



Youth
Offending
Team



Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Youth Justice Plan 2007/08

Nottingham City Youth Offending Team

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Glossary of abbreviations

ASB	Anti-Social Behaviour	PCEP	Professional Certificate of Effective Practice
AEIP	Assessment and Early Intervention Panel	PPO	Prolific and Other Priority Offender
APIR	Assessment, Planning Intervention and Review	PCT	Primary Care Trust
ASSET	Assessment tool developed by the Youth Justice Board	PSR	Pre-sentence report
CAMHS	Child and Adolescent Mental Health Service	PRU	Pupil Referral Unit
CDP	Crime and Drugs Partnership	RAP	Resettlement and Aftercare Provision
CNPS	Community and Neighbourhood Protection Service	RJ	Restorative Justice
CPS	Crown Prosecution Service	SLA	Service Level Agreement
CRB	Criminal Records Bureau	SQUIFA	Screening Questionnaire Interview for Adolescents for mental health
CRE	Commission for Racial Equality	SMART	Substance Misuse Arrest Referral Team
DTO	Detention and Training Order	SSR	Specific Sentence Report
E2E	Entry to Employment	VSN	Victim Support Nottingham
EPQA	Effective Practice Quality Assurance	WDYT	What Do You Think – self-assessment section of ASSET
ETE	Employment, Training and Education	YIP	Youth Inclusion Programme
HMIP	HM Inspectorate of Probation	YISP	Youth Inclusion and Support Panel
ISP	Initial Supervision Plan	YJB	Youth Justice Board
IST	Intensive Supervision Team	YOI	Young Offenders' Institution
ISSP	Intensive Supervision & Surveillance Programme		
JAR	Joint Area Review		
LAA	Local Area Agreement		
LAC	Police Local Area Command		
LCJB	Local Criminal Justice Board		
LSCB	Local Safeguarding Children Board		
LSC	Learning and Skills Council		
MAPPA	Multi-Agency Public Protection Arrangements		
NEET	Not in Employment, Education or Training		
ONSET	Assessment tool for children and young people at risk of offending		
PAYP	Positive Activities for Young People		

A. Summary from the Chair of the YOT Board

I am delighted to introduce the 2007-8 Youth Justice Plan as the newly-appointed Independent Chair of the YOT Board, the first in the country. My appointment, along with that of the chair of the Local Safeguarding Children Board, draws on the positive example of independent chairs in One Nottingham and the Crime and Drugs Partnership, and is intended to ensure that the YOT remains a truly multi-agency partnership accountable to all its statutory partners. It is a particularly exciting time to take up this role as youth justice services become a shared responsibility between the Ministry of Justice and the Department for Children, Schools and Families at national level. Nottingham City YOT will reflect the broad strategic shift, taking a place within Children's Services while remaining a clear part of wider criminal justice services.

Since my arrival, I have found a YOT that is already building on the learning from its inspection. Furthermore, the YOT is:

- achieving some of the best outcomes in the country in preventing offending and reducing re-offending amongst children and young people
- one of the top 20 performing YOTs in the country and the best among the Core Cities, with strong performance in meeting national targets, National Standards compliance, and Effective Practice Quality Assurance ratings
- well established and highly regarded in local partnership working, contributing to the development of integrated and targeted youth support services and planning to develop a greater emphasis on locality-based working for children and young people
- contributing effectively to local priorities for crime and disorder and criminal justice
- delivering successful outcomes for children, young people and their communities through the skills and commitment of its staff

The recent inspection identified great strengths in the YOT, but also confirmed the YOT's own assessment of the challenges it faces. During this financial year Nottingham City YOT will:

- develop a clear funding structure between partners to ensure that it has the capacity to manage workload effectively and safely
- continue to improve its focus on public protection issues through the implementation of new guidance on assessment, planning interventions and review (APIR) processes, with an emphasis on the assessment and management of risk of harm and the involvement of victims
- focus on Education, Training and Employment as the single area of performance that has seen little improvement
- complete the re-modelling of the YOT's structure and staffing to ensure that its workforce has the skills, qualifications and experience necessary to maintain high performance and meet the diverse population it works with

At the same time, the YOT needs to be ready to respond to external challenges, including:

- significant sentencing changes resulting from the Criminal Justice and Immigration Bill, expected in April 2008
- practice developments resulting from the national roll-out of a scaled approach to youth justice and accompanying changes to National Standards
- new planning relationships between the YOT, the Children and Young People's Plan, and the Regional Offender Management Service Reducing Re-offending Plan within a new local authority assessment framework

I am confident that this Plan lays the ground for responding to these challenges, and look forward to supporting the YOT in implementing it.

Maggie Blyth
Independent Chair of the YOT Board

B. Local planning environment

The YOT was part of the Community Safety division of Neighbourhood Services until November 2006, when it moved to Children's Services. The Head of Service was line-managed by the Director of Children's Services, who also chaired the YOT Board until the appointment of the independent chair. This allowed a period of reflection about the best strategic fit for the YOT in the developing structure of Children's Services, and in April 2007, it was agreed that the YOT should become part of Targeted Services for Children and Young People, which includes the Youth Service, Play and Engagement, and Alternative Provision, and has lead responsibility for the development of integrated and targeted youth support services. It is likely that it will also be linked to the new Connexions arrangements from April 2008.

The YOT's history in Community Safety helps to ensure close planning and working relationships with the Crime and Drugs Partnership (CDP) and the Community and Neighbourhood Protection Service (CNPS). The YOT contributes to CDP work-streams, including Safe for Nottingham (the crime and disorder reduction strategy), City Tasking, Respect for Nottingham, and Nottingham Stands Together (the City's anti-violence strategy). It manages a stretch target in the Safer and Stronger Communities block of the Local Area Agreement for reducing youth re-offending, and is part of the steering group for a Respect Family Intervention Project. The YOT is represented in children's sub-partnership groups which lead on the five *Every Child Matters* outcomes, and this structure is reflected in internal theme steering groups which implement internal YOT action plans.

