partnership working	Ensure effective communication with Police over warrants without bail	Bob Uden	June 06		

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

The YOTs performance in relation to completion of ASSET (the YOT's risk assessment and supervision planning tool) increased to 100% in the last quarter of 2005, with overall completion rates across the year consistently at 97%, despite the complex requirements of the YJB's counting rules where young people are subject to multiple court orders. This reflects enormous efforts by staff and managers to drive performance over the past two years, and exceeds the ambitious target set in the 2004 Plan. Along with other YOTs, however, we continue to advocate that the quality of assessments would be greatly improved if the YJB adopted a policy of one ASSET for one child with automatic 3 monthly reviews.

We are now concentrating on improving the quality of core assessments and, in particular, risk of serious harm assessments. All staff have received training on assessing and managing risk, and as a result the quality of assessments, including the range of sources used and the quality of evidence provided, is steadily improving. This is being reinforced by regular "dip testing" by the deputy heads of service. New staff receive a standard induction programme including an introduction to risk assessment and the core risk assessment training will be delivered once a year to all staff who have not previously undertaken it.

The Peter Williams Inquiry highlighted the lack of effective planning and the extent to which workers reacted to events rather than planned to steer them. As a result of the training, we have developed the understanding of staff in producing effective supervision plans. We intend to further improve this area by piloting the use of literacy and learning style assessments to inform the intervention planning process. This reflects the findings of YJB research that indicates that a significant proportion of young people serving custodial sentences have a reading age of little more than 7 years, which impacts on the type of intervention and style of delivery that is adopted.

The results of the EPQA for 2005/6 showed an overall improvement in assessments for and delivery of interventions, although some weaknesses were identified in relation to the consistency of recording positive outcomes with young people. The risk training placed a strong focus on the need to evidence all aspects of our work with young people as well as our judgements in relation to risk. The effect of this training will be monitored through individual staff supervision.

We adapted our supervision policy last year to allow managers to focus on new cases in supervision, emphasising the quality of initial assessments and identification of risk and protective factors. We intend to streamline the process further this year by enabling case supervision records to be input directly to Careworks to eliminate paper records. "Dip-testing" by senior management looks at quantitative issues such as adherence to national standards and timely completion of assessments, but also has a strong focus on the quality of assessment and links to intervention planning. Issues arising from the monthly 'dip' testing process are raised with individual team managers and a quarterly report will be produced for the YOT Board highlighting current themes and actions for the YOT Board.

Data:

KPI: 05/06 Apr-Dec (Community target 95%)	97.8%	KPI: 05/06 Apr-Dec (DTO target 95%)	96.8%	EPQA: 03 rating	1
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 05 result	2

Action plan: Assessment

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Provide quarterly reports to the YOT Board on key themes emerging from “dip-testing”	Sarah Day / Aileen Wilson	June 06		
Performance and quality systems	Monitor ASSET completion and quality through individual case supervision by team managers	Sarah Day / Aileen Wilson	April 06 ongoing		
	Monthly dip-testing of 20 cases	Sarah Day / Aileen Wilson	April 06 ongoing		National Standards
	Commission Youth Engagement Unit to develop service user consultation process	Sarah Day	June 06		Race Action Plan
Resources	Investigate feasibility of implementing digital completion of ASSET away from home base	Sarah Day	June 06	Cost implications	
People and organisation	Ensure that theme groups feedback is a standing agenda item for all team meetings	Sarah Day / Aileen Wilson	April 06 ongoing		
Partnership working	Improve processes for accessing educational information from schools	Sarah Day	June 06		CYPP, Common Assessment Framework

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Performance improved during 2005 from 51% to 60%, and to 68% in the first quarter of 2006, taking us above other members of our family group for the first time. There was also improvement in our EPQA rating although the rounding up/down process meant that this is not reflected in the final score. Inconsistent recording of ETE status has continued to affect performance, and addressing this is a priority for the coming year. At the same time, the performance indicator has required that only full-time provision (defined as 25 hours per week) counts, regardless of the local assessment of the appropriate level of provision for young people. The new performance indicator for 2006/7 introduces a degree of flexibility but this alone will not improve performance sufficiently, however, and the groundwork has been laid for concerted partnership effort.

A multi-agency development group commissioned research in 2005 to establish the reasons for young people failing to access or sustain their engagement in education, training and employment. This has enabled us to consult with a wide range of providers to develop a preferred model of a single referral point for hard to place young people, reflecting the established model of the 'virtual pupil referral unit'. This will be discussed with Children's Services senior management. Links with the LEA, schools, Pupil Referral Units, E2E provision, Further Education and the Connexions Service are continuing to improve. Protocols with the LEA are in the process of being revised in the light of the new Children's Services structure. We are working with the Pupil Referral Units to deliver risk assessment and management training, and with further education providers (supported by the LSC) to develop a better understanding of the YOT's client group and consistent working protocols.

A pilot scheme with Nottingham Training Network has been established to ensure young people in custody have appropriate educational placements on release. This is linked with Werrington YOI to pilot the Nottinghamshire Diploma, which allows young people to collect credits for accreditation and study completed in custody, and to add to these on their return to the community to open up their career opportunities.