The Head of Service is an active member of the Local Criminal Justice Board, and is the senior reporting officer for its confidence work-stream. The YOT is also represented in a number of the LCJB's delivery groups including Victims and Witnesses, Race and Diversity, Tackling Delay, Performance, Communications and Community Justice. It is also active in and contributes effectively to a range of other partnerships, including:

- Local Safeguarding Children Board
- Young People's Substance Misuse Commissioning Group
- Connexions Local Management Committee
- Supporting People Commissioning Group
- Multi-Agency Public Protection Arrangements Strategic Management Board
- Prolific and Other Priority Offenders Steering Group

A focus for development in 2007/8 is ensuring closer integration of the YOT's planning cycle with that of the rest of Children's Services and partner agencies from 2008 onwards, and this should be facilitated by the recent changes in Government departmental responsibilities, provided this does not result in delays in the publication of guidance to YOTs.

C. Drivers of Performance

C1. Governance and Leadership

The YOT Board was chaired by the Corporate Director of Children's Services from November 2006 to April 2007, and oversaw a period of rapid change in the structure and operation of the Board which has resulted in significant improvements in its ability to provide leadership to the YOT. An independent chair took up post in July 2007 to ensure the YOT effectively fulfils its statutory duties to both criminal justice partners and wider children's services. All of the statutory partners are represented on the Board, and a comprehensive performance report is taken to each meeting which has helped to provide the momentum for consistent improvement since 2004.

Following the Inspection report and arrival of the independent chair, Board membership has been reviewed to ensure strategic representation from each partner agency. New arrangements will commence in late 2007 with a smaller and more focused Board supported by a Core Group of the funding partners and key stakeholders meeting at more regular intervals. The purpose of the Core Group is to assist the Board to manage its work effectively by taking responsibility for detailed discussion of technical, funding and operational aspects of the YOT's work, recommending priorities for the Board's agenda, and approving reports for submission to the Board. It has been effective in providing more rigorous challenge and stronger support to the YOT's management, and has been welcomed by other partners as it takes some of the more detailed and technical discussions out of Board meetings and allows it to have a more strategic focus. The changes in structure and leadership, together with a number of changes in membership caused some discontinuity in the Board's activities but the new arrangements are becoming embedded and provide a basis for rigorous and challenging leadership to the YOT.

In addition to strengthening its structure, the purpose of the Board has also been clarified with the agreement of a key aim

to support and maintain the YOT's strategic location at the cusp of children's, criminal justice and community safety agendas to ensure that it maintains the confidence of criminal justice agencies and the public in managing risk, and supports children and young people to stay safe, be healthy, enjoy and achieve, make a positive contribution and achieve economic well-being.

Other developments include a person specification to clarify the expectations on Board members, clear terms of reference for the Board and Core Group, a standard induction pack for new members, and the identification of members to take on individual roles as theme "champions" for victims, prevention, race and diversity, and health. Areas for further development in the Board's role in 2007/8 include:

- Clearer leadership and oversight of public protection and risk management issues within the YOT
- Sharper focus on diversity issues within the YOT
- Greater focus on outcomes to inform the development of service delivery and evaluate the effectiveness of the YOT in meeting strategic priorities
- Closer attention to ensuring that partnerships are supported by formal agreements and processes in relation to funding, secondment, and information-sharing and that these are regularly reviewed by the Board
- A systematic approach to reviewing progress on the implementation of plans and strategies

Table A: Composition of Management Board (to November 2007)

Name	Agency represented	Post in agency	Ethnicity	Gender
Maggie Blyth		Independent Chair	White	Female
Lynn Bacon*	Nottingham City PCT	Head of Children's Services	White	Female
Peter Brown	Top Valley Comprehensive	Head Teacher	White	Male
Steve Cooper	Nottinghamshire Police (C Division)	Chief Inspector	White	Male
Ian Curryer**	Children's Services	Director of Targeted Services	White	Male
Alan Goode*	Nottinghamshire Probation	Deputy Director	White	Male
Tony Graham*	Connexions	Operations Director (City)	Black British	Male
Graham Hooper	Her Majesty's Courts Service	Clerk to the Justices	White	Male
Lynda Kelly	Racial Equality Council		Black British	Female
Wes McDonald*	Nottinghamshire Police (Community, Youth and Race Relations)	Chief Inspector	Black British	Male
Steve Spear	Crime and Drugs Partnership	Executive Director	White	Male
Chris Wade	Victim Support Nottinghamshire	Chief Executive	White	Male

* Member of Core Group

** Chair of Core Group

C2. Performance and Quality Systems

The YOT has restructured its performance and development capacity to create clearer links between performance and information systems, and staff training and development. The Head of Service will take over the line management of the Performance and Development Manager and the Business Services Manager, who have previously been separately managed by the two deputy heads of service, to ensure more effective co-ordination of data input and its use in providing management information and feedback into practice. The Performance and Development Manager attends the deputy heads of service “cluster” meetings with their team managers to promote awareness of performance issues and to build understanding of the development needs of staff to inform the training and development strategy. He oversees all aspects of the performance framework, including National Standards compliance, key performance indicators and the Effective Practice Quality Assurance programme.

The YOT’s senior management team has a monthly Performance Review meeting to review performance data and progress on action plans and agree priorities. This informs team managers’ supervision by the deputy heads of service, and is incorporated into fortnightly management meetings. Monthly “dip-testing” of cases by the deputy heads of service uses a version of the inspection case audit form to assess the quality of risk assessments, links between assessment and planning of interventions, compliance with National Standards, safeguarding of children and young people, and recording and data input standards. The findings are fed back to team managers individually and in “cluster” meetings for use in their supervision of staff. The ECM theme steering groups also review performance data, and this helps to engage front-line staff in the YOT’s performance regime. The YOT intends to introduce a revised APIR system in the latter part of 2007 as part of its commitment to ensuring a sharper focus on risk management.

There are clear processes for reporting performance data, with quarterly reporting to the YOT Board, and quarterly “exceptions” reporting to the Children’s Service Directorate Management Team. A number of other reporting regimes have been established in relation to the Local Area Agreement target for reducing re-offending, and CDP floor-target action plans for preventing offending and reducing re-offending.