We have established an internal Enjoy and Achieve Economic Wellbeing theme group to steer policy, practice and performance and key areas include

- Developing work experience and employment and training opportunities for young people dealt with by the YOT within the City Council, building on *Putting it Right's* link with Street Scene, the **Corporate Parenting agenda, and Local Jobs for Local People** initiative.
- Working with Supporting People and the Benefits Office to address issues that impact on a young person's ability to engage with further education, training and employment
- Working with the LEA and key support agencies to develop a more consistent approach to addressing violent and aggressive behaviour in schools to reduce exclusions
- Developing our information gathering processes to provide more meaningful information at the initial assessment stage and improve the accuracy of recording

Data:

KPI: 05/06 Apr-Dec (target 90%)	57.9%	EPQA: 03 rating	1
KPI: 06/07 target	90%	EPQA: 05 result	1

Action plan: ETE

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Identify YOT Board lead for Enjoy and Achieve Economic Wellbeing theme steering group	Ken Beaumont	June 06	Board members' capacity	
	Provide quarterly reports to YOT Board and Children's Services DMT on progress against targets	Sarah Day	April 06 and ongoing		
Performance and quality systems	Evaluate pilot scheme with Nottingham Training Network and YOI Werrington and seek to extend to other YOI's if effective	Sarah Day	Dec 06	YOI engagement	LSC Business Plan
	Complete qualitative research into the educational experience of young people known to the YOT and feed in to joint planning with Children's Services	Sarah Day	June 06		CYPP
Resources	Establish a working group to develop suitable assessment and intervention tools for young people with learning disabilities.	Sarah Day	June 06		Common Assessment Framework, CYPP
People and organisation Partnership working	Ensure training for relevant YOT staff in numeracy and literacy screening	Paul Hook / Sarah Day	Oct 06	YOT training capacity	
	Develop a range of work experience placements in council services for young people known to the YOT	Sarah Day	Oct 06	Participation of council services	Local Jobs for Local People
	Provide joint training for educational establishments on managing aggressive behaviour	Sarah Day	Sept 06	YOT training capacity	CYPP
	Work with partners to create a single referral point for hard-to-place young people	Sarah Day	Sept 06		Connexions Nottinghamshire Strategy

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Performance against this KPI continues to exceed the target, but problems in accessing suitable provision continue for a small number of difficult to place young people. The YJB has recognised that this is a national problem and is developing a strategy for sustainable accommodation for these young people. A lack of suitable accommodation prevents access to programmes including electronic monitoring, and increases the risk of failure to comply resulting in re-offending or breach. This was highlighted in the HMIP Inquiry as a key factor in Peter Williams' case.

We are working closely with Supporting People (which is now represented on the YOT Board) to agree service level agreements for dedicated bed-spaces with NACRO and Framework for the provision of high support accommodation. These places will be ring-fenced to young people referred by the YOT, Probation, Leaving Care Team and Housing Aid to alleviate the current problem of providers allocating accommodation to less challenging and needy young people. It is hoped that these arrangements will be in place by May 2006 to replace our current dependence on emergency short-term accommodation from the private sector.

Since July, we have employed a full-time accommodation advice and support worker within the YOT, who works with case managers to prevent homelessness, access resources, and negotiate with housing staff and providers. This post is funded through Resettlement and Aftercare grant from the YJB, but our intention is to establish the case for it to be mainstreamed as a seconded post.

The standard induction programme for all new staff now includes an accommodation module, and we intend to build on this during the next year by developing cross-agency training to build understanding of the levels of support required by our young people to access and sustain accommodation. The recently-acquired video conferencing facility will help to overcome a major barrier to young people in custody having access to accommodation on release, as accommodation providers will be able to conduct interviews prior to release.

Accommodation for those under the age of 16 who are rejected by their families remains a concern, as it is limited to over-stretched residential units and foster-care. **We are working with Children's Services** to ensure that there is early identification of family strains as a result of young people's offending, building on the work of the Arrest Referral and Bail Supervision and Remand Teams. In addition, we are negotiating with NACRO for access to a mediation service which is provided to Housing Aid, and supporting a proposal for a floating Family Support Project (based on the Dundee model) targeted at the "top 50" families at risk of eviction because of anti-social behaviour. **It is expected that this will be introduced in late 2006, and we will look to align some of our services to support the initiative.**

Data:

KPI: 05/06 April – December actual – target 95%	97.1%
KPI: 06/07 target	95%

Action plan: Accommodation

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Identify YOT Board lead for Make a Positive Contribution theme steering group	Ken Beaumont	June 06	Board members' capacity	Children and Young People's Plan
Performance and quality systems	Establish system to provide qualitative data on unmet needs to inform providers and strategic partners	Patrick Allinson	June 06		RAP Development Plan ISSP Development Plan
Resources	Finalise service level agreements for dedicated YOT access to bed spaces willing to accept tagged young people	Patrick Allinson	June 06		Supporting People Strategy 2005-10
People and organisation	Ensure effective use of video-conferencing to allow providers to interview young people prior to release from custody	Patrick Allinson	June 06		
Partnership working	Mainstream seconded YOT accommodation post	Aileen Wilson	Sept 06	Identification of suitable seconding agency	
	Establish multi-agency workshops to improve understanding of the needs of YOT service users	Aileen Wilson	Sept 06		Supporting People Strategy 2005-10
	Ensure effective co-ordination with Integrated Children's Service planning	Ken Beaumont	June 06		CYPP
	Establish protocol for increased sharing of resources with Leaving Care Team	Patrick Allinson	June 06		CYPP
	Negotiate access to NACRO mediation service to reduce evictions of young people as a result of anti-social behaviour	Aileen Wilson	Sept 06	Current contract with Supporting People limits access	Respect for Nottingham Plan

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

We continue to perform strongly against the KPI and all young people identified with a mental health concern are seen within the prescribed timescales. The YOT has dedicated provision delivered through CAMHS *Head2Head* service, which provides a range of mental health expertise. It does not second staff to the YOT but delivers services from across the whole team. We have established “surgeries” to provide the opportunities for YOT staff to discuss specific concerns, practice and support issues *with Head2Head* staff..

However, we still need to improve the understanding and confidence of YOT staff in relation to both the identification of mental health issues and use of the service. In response to developments within integrated children’s services we have re-aligned our specialist steering groups around the five Every Child Matters outcomes and now have a ‘Be Healthy’ steering group through which we aim to improve the policies, practice and performance of all areas that impact on the health and wellbeing of young people. The group will take a lead role in building confidence and understanding within teams as all steering group members have a key role to feedback developments and issues to team meetings.

We have worked closely with Head 2 Head over the last year to develop more effective partnership working; the team manager for the intensive supervision team now has a lead role in developing the service and more effective processes between Head 2 Head and the YOT. Regular meetings now take place with the manager of Head 2 Head and a surgery has been set up In order to develop this area of work further the ‘Be Healthy’ steering group will be examining the YJB research ‘Mental Health Needs and Effective Provision for Young Offenders In Custody and the Community’ to look at what lessons can be learned. Issues identified during this process and in conjunction with the preparation for the forthcoming EPQA process for this area will form part of the ‘Be Healthy’ action plan for 2006/7.

A research project is underway in association with Nottingham University into the mental health needs of young offenders, and how they are met. This will be completed during 2006/7 and we will seek to build its findings into the development of services.

Data:

KPI: 05/06 Apr–Dec (acute target 95%)	100%	KPI: 05/06 Apr–Dec (non-acute target 95%)	100%
KPI: 06/07 target	95%	KPI: 06/07 target	95%

Action plan: Mental health

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Identify YOT Board lead for Be Healthy theme steering group	Ken Beaumont	June 06	Board members' capacity	
Performance and quality systems	Monitor use of mental health assessment tool through dip testing	Sarah Day / Aileen Wilson	April 06 and ongoing	Lack of assessment tool template in Careworks	
Resources	Evaluate evidence of unmet needs to address service gaps from University of Nottingham research	Shelley Nicholls	June 06	Delays in completion of research	CAMHS Strategy
People and organisation	Training for YOT staff in use of the mental health screening tool	Shelley Nicholls	Sept 06	YOT training capacity Lack of assessment tool template in Careworks	
	Develop improvement action plan based on University of Nottingham and YJB research	Shelley Nicholls	Sept 06	Delays in completion of research	
Partnership working	Support University of Nottingham research project to identify unmet needs	Shelley Nicholls	May 06 and ongoing		CAMHS Strategy
	Review CAMHS / YOT protocol	Sarah Day	June 06		CAMHS Strategy
	Identify opportunities for joint working and co-location of services with Multi-Agency Locality Teams	Ken Beaumont	Sept 06		CYPP

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Our interventions performance has generally met targets and been on a par with family and regional performance, but performance in relation to initial screening for substance misuse issues and assessments within 5 working days has been inconsistent (and often poor) over the past two years. It is clear from benchmarking discussions with other YOTs that there are variations in how performance is measured as some count the 5 day target from receipt of the referral rather than from the date of completion of ASSET, and if we used this approach, our performance would be closer to the family and regional average. Nevertheless, we recognise this as an area of under-performance. The YOT's substance misuse service is commissioned from Compass with two workers seconded to the YOT to carry out assessments and interventions. Compass' working practice has not always met our operational needs in terms of levels of contact and enforcement, and there have been particular problems arising from recruitment, retention and sickness absence of seconded staff. The inconsistency of the service has reduced confidence among YOT staff in referring for assessments and affected the consistency of initial screening for substance misuse issues.

Action was taken during 2005/6 to improve the service, with the development of a comprehensive service level agreement with Compass which required more active performance management and provided greater clarity about the levels of service expected. This did not produce any evident improvement in performance, and in November 2005, agreement was reached for GOEM to carry out a root and branch review of the service. This has not yet taken place, but it has become apparent that there is little scope for improvement within the current arrangements. Consequently, Compass will be given three months notice of the intention to de-commission the service if improvements are not achieved, and an action plan will be developed between the YOT and Children's Services which will be monitored by GOEM and is likely to include

- *Building greater resilience into the service by integrating the seconded Compass workers more closely with the YOT's Arrest Referral Team*
- *Providing more direct line and performance management from the YOT*
- *Developing a "duty system between the seconded workers and trained Arrest Referral workers to ensure assessment timescales are met*
- *Refreshing training for YOT staff in substance misuse screening and ensuring consistent referral for assessment through "dip-testing"*

We expect that this to deliver quick improvements in performance whilst a full review of substance misuse services is undertaken.