The YOT’s Information Officer is a member of the Performance and Development team, and systematically “health checks” and validates the quality of data inputs. Learning is fed back to the Business Services Manager and operational team managers to use within their teams to improve the quality and consistency of inputs. She also acts as the main link with the YOT’s software suppliers to ensure that product development is informed by the experience of front-line practitioners.

There is systematic use of the “yellow envelope” system for transmitting paper information about risk and vulnerability to the secure estate. It is expected that the YJB will extend the system of electronic transfer of information to the secure estate to the East Midlands region by the end of the year, but it is currently a concern that information sent to the YJB by secure email cannot be forwarded to the secure placement by the YJB. Apart from causing duplication of work, the double transmission of the same information presents a risk that one step will be overlooked.

C3. Resources

C3a - FINANCIAL RESOURCES

Statutory partners make financial contributions and second staff to the YOT in accordance with legislation, and the contributions of the statutory funding partners have been maintained for 2007-8 with an inflationary uplift. Ring-fenced YJB funding for Resettlement and Aftercare, Community Support and Intensive Supervision and Surveillance Programmes for 2006-8 continues, although there has been a £20,000 reduction in ISSP grant following a re-distribution between YOTs. A further similar deduction is anticipated in 2008-9. The YOT also receives YJB prevention grant, although its continuation in 2008-9 is uncertain. Pump priming grant for the Local Area Agreement stretch target continues until 2009.

The YOT has, however, lost a number of fixed term funding streams for 2007-8, including NRF funding for the YOT's reparation project, *Putting it Right*, and Anti-Social Behaviour Unit funding for a parenting post. The former has been mainstreamed, and the role of the latter has been incorporated in a Respect Family Intervention Project. The Home Office has confirmed that funding for the pilot Arrest Referral Scheme will end, although the service will continue at a reduced level from September to March 2008. The County YOT, which pays the City YOT for providing its service to Nottingham Youth Court, has indicated its intention to second a worker in lieu of this, and this means the loss of about £29,000 pro rata during 2007/8. In total, the cost of the reduction in these funding streams is £160,000, although planned reductions in service will cover most of this. A significant number of posts across the YOT are linked to long-standing fixed-term funding where post-holders have acquired employment rights. While there is no immediate threat to these funding streams, there is significant risk for the City Council as the employer.

Of more immediate concern is the capacity of the YOT to manage its workload effectively and safely in the context of a 34% increase in its statutory workload without a real increase in funding since the last detailed review in 2003. It became clear during 2006 that this was impacting on the quality of assessments and interventions, and the Board approved measures in August 2006 to manage workload within existing resources. When it became clear that these measures were not sufficient, contingency funding was made available to the YOT by the City Council in December 2006 to manage its workload more effectively. This has now been extended to September 2007, and funding partners have been asked to review their contributions, particularly in the context of the emerging evidence of the YOT's effectiveness in preventing offending and reducing re-offending.

The new independent chair will lead on a review of partner financial contributions directly linked to the performance of the YOT in preparation for 2008/9, to ensure there is increased clarity over partnership agreement to YOT funding. It is expected that a funding formula will be established to reflect the expected contributions of partners with indication of how changes in need and demand will be responded to.

Table A1: Services planned for the financial year 2007/08

Core activity	Budget expenditure (£)
Preventive services	355,676
PACE Services	22,500
Pre-court services	162,850
Court-based services	237,550
Remand services	182,560
Community-based services	1,751,674
Through care / after care (including RAP)	480,212
Other orders	89,250
Total:	3,282,272

Table A2: Youth Offending Team Budget Financial Year 2007/08 Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	102,787	0	59,320	162,107
Probation (from Table A2c)	125,708	0	64,450	190,158
Social Services	0	0	0	0
Education	0	0	0	0
Health (from Table A2b)	34,788	0	60,410	95,198
Local Authority Chief Executive	898,622	0	390,402	1,289,024
Additional Funding (from Table A2a)	0	0	1,545,785	1,545,785
Total:	1,161,905	0	2,120,367	3,282,272

Note: Excludes additional one-off resources from City Council April-September, to be added following resolution of funding review by partners in September 2007

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	0
European Funding	42,000
Youth Justice Board	1,380,270
Other	123,515
Total (for inclusion in Table A2)	1,545,785

Table A2b: Health service contributions to the youth offending teams

Health contribution: Funding source	Amount (£)
Source 1:	95,198
Source 2:	
Source 3: (etc)	
Total (for inclusion in Table A2)	95,198

Table A2c: Probation contributions to the Youth Offending Teams

Cash Contribution	Payments in kind excluding staffing		Payments in kind including staffing		Total (£)
(a)	Specify Items (b)	Cash Value £ (c)	Specify grade and number (d)	Cash Value including on costs £ (e)	(f) (a+c+e)
64,450			3 x PO	125,708	190,158

C3b - PROGRAMME RESOURCES

A range of specialist services is provided through seconded staff including dedicated drug workers, a health promotions specialist, Connexions personal advisers (including a dedicated resource for high-risk young people), and access to Child and Adolescent Mental Health Services (CAMHS). The YOT directly employs an accommodation advice and support worker, victim workers, a parenting worker and two teachers. These specialist roles contribute to a holistic approach to intervention planning and programme delivery. The health promotions worker also provides a range of sexual health services, including pregnancy and chlamydia testing, and dispensing contraception, and links with PCT colleagues to provide a wider range of health services. These include school-nurse sessions, sexual health advice sessions, and a needs assessment for dental health provision. 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 development of integrated and targeted youth support services will provide opportunities for widening the range and diversity of interventions and methods of delivering them, and ensure that effective exit strategies can be developed for young people completing statutory interventions. In turn, the YOT expects to utilise the Offender Management model developed within the Probation Service to assist in the assessment and management of risk and use of interventions.