The Arrest Referral pilot continues to be successful with regular reporting to GOEM covering delivery issues, service developments and best practice. The team has developed a module for the YOT's induction programme, and has made strong links with Positive Activities for Young People, Supporting Communities, Outside In and the New Leaf project. The core work of the team involves screening and assessment of young people in police custody but referrals are now being accepted from the YISP team. This has proved to be effective in ensuring early intervention with young people on the fringes of offending and anti-social behaviour, **and will be a significant loss if funding is not continued from September.**

Data:

KPI: 05/06 Apr–Dec (Assessment target 85%)	41.2%	KPI: 05/06 Apr–Dec (specialist assessment target 85%)	100%	KPI: 05/06 Apr–Dec (early access to intervention target 85%)	100%
KPI: 06/07 target	85%	KPI: 06/07 target	85%	KPI: 06/07 target	85%

Action plan: Substance misuse

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Implement findings of GOEM review on contract arrangements for substance misuse services	Sarah Day	June 06	Delay in completion of GOEM review	
	Develop exit strategy for Arrest Referral scheme if funding is not continued beyond Sept 06	Ken Beaumont	June 06	Loss of staff as a result of funding uncertainty Redundancy costs	Crime FTAP
Performance and quality systems	Validate accuracy of intervention recording by Compass staff	Nick Orders	April 06 and ongoing	Instability of Compass management arrangements	
Resources	Develop range of tier 2 services for young people	Andy Branch	June 06		CYPP
People and organisation	Refresh training for all YOT staff in assessment for substance misuse	Andy Branch	Sept 06	YOT training capacity	
Partnership working	Review Compass performance to ensure quality and consistency of service in accordance with service level agreement	Sarah Day	June 06		CYPP
	Develop YOT alcohol misuse strategy	Andy Branch	Sept 06		City Alcohol Reduction Strategy

SUPPORT RESETTLEMENT INTO THE COMMUNITY

The needs of young people released from custody are complex and resource intensive, **and our capacity has been greatly increased in the past year as a result of new YJB funding for Resettlement and Aftercare and Community Support. This has enabled us to test the value of a range of new resources particularly related to training, employment and accommodation. Whilst these resources have proved their value, they will not be available to young people reaching the age of 18 and transferring to Probation supervision, and a focus for our work in the coming year needs to be improving continuity between YOT and Probation interventions. The importance of continuity is also being reflected within the YOT by the plan to cluster the high risk teams to reduce the movement of cases.**

Last year we proposed (jointly with the County YOS) to develop a project commissioned through Nottingham Training Network to broker training provision for young people prior to release from custody. Although the County withdrew, the service was established in November and is now receiving referrals. We have developed a specialist accommodation post for the first time, and this has been successful in building the knowledge and understanding of YOT staff in dealing with accommodation issues and improving partnership working with Supporting People. Having established the value of this role, we will now seek to mainstream it as a seconded post. It had been intended to introduce a benefits and income support post as well, but we have not been able to identify staff with the necessary skills for such a specialist role. We have, however, developed strong links with the benefits agency through a dedicated Personal Advisor. Part of the "cluster" development will be a much more flexible and creative use of ISSP, Resettlement and Aftercare Provision, and Community Support funding.

Nottingham does not have a custodial institution within 50 miles, and the YJB's 10 year plan for the secure estate does not include any plans to rectify this. Consequently, we estimate that the equivalent of two case managers is employed to do nothing but drive between Nottingham and the West Midlands, and it is difficult for local agencies to have any pre-release contact with young people who will need access to their services or for parents to maintain regular contact. Our recent acquisition of a video conferencing facility will help to address these issues, and in addition to DTO board and review meetings, the facility has already been used to deal with housing issues prior to release. Further flexibility in our work with the secure estate will be added by developing remote access to our case management system on site at YOIs, and we will pilot this with Werrington YOI during 2006.

We have continued to achieve our YJB target for DTO planning meetings and completed an Effective Practice Quality Assurance review of resettlement in September. This identified a number of areas for improvement and an improvement plan has been developed. Outstanding actions from this are included in the Action plan here.

No data-set for this indicator

Action plan: Resettlement

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Ensure LSC representative on YOT Board	Ken Beaumont	June 06		
Performance and quality systems	Develop recidivism indicator to measure added value in interventions for those supported by RAP	Nick Orders	Sept 06		
Resources	Integrate Community Support / RAP / ISSP resources to maximise effectiveness and value for money	Sarah Day	June 06		ISSP targets Custody KPI ETE KPI
	Implement video-conferencing to reduce staff travel time	Robin Gardner	June 06	Access to system in YOIs	
	Ensure immediate access to accommodation for young people released from custody	Aileen Wilson	June 06		Accommodation strategy
People and organisation	Ensure all parents have the opportunity to be involved in sentence planning	Robin Gardner	Sept 06		
	Provide training to staff to use video conferencing facilities	Robin Gardner	June 06	YOT training capacity	
	Establish protocols for use of video-conferencing with key secure establishments	Robin Gardner	June 06		
	Establish a monitoring system to ensure that training plan targets are SMART	Sarah Day	Dec 06		
Partnership working	Develop business case for secondment of housing support specialist	Sarah Day	Sept 06		RAP Development Plan ISSP Development Plan
	Explore opportunities for use of video-conferencing facilities by neighbouring YOTs	Ken Beaumont	Sept 06	Constraints on accommodation	
	Identify joint training opportunities for YOT and secure estate personnel	Robin Gardner	March 07	YOT training capacity	
	Agree protocol with YOI Werrington, other secure facilities used for Nottingham young people, and local agencies providing services	Robin Gardner	Sept 07		

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Performance against the KPI's was again close to 100% for both interventions (the number of identified victims who were offered the opportunity to participate in restorative processes) and their satisfaction with their involvement. The proportion of identified victims taking part in a direct restorative process increased to 28%, and their satisfaction with the process impacts on public confidence in the youth justice system.

Although we were pleased with these outcomes, we have been unable to extend the victim service to all orders. It continues to be restricted to referral orders although these constitute more than 50% of all YOT interventions. There are two major barriers to expansion – the capacity of YOT police officers to retrieve victim contact details and make the initial contact, and the capacity of our victim liaison workers. The planned changes to the role of YOT police officers, referred to in the *Intervene Early* section, will increase the number of victims that can be identified and contacted. With only two victim liaison workers, however, there is a lack of resilience in the service which is dependent on both posts being filled. As in previous years, staff changes and recruitment problems for a highly specialised post meant that we have been reduced to one worker for much of the last 6 months. We will therefore consider whether alternative service provision is necessary to ensure that the service is capable of covering the full range of the YOT's work, and is resilient enough to withstand personnel changes without undermining performance.

A major development during the past year has been the *Putting it Right* project, which is firmly established and undertaking work which has been identified by (and subsequently visible to) local communities. Activities such as litter picking, pruning of trees, and painting over graffiti are the most frequently requested services. Having commenced in April with a pilot scheme in one part of the City, it has expanded to over 200 placements of young people on 47 sites. Apart from the direct benefits to local communities, it increases confidence in the youth justice system by making its outcomes visible, and has improved compliance rates by giving young people meaningful and purposeful tasks. We have recently expanded the service to provide full day sessions where young people work alongside the Council's "envirocrime" team and gain insight into work experience by undertaking a wider range of skilled tasks and building relationships with the team. We are now exploring the potential to expand this further into a full work experience project in conjunction with the StreetScene service. If successful, we will seek to extend this to other council services where young people can safely be accommodated as part of the council's *Local Jobs for Local People* initiative.

The recruitment and training of volunteers for referral order panels remains a crucial area, as any shortfall leads directly to delays and an increase in the number of panels held outwith National Standards, and we continue to have a shortage of panel members from BME communities. We have reconfigured recruitment and training in the past year and all volunteers and sessional workers now receive 3 core modules before further specialist training, and we hope to see greater diversity as a result in the coming year. The proposed Prevention Plan will create opportunities for a more prominent profile of the YOT in local communities, and we expect that this will also enhance our volunteer recruitment.

Data:

KPI: 05/06 Apr–Dec (intervention target 75%)	100	KPI: 04/05/06 Apr–Dec (satisfaction target 75%)	98
KPI: 06/07 target	75	KPI: 06/07 target	75

Action plan: Restorative Justice

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Review different models of victim service delivery from other YOTs and bring proposals to YOT Board	Aileen Wilson	Sept 06		
	Identify YOT Board lead for Make a Positive Contribution theme steering group	Ken Beaumont	June 06	Board members' capacity	Children and Young People's Plan
Performance and quality systems	Ensure input of victim data into Careworks	Angeline Harrison	June 06		
	Develop community feedback on <i>Putting it Right</i> completions to promote public confidence and engagement	Bob Uden	June 06		<i>Respect for Nottingham</i>
	Incorporate victim impact assessments in PSR template	Bob Uden	June 06		
Resources	Benchmark YOT practice against YOT inspections	Aileen Wilson	Sept 06		
	Expand sessional worker capacity to supervise <i>Putting It Right</i> placements	Bob Uden	Sept 06	Volunteer recruitment and retention	<i>Respect for Nottingham</i>
	Expand <i>Putting it Right</i> placements to 750 in 100 locations	Emma Julian	Sept 06	Funding	<i>Respect for Nottingham</i>
People and organisation	Develop local bases for 25% of referral order panels	Angeline Harrison	Dec 06		Targeted prevention strategy Extended Schools programme
Partnership working	Develop corporate victim strategy	Angeline Harrison	Sept 06		
	Develop links between <i>Putting it Right</i> and corporate employment strategies to enhance work opportunities for young people	Aileen Wilson	June 06		<i>Local Jobs for Local People</i> <i>Respect for Nottingham</i>
	Incorporate adult placements in <i>Putting it Right</i>	Emma Julian	Sept 06	Probation engagement Funding	<i>Respect for Nottingham</i>

SUPPORT PARENTING INTERVENTIONS

For the first time, we achieved the KPI for parenting interventions with 10.7% of the YOT's interventions supported by a parenting programme. As in previous years, parents' satisfaction with the programmes was universal. Although our previous performance has been disappointing, we believe that our information system was not capturing accurately the real level of parenting support being delivered, and it is likely that the improvement in performance was the result of the introduction in the last quarter of 2005 of a new process in which all case closures are scrutinised by the parenting co-ordinator to ensure that interventions are captured. This is being supported by improved induction training.