The YOT has a range of projects to engage young people in positive activities through which their offending behaviour can be challenged, including a music production project, sports activities, art and design projects, life skills, situational drama, work on two allotments, tenancy maintenance, and work with young fathers. Two posts have been developed to improve the range of intervention materials and access to them for practitioners to use in meeting the diverse needs of young people who offend or are at risk of offending. Each interview room is equipped with a wide range of resources, using different mediums to deliver face to face work in accordance with individual intervention plans including PCs with access to a range of interactive materials. All resources are evaluated and accredited to ensure that they meet the diverse needs of young people.

There are strong links with the Multi-Agency Protection Panel (MAPPA) process, and together with our internal risk management processes, there is a clear focus on young people who present a high risk to the community or themselves with dedicated resources to provide individually-tailored multi-agency intervention plans to meet their needs and address risk factors. The YOT works closely with Children's Social Care services to identify children and young people at risk from others as a result of domestic violence, neglect and exploitation, and a multi-agency Early Assessment and Intervention Panel serviced by the YOT co-ordinates appropriate interventions for children and young people who offend sexually or show sexually abusive behaviour.

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. The groups have decision-making powers in developing policy and practice and monitor 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. One area for improvement highlighted in the preparations for inspection was the lack of systematic processes to consult and involve children and young people in developing and improving services. A young persons' focus group has been established, and the YOT is evaluating interactive software to allow all children and young people to provide feedback on their experience of the YOT and its services. New APIR guidance emphasises the consistent use of *What Do You Think* in ASSET to ensure that interventions are fully informed by the views of children and young people.

C3c - INFORMATION AND COMMUNICATION TECHNOLOGIES

Electronic case management inputs are well-established in all areas of the YOT's work, with most paper and stand-alone systems abandoned. This has allowed the streamlining of file-storage, although it has not yet been possible to carry through plans for an electronic document management system for archive files. There is good access to the YOT's case management and information system, Careworks, from the court house, though not in individual court-rooms. The YOT has received funding from the YJB for the purposes of improving remote access, and options for this are being considered.

The use of IT in direct work with children and young people is well-established, with PCs in all interview rooms with access to a range of interactive materials. Interactive parenting programmes are widely used and a number of lap-tops have been purchased to allow this work to be done with parents in their own homes.

Nottingham will be in the first wave of authorities to implement *ContactPoint*, the secure information sharing index, by April 2008, and the YOT is seen as an early priority. A new web-based version of Careworks is being rolled out, which will "speak" to *ContactPoint*, and will bring significant benefits in terms of networking the system to remote sites and improved reporting capacity. Nottingham was planned to be a pilot site for it in April 2006, but this was delayed due to concerns about the stability of the new version. It has become apparent that other YOTs that have migrated have experienced a variety of problems with it, and the YOT Board decided in March 2007 that the new version should not be taken until its functionality is fully established. This may have implications for reporting on performance from June 2007 as the latest counting rules are not supported in the version the YOT uses.

The use of secure email is well-established in the YOT and electronic documentation is transferred to the YJB about young people sentenced or remanded to the secure estate. Reference is made in C2 (Performance and Quality Systems) to the fact that the paper "yellow envelope" system still has to be used to get the same information to young offenders' institution. It is expected that direct secure email transmission to YOIs will be extended to the East Midlands by the end of 2007. Work is continuing on developing other information flows within the local criminal justice system.

The YOT was an early adopter of video-conferencing to reduce staff travel but take-up is limited as a result of problems with the media and the way in which it is used. These include a lack of technical skills in some YOIs to operate the equipment resulting in a number of meetings being cancelled or aborted; problems with booking arrangements as some YOIs have contracted these out; and there is often a significant time-delay which makes interaction and discussion difficult.

C4. People and Organisation

C4a - WORKFORCE PLANNING

There was a slight reduction in the YOT's workforce as a result of the loss of fixed-term funding in 2006-7, and Arrest Referral posts are likely to be lost when funding ends in March 2008. Otherwise, the number of posts has been maintained, and, as a result of the workload problems during 2006, short-term funding has been provided by the City Council to recruit up to 8 agency staff until September 2007 to allow a full assessment of the future resource needs of the YOT by the funding partners. The assessment will also take account of the increased flexibility in managing workload that might result from the development of integrated and targeted youth support services.

Recruitment and retention of staff has not so far been a problem for the YOT, despite a competitive local market in which the nearest neighbouring YOT pays front-line staff and operational managers significantly more. A Job Evaluation Scheme is under way across the City Council posts, and this may have a significant impact on future recruitment and retention. The YOT has a full complement of seconded staff and does not generally have problems in replacing them at the end of their tenure, although there is a need to ensure that secondment agreements are reviewed and refreshed.

The YOT has over 60 volunteers working as referral order panel members, appropriate adults, mentors, and sessional workers. There is an active recruitment, training and supervision programme, and a particular emphasis on providing people from local communities with experience that will eventually enable them to apply for jobs within the YOT or elsewhere in the City Council. A significant number of those who have joined the YOT as volunteers or sessional workers have gone on to gain employment and qualification in the YOT or with other areas of Children's Services.

The development of new areas of service over several years has left the YOT with almost 20 different job descriptions, and a workforce re-modelling exercise is underway to create a flatter structure with a limited number of common job descriptions that allows staff to move freely between the YOT's diverse service areas, and that more closely reflect roles in other parts of Children's Services. The aim is to ensure that staff develop wide-ranging expertise and have access to varied career opportunities to provide stimulation and challenge within the YOT. As part of this exercise, action is being taken to address the excessive number of temporary contracts in the YOT, including 80 per cent of the management team.

Nottingham YOT has been at the forefront of embracing a variety of qualification routes for staff. More than half the case managers are social work or probation qualified, and the remainder are youth justice qualified as a result of undertaking the Professional Certificate in Effective Practice, with three undertaking the new Youth Justice degree course. The wider range of qualification routes for case management posts has also helped to increase the proportion of BME and male staff delivering statutory youth justice services, although there remains significant room for progress in this respect. Four team managers are undertaking a management training programme provided by the YJB in conjunction with the Open University.

Sickness levels in the YOT have been a concern since early 2006, prior to which they were well below the City Council average. Training for managers in absence management has been refreshed, and a clear focus on its effective management has helped to reduce absences back towards the City Council average. This is being complemented by the development of a workload measurement tool, which takes account of complexity, level of risk, and expected levels of contact to ensure that excessive and/or uneven workloads are avoided and stress is reduced.

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

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	4			22	2	8				37
Fixed Term					9	2	2				13
Seconded Social Services											
Seconded Probation					4						4
Seconded Police					3						3
Seconded Health					1						1
Seconded Education			1								1
Seconded Connexions											
Seconded Other											
Outsourced											
Temporary	2	7	7		25		5	6			52
Vacant					3						
TOTAL	3	11	8		67	4	15				111
Gender/Ethnicity											
White Male	1	7	3		12		2			18	43
Black Male		2	1		4					3	10
Asian Male					2					2	4
Mixed Race Male					1		1				2
Chinese/Other Male											
White Female	2	2	4		38	3	10	6		28	93
Black Female					3	1	1			4	9
Asian Female					2		1			2	5
Mixed Race Female					2						2
Chinese/Other Female										1	1
TOTAL	3	11	8		64	4	15	6		58	169

C4b - WORKFORCE DEVELOPMENT

All staff are supervised monthly in accordance with the YOT's Supervision and Appraisal Policy, which has been agreed with seconding agencies to ensure that all staff receive similar treatment. Annual appraisals are completed leading to Personal Development Plans (PDPs) which are linked to home agencies' processes for seconded staff, all of whom have a designated link manager. Workers are encouraged to rotate between the YOT's diverse service areas on a regular basis to promote continual improvement and challenge to skills and maintain motivation.

Induction training has recently been revised, based on a three day course for new entrants which is delivered quarterly, and covers core elements including National Standards, safeguarding and assessment practice, followed by a rolling programme over 12 months covering other areas of work. These events can also be accessed by experienced staff wanting to refresh skills, and the induction programme was described in a recent EPQA review as "excellent" by the YJB's Regional Monitor. Further mandatory training for all staff is provided, covering key areas linked to the current Youth Justice Plan and individual training needs identified through PDPs. Monthly lunchtime practitioners' forums provide opportunities for self-determined learning and development, promoting new resources and interventions. A programmes and accreditation post ensures that a diverse range of resources is maintained to meet the full range of needs, and contributions are harnessed from partner agencies.

All staff without previous professional qualification are encouraged and enabled to undertake the Professional Certificate in Effective Practice (PCEP) in their first year of service, and provided with incentive to do so by being eligible to apply for case manager posts on completion. Social work qualified staff are also encouraged to undertake PCEP as part of their post-qualification accreditation. As a result, the YOT routinely over-subscribes its regional allocation of PCEP places and pays to take up places that are not used by other YOTs in the region. In addition, three workers are in the second year of the new Youth Justice degree. Several managers have completed Certificates or Diplomas in Public Service Management, and the remainder have enrolled for the new YJB operational managers training based on the Open University Managing People module for its Professional Certificate in Management. All senior, team and practice managers have completed the Kouzes / Posner Leadership Practices Inventory, and learning has been incorporated in their PDPs.

Volunteers receive a core training module, followed by specific training modules for community panel members, appropriate adults, and mentors. Regular presentations and seminars are organised on a variety of themes and refresher training is provided to ensure that skills and knowledge are maintained. There is a process of annual reviews for referral order panel members, and all volunteers receive bi-monthly group supervision. Mentors also receive monthly supervision and ad-hoc support and advice in relation to individual young people they are working with. The role of volunteers is regularly celebrated in City Council publications and the local media.

Despite the level of training activity and major investment of resources, the YOT has not had a clearly-articulated training strategy, and this will be addressed in 2007/8 through a workforce development strategy and annual training plan. The YOT's training budget in 2006/7 was £39,000 to meet the needs of almost 100 staff and 60 volunteers and sessional workers. In order to manage within such a limited budget, most training is developed, designed and delivered in-house, and this involves a significant hidden cost in terms of staff time. Maintaining this level of commitment to training is a major strain on the YOT's resources, and this has been exacerbated by the elimination of the YJB regional learning advisor posts, which have played a significant part in the delivery of basic programmes.

C5. Partnership Working

2006-7 saw significant developments in local partnerships, with the creation of a Strategic Partnership Board for Children, Young People and Their Families which includes chief officers from the Police and CDP, along with the independent chair of the YOT Board. The Director of Children's Services has also become a member of the Crime and Drugs Partnership, and its Executive Group is chaired by the Director for Targeted Services, who line manages the YOT Head of Service. This helps to clarify reporting lines from the YOT to strategic partnerships, and helps its Board to have a stronger voice in decision-making and coherent planning.

The focus on inspections in Nottingham in the early part of 2007 has also helped to confirm the inter-dependency of agencies and partnerships, and the development of stronger working relationships and greater understanding of the benefits of joint problem-solving. Similarly, a common theme in the planning environment for all agencies in 2007/8 will be meeting the challenges and building on the opportunities of a greater emphasis on locality-based working. The YOT's place in this is reflected in a number of elements of this plan.

The working relationship between the Police and the YOT is being reviewed during 2007 with a change in role of the YOT police officers to undertake intelligence led activity. Further developments will continue into the next financial year to ensure that the YOT supports the work of Nottinghamshire Police's City Division.

The Plan for 2006/7 emphasised the value of the development of Joint Hot-Spot Tasking in providing important learning about how the YOT and other services involved in youth crime prevention have to work together to meet short-term as well as medium / long term challenges, and ensuring that other agencies recognise what an effective YOT offers to the wider agenda, and what support it needs to be able to do so. A similar opportunity is presented in 2007/8 in the development of integrated and targeted youth support services, which need to be capable of identifying and meeting needs before children and young people reach the stage of needing the YOT's services, and of providing strong exit support to young people completing interventions.

One area of partnership working that has been relatively under-developed in the YOT has been in relation to general health provision, with its resources largely limited to the work of a single seconded health promotions worker. This has allowed the development of a variety of interventions, reflected in the programme resources section, but a considerable amount of work is ongoing to develop other areas of partnership working with the PCT, including a needs assessment for the provision of a dental health service, and an expansion of school nurse sessions. Similarly, there needs to be a greater focus on the potential of the community and voluntary sector to deliver effective services for children and young people, and this will be developed as part of Children's Services' commissioning framework.