The outcome of the Effective Practice Quality Assurance process was relatively disappointing, particularly as the key factor was the lack of evidence in our information system of activity that we knew was happening. We anticipate that this will be much improved when this area of work is reviewed in 2007, as a result of improved training and revision of systems.

Most of the emphasis was on voluntary parenting interventions, with only 6 parenting orders made. Following recruitment to a full-time anti-social behaviour parenting post until September 2006 (after several failed attempts to recruit to a part-time post), we will now be able to offer parenting interventions to parents whose children's behaviour is placing them at risk of anti-social behaviour or eviction action. The post-holder will work closely with the Community and Neighbourhood Protection Service and the Neighbourhood Policing Pilots in two parts of the City, taking referrals from weekly operational tasking meetings. This will not necessarily improve our performance against the KPI as the parents concerned may not have children who are the subject of YOT interventions, but it will reduce the risk of their children coming to the attention of the youth justice system in future.

Parenting has been incorporated into the Stay Safe theme steering group, and the YOT is playing a significant part in the development of a Parenting Strategy for Integrated Children's Services. Over the past 12 months, parenting has become more firmly embedded in YOT practice, and although our resources are currently limited to two workers, the use of mentors (two of whom are "graduates" from the YOT's programme) has increased our ability to offer greater levels of one to one support. We have continued to run joint courses with the Education Welfare Service, **and will seek to develop further joint working arrangements where practicable. Nottingham aims to establish a floating support service targeted at a "top 50" families at risk of eviction as a result of anti-social behaviour during 2006. We will ensure that the activities of the anti-social behaviour parenting post are aligned with this development.**

As part of our proposed Prevention Plan, both parenting posts will work very closely with the locality teams to ensure YIP and YISP programmes deliver effective parenting support services. The YOT is supporting a bid from Crime Concern (the *current* service provider for YIPs) to the Parenting Fund for dedicated parenting workers which will expand capacity still further.

Data:

KPI: 05/06 Apr-Dec (Interventions target 10%)	10.7%	KPI: 05/06 Apr-Dec (Satisfaction target 75%)	100%	EPQA: 04 rating	N/A
KPI: 06/07 target	10%	KPI: 06/07 target	75%	EPQA: 05 result	1

Action plan: Parenting

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Identify YOT Board lead for <i>Stay Safe</i> theme steering group	Ken Beaumont	June 06	Board members' capacity	
	Ensure the YOT participates fully in the strategic development of parenting services	Ken Beaumont	June 06		Children and Young People's Plan
Performance and quality systems	Develop service user evaluation tool	Nick Orders	Sept 06	Capacity of Youth Engagement Unit	
	Ensure all ASSETs assess parenting support needs by monthly dip-testing	Sarah Day / Aileen Wilson	April 06 and ongoing		National Standards
Resources	Develop multi tiered toolkit for use within YOT	Aileen Wilson	June 06		
People and organisation	Participate in strategic development of parenting services for children and young people	Aileen Wilson	April 06 and ongoing		Children and Young People's Plan , Corporate Parenting and CLA Outcomes Strategies
Partnership working	Support development of Parenting Forum as practice lead across Children's Services	Aileen Wilson	April 06 and ongoing		Children and Young People's Plan
	Develop protocol with CPNS for effective use of ASB parenting post	Aileen Wilson	April 06		<i>Respect for Nottingham Plan</i>
	Integrate YOT ASB Parenting activities with "Floating Support" proposal	Aileen Wilson	June 06	Funding for proposal	Respect for Nottingham Plan
	Ensure consideration of parenting options in LAC tasking meetings	Aileen Wilson	June 06		<i>Prevention Plan</i>

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Last year's race audit and action plan identified a number of targets, against which performance has been mixed:

- Reduce inaccurate recording of ethnicity to 10% of cases – performance in 2005 was 5.7%
- Reduce over-representation of young black people in the YOT population to 11.5% - performance in 2005 was 14.6%
- Reduce proportion of BME young people among those convicted of robbery to 45% - performance in 2005 was 54.5%
- Reduce proportion of BME young people among those convicted of drugs offences to 45% - performance in 2005 was 41.6%
- Reduce the proportion of BME young people among those receiving custodial sentences to 28% - performance in 2005 was 34%

The improved recording of ethnicity may have played some part where targets have not been achieved, but we will carry out a detailed analysis of the data to identify the factors that are influencing our failure to achieve them. A number of other actions have been completed, including the incorporation of race awareness training in the induction programme, the monitoring of take-up of training by ethnicity, development of resources to ensure that they are appropriate to a diverse range of needs, and development of the YOT victim database to record ethnicity.