The appointment of an independent chair of the YOT Board is also expected to help strengthen the YOT's place in partnership working with a focus on strategic links between partners and an evaluation of the effectiveness of the YOT in supporting partners in achieving their outcomes related to youth crime. The remainder of this Plan identifies a number of areas where the continuing development of the YOT relies on its contribution to, and the support it receives from, other partners and stakeholders.

DELIVERY PLAN

PREVENT OFFENDING

Nottingham has had a long-standing area-based structure to identify children and young people at risk of offending which was adapted by the YJB in its national development of Youth Inclusion and Support Panels (YISP). The role of YISPs has been overtaken by a process based on Police Local Area Command (LAC) operational tasking which has been trialled successfully in the two neighbourhood policing pilot areas, and is being rolled out to all areas. There are three Youth Inclusion Projects (YIPs) in place, covering five of the City's nine areas and commissioned from Crime Concern. A further YIP is planned from September to cover two more areas.

Positive outcomes for children and young people are demonstrated in terms of reduced offending. Since the third quarter of 2005 (shortly after two YIPs were established) there has been a consistent reduction in the number of entrants to the youth justice system, with a reduction of 23% in 2006/7 compared to 2005/6. This is far in excess of the YJB target, and of regional, national and family performance. Despite this, a review during 2006 identified a number of weaknesses in existing provision, including a lack of engagement with universal and other targeted services; lengthy referral processes that limited the ability to respond quickly to local needs; the lack of outcome-focused performance measures to demonstrate effectiveness and value for money; duplication and overlap between services; and an uneven spread of services across the City which did not fully reflect needs.

A targeted youth crime prevention strategy was developed based on locality teams incorporating existing and new YIP and YISP provision, led by a Prevention Strategy Manager accountable to a multi-agency strategic steering group with responsibility for ensuring the full engagement from all agencies. This is, however, dependent on replacing existing fixed-term funding of £750,000 when it runs out in March 2008, and it is apparent that this is likely to be a major challenge.

At the same time, the development of integrated and targeted youth support services from April 2008 offers the opportunity to embed the delivery of YIPs and YISPs into their new structure. Led by the Director of Targeted Services, work on this has commenced, and involves lead officers from a wide variety of services with links to the youth agenda. A development and implementation team is being set established, including the Prevention Strategy Manager and a seconded officer from Connexions, and priority will be given to ensuring that the impact of YIPs and YISPs is built on in this process.

The inspection recognised the progress that has been made in developing effective youth crime prevention programmes, but also areas for improvement that the YOT had identified in its review in 2006 and in its self-assessment, and its recommendations are incorporated in the action plan.

Data:

Performance Indicator: April 06 – March 07 actual	Reduction of 23.1% from 1000 new entrants in 05/06 to 769 in 06/07
Performance Indicator: 07/08 target	730 new entrants

Action plan: Prevention

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Ensure that the development of integrated and targeted youth support services incorporates the learning from YIP and YISP delivery	Ken Beaumont	March 08	Capacity to focus on targeted youth crime prevention as part of integrated and targeted youth services	Early intervention CYPP
	Develop a clear exit strategy from current provision in the light of fall-out of fixed-term funding	Ken Beaumont	December 07	Delay in commissioning new services	Early intervention CYPP
Performance and quality systems	Develop a diversity strategy for preventative services	Aileen Wilson	March 08	None	Ensure equality Inspection Improvement Plan
	Develop an outcome-focused set of performance indicators for YIPs	Ken Beaumont	September 07	None - completed	Early intervention SAFE Strategy
Resources	Improve the quality and completion rates of ONSET and their link to interventions delivered	Aileen Wilson	October 07	Failure to recruit to prevention strategy manager post	Early intervention CAF development
	Ensure access to a range of interventions based on identified criminogenic need	Aileen Wilson	March 08	None	Early intervention
	Ensure that mainstream services are fully engaged in the provision of early exit strategies from YIP and YISP interventions	Aileen Wilson	December 07	Capacity to focus on targeted youth crime prevention as part of integrated and targeted youth services	CYPP Reducing re-offending
People and organisation	Provide training in risk assessment and management to YIP and YISP staff	Shelley Nicholls	March 08	None	Reducing re-offending
	Ensure that all preventative staff have systematic supervision and appraisal	Aileen Wilson	December 07	None	Children's Workforce Strategy

INTERVENE EARLY

The KPI target has been consistently achieved over several years, but performance in terms of re-offending has been inconsistent, in contrast to most other YOT interventions which have shown a steady pattern of improvement. Final warning assessments are currently provided by two seconded police officers, with interventions delivered through specific Attendance Centre sessions. Following YOT assessment, there are effective arrangements for final warnings to be delivered by beat managers at weekly final warning “clinics” with a restorative justice focus. There are, however, issues about the inconsistent quality of information from arresting officers about victim details and decisions to issue final warnings.

Following a joint YOT / Police review of the role of the seconded officers in 2006, it was agreed that the current arrangements do not make best use of their unique knowledge and skills, and that final warning assessments could be carried out equally or more effectively by mainstream case management staff, with the police officers freed to carry out an intelligence role similar to that of the ISSP police officer. Progress toward this has been limited by delays in recruiting a police administrative worker to take over some of the routine checking of police systems to free the police officers to carry out their new role, and by the YOT’s general capacity issues, but it is expected that this transition will be possible in the second half of 2007, supported by a strategic review of Police and YOT partnership arrangements. The development of integrated and targeted youth support services offers significant opportunities to look at other ways of delivering interventions that can be more easily linked to ongoing support services rather than being delivered in isolation.

Apart from making better use of police resources and enhancing the YOT’s links to neighbourhood policing and joint tasking, this development will also allow areas for development in final warning work that were identified through the inspection process to be addressed. These include:

- lack of consistency in risk assessments
- limited victim involvement
- interventions that are disproportionate to risk
- limited reflection of the individual needs and diversity of children and young people
- lack of resilience in the completion of timely assessments during leave periods

Data: Final Warnings

Performance Indicator: April 06 – March 07 actual	100%	EPQA: 03 rating	0.87
Performance Indicator: 07/08 target	100%	EPQA: 05 result	1.75

Action plan: Early Intervention

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Ensure engagement of BCU senior officers in supporting and enabling the change of role for YOT police officers	Maggie Blyth	December 07	Capacity of BCU to prioritise YOT developments	Police Youth Strategy Policing Plan
Performance and quality systems	Ensure systematic and timely notification of reprimands and final warnings to the YOT	David McClory	October 07	Capacity of BCU to prioritise YOT developments	Police Youth Strategy Reducing re-offending
	Ensure effective and timely notification of victim details from arresting officers	Aileen Wilson	October 07	Capacity of BCU to prioritise YOT developments	Police Youth Strategy Reducing re-offending
Resources	Ensure adequate resources to incorporate final warning work into mainstream case management	Ken Beaumont	December 07	Capacity of mainstream case management to deal with additional workload	Reducing re-offending
People and organisation	Ensure access to training in the use of all police intelligence and information systems for YOT police officers	Aileen Wilson	October 07	Police training capacity	Reducing re-offending
	Ensure training for YOT staff in assessment for and planning of final warning interventions	Aileen Wilson	December 07	Capacity in YOT training programme	
Partnership working	Ensure capacity for interventions to be incorporated into planning for integrated and targeted youth support services	Ken Beaumont	March 07	Capacity to focus on targeted youth crime prevention as part of integrated and targeted youth services	CYPP
	Develop the new intelligence role for police officers in conjunction with local area commanders	Aileen Wilson	December 07	Capacity of BCU to prioritise YOT developments	Police Youth Strategy
	Review the strategic partnership arrangements with Police	Maggie Blyth	February 08	None	Inspection Improvement Plan

PROVIDE INTENSIVE COMMUNITY SUPERVISION

The YOT is structured into two “clusters” of functional teams, each headed by a deputy head of service. Although specialising in particular types of orders, the teams within each cluster work flexibly to reduce the re-allocation of cases when children and young people are made subject to different orders. One cluster comprises prevention, final warnings, referral order, reparation and generic supervision teams, and currently deals with early interventions and the supervision of low / medium risk of serious harm cases, although it is intended that this “cluster” will develop a more locality-based structure. The second cluster comprises ISSP, DTO, Bail Supervision and Intensive Supervision teams, and deals with the highest risk and most persistent and serious offenders, and provides the most intensive level of interventions.

The most rigorous form of community-based supervision is Intensive Supervision and Surveillance (ISSP), provided by a specialist team which incorporates a dedicated police officer and teacher. It aims to deliver programmes with 25 hours of activity per week at the highest level of intensity to eligible young people subject to community penalties, detention and training order licence requirements and bail supervision. There is significant overlap with other teams in the intensive cluster, and there has been a particular focus in developing greater joint working and improving efficiency.

In 2006/7, there were 105 young people who received ISSP interventions, 25 more than required by the YJB’s throughput target. It was disappointing that despite this, Nottingham’s ISSP scheme has suffered a reduction in YJB funding of £40,000 (almost 8%) over two years. In common with most other ISSP schemes, re-offending rates from 2005 remain relatively high at 86% but the frequency and seriousness of offending is significantly reduced. The recently completed EPQA assessment of ISSP gives an unvalidated score of 2.57 (out of 3), the highest base rating the YOT has achieved for any of its EPQAs. This, together with positive feedback from the inspection, reflects a well-established and robust scheme. Areas identified for improvement include the development of the range and diversity of resources to fill intensive programmes and improve engagement, and improved communication of outcomes to partners and stakeholders.

Extensive use of electronic tagging is made in all of the YOT’s intensive supervision, to reinforce boundaries and promote structure in young people’s lives to support interventions. G4S (the electronic monitoring provider) has agreed with the YOT to provide notifications of violations on a daily basis, rather than the weekly notifications that are standard in most YOTs.

The YOT’s 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 of causing 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. Many are subject to Multi-Agency Public Protection Arrangements (MAPPA) and are identified through an internal risk panel. The YOT will undertake a detailed review of risk management in relation to youth justice during the first quarter of 2008.

About 30 of the YOT’s most persistent offenders are identified as *Persistent and Other Priority Offenders* by a multi-agency targeting process, and are additionally monitored by the Sherwood Project (the Police / Probation PPO delivery unit). A review has recently been carried out of the PPO scheme, and as part of this, work is under way to ensure closer co-ordination between the YOT’s intensive interventions and the Sherwood Project.

Action plan: Intensive supervision

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Improve understanding among YOT Board members about the YOT's risk management practice and performance	Maggie Blyth	February 08	None	Inspection Improvement Plan
Performance and quality systems	Ensure there is a quality assurance process in place for separate ISSP reports	Wilf Fearon	October 07	None	Inspection Improvement Plan
	Ensure the effective use of iSSP data to inform service development.	Wilf Fearon	December 07	YOT performance capacity	Reduce the use of custody
Resources	Initiate a research and development programme on risk management within the youth justice context	Maggie Blyth	February 08	Funding for external consultancy	Inspection Improvement Plan
	Expand the range of materials for use in ISSP cases with particular regard to cultural diversity	Wilf Fearon	December 07	None	Ensure equality
	Ensure effective planning of transitions from high to low intensity in consultation with young people	Wilf Fearon	October 07	None	Reduce the use of custody
	Ensure the cost-effective use of ISSP and mainstream bail supervision by eliminating overlap and duplication	Andy Branch	October 07	None – completed	Reduce the use of custody
People and organisation	Improve the co-ordination of cases of young people with ISSP licence requirements, through more consistent joint working between the DTO and ISSP teams	Patrick Allinson	October 07	None	
Partnership working	Develop systems to communicate ISSP throughput and outcomes more effectively to partners and stakeholders	Wilf Fearon	October 07	None	Reduce the use of custody
	Develop process for sharing of learning with other regional / family YOTs to ensure the development of best practice	Wilf Fearon	December 07	Capacity of YOT to service inter-agency events	
	Develop protocol for joint ISSP / Sherwood Project working and identification of PPOs	Wilf Fearon	October 08	None	PPO Strategy

REDUCE RE-OFFENDING

Reducing re-offending is the key test of the effectiveness of the YOT, and the latest performance data for re-offending over 12 months for the cohort of young people dealt with between October and December 2005 shows that the YOT is one of only five YOTs in the country to have achieved all four of the YJB targets. It is ranked 18th in the country (out of 156 YOTs) for reducing re-offending compared to 2004, has the best performance in its family group and among the Core Cities, and has achieved a year on year reduction in every year since 2003.