A number of other actions planned for 2005/6 have been deferred pending completion of the YOT's HR Strategy following publication of the YJB's Workforce Planning and Development guidance, and the installation of the new version of Careworks which allows *ad hoc* reporting. We also intend to re-define the role and composition of the Black and Ethnic Minority Monitoring Group (BEMMG), with sub-groups to monitor each area of activity to allow more detailed oversight, **and to consider whether it should reflect wider diversity and equality issues to ensure the YOT contributes effectively to the achievement of Level 4 of the Equality Standard by the City Council.**

We have yet to establish a systematic process of service user evaluation across the whole of the YOT, although a robust process exists for referral orders. We intend to establish an evaluation process with young people completing YOT interventions through the Youth Service's Youth Engagement Service, and this will help us to establish whether young BME people experience the YOT differently from their white counterparts.

There has been a small increase in the number of BME staff employed, although the general pattern referred to in previous years remains, with the overwhelming proportion of staff involved in the delivery of statutory youth justice services being white females. It had been hoped that widening the qualification requirements for case managers would have begun to have some impact, and we will be looking at this issue as part of the development of the HR strategy.

The terms of reference for the theme steering groups established during 2005 includes assessing the impact of their activities on equality, and particular attention will be paid to the uptake from BME communities of victim and parenting services.

No data-set for this indicator

Action plan: Equality

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	<i>Review role and composition of the Black and Ethnic Minority Monitoring Group</i>	<i>Ken Beaumont</i>	<i>June 06</i>		
	<i>Consult on the development of the BEMMG as an Equality and Diversity Steering Group</i>	<i>Ken Beaumont</i>	<i>June 06</i>		<i>Level 4 of Equality Standards</i>
	<i>Refresh YOT Race Equality Scheme</i>	<i>Ken Beaumont</i>	<i>Sept 06</i>		<i>Level 4 of Equality Standards</i>
Performance and quality systems	<i>Implement service user evaluation process</i>	<i>Nick Orders</i>	<i>Sept 06</i>	<i>Capacity of Youth Engagement Unit</i>	
	<i>Monitor National Standards compliance, attendance and completion by ethnicity</i>	<i>Nick Orders</i>	<i>Dec 06</i>	<i>Delivery of new Careworks version</i>	<i>Level 4 of Equality Standards</i>
	<i>Monitor attendance at training events by ethnicity</i>	<i>Sue Matthews</i>	<i>April 06 and ongoing</i>		<i>Level 4 of Equality Standards</i>
People and organisation	<i>Monitor uptake of victim and parenting services by BME communities</i>	<i>Aileen Wilson</i>	<i>Dec 06</i>	<i>Delivery of new Careworks version</i>	<i>Level 4 of Equality Standards</i>
	<i>Develop a process to carry out an annual survey of staff satisfaction</i>	<i>Nick Orders</i>	<i>Sept 06</i>		
	<i>Consult with BME staff to agree specific support and development needs</i>	<i>Sarah Day</i>	<i>Sept 06</i>		
	<i>Monitor ECM theme steering groups work to ensure that diversity issues are reflected</i>	<i>Sarah Day / Aileen Wilson</i>	<i>April 06 and ongoing</i>		<i>Level 4 of Equality Standards</i>
Partnership working	<i>Develop a structured system linked to City Council and LCJB activities to develop BME community links</i>	<i>Ken Beaumont</i>	<i>Sept 06</i>		

D. REVIEW AND APPROVAL

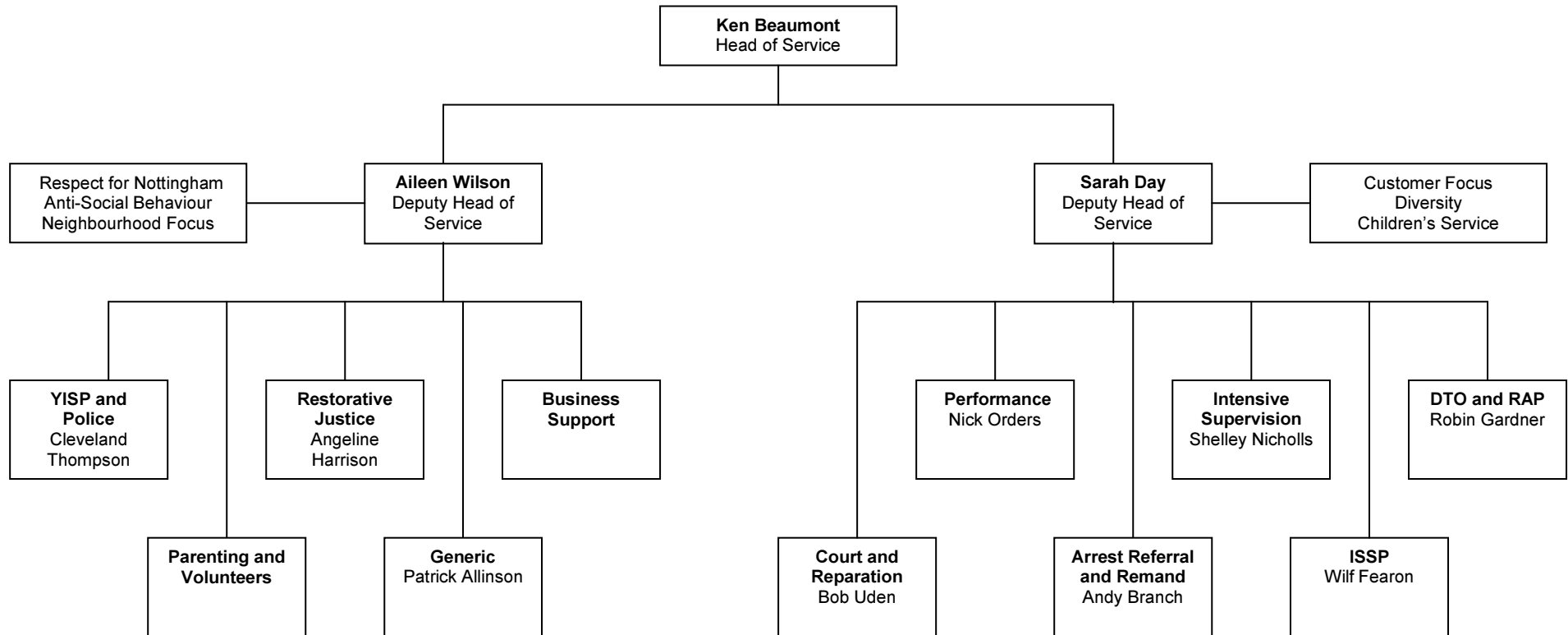
Table B: Schedule for review of plan:

Review date	Reviewer
June 30 2006	Ken Beaumont (via Performance Review Group) to YOT Board
September 30 2006	Ken Beaumont (via Performance Review Group) to YOT Board
December 31 2005	Ken Beaumont (via Performance Review Group) to YOT Board
March 31 2007	Ken Beaumont (via Performance Review Group)

Table C: Signature of approval

	Name Of Chief Officer	Signature	Date
<i>Acting</i> Chief Executive, Nottingham City Council	<i>Adrienne Roberts</i>		
Corporate Director of Children's Services	Edwina Grant		
Chief Executive, Nottingham Primary Care Trust	Samantha Millbank		
Chief Constable, Nottinghamshire Police	Steve Green		
Chief Probation Officer, NPS, Nottinghamshire Area	Jane Geraghty		
Chair, Crime and Drugs Partnership	Derek Stewart		
YOT Board Chair and Corporate Director, Neighbourhood Services	Manjeet Gill		

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES

Theme and measure	2004/05 outturn	2005/06 Apr- Dec	2006/07 Target
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 YISP or other evidence-based targeted intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring		851	1112
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			100%
Intervene early (old target): Ensure that 80% of all final warnings are supported by an intervention programme	94%	96%	
Reduce re-offending by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations over 24 months: - Pre-court (Police reprimands and final warnings) - First tier penalties (Referral Orders, Reparation Orders, Fines and Discharges) - Community penalties - Custody	2002 cohort % re- offending	2003 cohort % re- offending	2004 cohort % re-offending
	29%	42.0%	32.6%
	74%	68.3%	62.4%
	82%	82.0%	79.5%
	88%	94.1%	57.1%
Reduce the use of custody - Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30% - Reduce the number of custodial sentences as proportion of all court disposals to 5%	60%	56%	30%
	11%	9.2%	5%
Ensure the swift administration of justice: - Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs - Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	86%	91%	90%
	93%	90%	90%
Ensure effective and rigorous assessment, planning and supervision - Ensure that 100% of assessments for community disposals are completed at assessment stage - Ensure that 100% of assessments for community disposals are completed at closure stage - Ensure that 100% of assessments for custodial sentences are completed at assessment stage - Ensure that 100% of assessments for custodial sentences are completed at transfer stage - Ensure that 100% of assessments for custodial sentences are completed at closure stage - Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentence	92%	98%	100%
	91%	97%	100%
	91%	98%	100%
	87%	99%	100%
	90%	95%	100%
	99%	97%	100%

Theme and measure	2004/05 outturn	2005/06 Apr- Dec	2006/07 Target
Support young people engaging in education, training and employment: Ensure that 90% of young offenders supervised by the YOT are in full-time education, training or employment	51%	58%	90
Support access to appropriate accommodation: Ensure that there is a named accommodation officer and that 100% of those subject to final warnings with intervention, relevant community based penalties or release from the secure estate have suitable accommodation to go to	92%	97%	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 to CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to accessing a tier 3 service - non-acute mental health concerns are referred to CAMHS for assessment and engagement at the appropriate tier (1-3) commenced within 15 working days	100% 100%	100% 100%	100% 100%
Support access to substance misuse services by ensuring that: - all young people are screened for substance misuse - all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment - all young people access the early intervention and treatment services they require within 10 working days of assessment	62% 30% 81%	41% 100% 100%	100% 100% 100%
Provide effective restorative justice services: - Ensure that victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process - Ensure that 75% of victims are satisfied	72% 99%	100% 98%	75% 75%
Support parenting interventions: - Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention - Ensure that 75 % of parents participating in a parenting intervention are satisfied	8% 99%	10.7% 100%	10% 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			Baseline to be established
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		Yes	

Effective Practice Quality Assurance

Theme and measure	Initial score	Predicted score	Actual score
Early intervention: Final warning interventions	1	2	2
Managing demand for custody: Remand management	1	N/A	N/A
Assessment, planning interventions and supervision	1	2	2
Education, training and employment	1	1	1
Resettlement	1	N/A	N/A
Parenting	1	N/A	N/A

The YOT's location in partnerships