Comparing 2002 re-offending rates with 2005, the reductions in re-offending in each group were from 28.6% to 25.1% in pre-court disposals; 73.2% to 52.1% in first tier penalties; 83.1% to 74.1% in community penalties; and 88.2% to 72.2% in custodial sentences. Nottingham's actual re-offending rate is higher than the family and national average, although similar to or better than most other large cities. Comparison of actual re-offending rates with other YOTs are of limited value, however, because of the lack of standardisation in data collection. Nottingham uses more rigorous methods than many other YOTs in tracking subsequent offending, and it is impossible to benchmark performance unless all YOTs are using the same methodology, or the YJB establishes "bench-marking clubs" of YOTs using the same approach.

Only about half of each cohort receives YOT interventions (the remainder receiving reprimands, fines, or discharges, which do not require YOT intervention). There have been reductions in re-offending in relation to all of the orders that the YOT is responsible for, with the exception of final warnings and attendance centre orders. Even where young people re-offend, there was a significant reduction in the frequency of offending before and after YOT interventions. In the 2005 cohort, young people committed an average of 4.7 offences in the 12 months prior to the YOT intervention, compared to 2.7 in the 12 months following it, a reduction of 43%. This maintained the level of performance from 2004, and equates to a reduction of 1,720 offences per year as a result of YOT interventions.

Reducing the frequency of offending in the 2006 cohort by 15% is a "stretch" target in the Local Area Agreement, and progress after 3 months is encouraging, with a reduction of 31%. As half of each cohort reaches 18 during the tracking period, the target is shared with Probation. There is a particular focus on improving the management of transition from YOT to Probation supervision. A specialist Probation post works with YOT staff during the final three months of their supervision by the YOT to ensure greater consistency of approach and maintenance of planned programmes of work.

The increase in workload during 2006 presented a major challenge, as it reduced the amount of time that could be given to individual young people, and possibly the quality of the interventions they received. This may impact on re-offending rates in the 2006 cohort (although this is not evident in the early LAA monitoring) and resolving the YOT's funding and capacity issues is essential if current levels of performance are to be maintained.

Data:

Performance Indicator: 06/07 actual (Oct – Dec cohort)	44.7%
Performance Indicator: 07/08 target	55.2%

Action plan: Reducing re-offending

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Disseminate information on YOT recidivism rates to partner agencies to inform discussion on strategic direction	Maggie Blyth	February 08	None	Policing Plan CYPP Regional Reducing Re-offending Plan
Performance and quality systems	Increase understanding and awareness across strategic partnerships of the YOT's work in risk management and public protection	Maggie Blyth	February 08	Funding for external consultancy	Inspection Improvement Plan
	Maintain and improve the YOT's focus on reducing the risk of serious harm through the implementation of new APIR guidance	Sarah Day	October 07	YOT training and development capacity	Regional Reoffending Management Plan Inspection Improvement Plan
Resources	Ensure that access Education, Training and Employment for children and young people who offend is improved	Ian Curryer	June 07 and ongoing	Access to appropriate provision	CYPP
	Agree a clear funding structure for the YOT to ensure that it has the capacity to manage workload effectively and safely	Maggie Blyth	March 08	Other pressures and demands on funding partners	Inspection Improvement Plan Policing Plan
People and organisation	Re-model the YOT's structure and staffing to ensure that its workforce has the skills, qualifications and experience to maintain high performance and meet the diverse needs of children and young people	Ken Beaumont	December 07	YOT capacity and resources	Inspection Improvement Plan CYPP Children's Workforce Strategy
Partnership working	Ensure that the YOT contributes to the development of integrated and targeted youth support, and maximises opportunities to use resources more effectively and achieve better outcomes for children, young people, and communities	Ken Beaumont	March 08	Ensuring that a clear focus is maintained on criminal justice and public protection	CYPP

REDUCE THE USE OF CUSTODY

Performance improved in relation to remands to the secure estate and custodial sentencing, although both remain above the family and national average. The perverse nature of the remand KPI is, however, demonstrated by the fact that there was a 38% increase in the number remanded to the secure estate but a reduction as a percentage of qualifying remand decisions. Changes to the YJB's counting rules for the remand KPI in 2007/8 will go some way towards addressing the distorting effect of low numbers of RLAA on Nottingham's performance, but (on the basis of 2006 data) it will still have 18.9% of cases subject to secure remands under the new rules, still well short of the new 9% target. Nottingham has made concerted efforts to reduce the level of remands in local authority accommodation, from 158 per year in 1998, to 33 in 2006/7, and this has made a significant contribution to reducing the number of children looked-after, but has not helped the YOT in relation to this KPI. In the inspection process, court representatives commented positively on the prompt provision of bail information and in particular risk of harm assessments to inform bail decisions.

The YOT's remand work was the subject of an EPQA review, which found significant improvements from the initial assessment in 2005, with good practice identified in its remand strategy, recording of assessments, involvement of young people and parents/carers, safeguarding arrangements, management of risk, training and development of staff, and agreements with partners and the secure estate. The YOT has a dedicated remand team which assesses the suitability of bail and need for YOT support for all young people who have been held in custody following charge and provides a continuum of differentiated bail supervision from voluntary support to highly intensive ISSP programmes. The inspection found that the support provided by the YOT was sufficient to reduce the risk of re-offending and causing serious harm.

The YOT assesses all children and young people in relation to their suitability for the range of community penalties, custody and bail, and PSRs are completed within the required timescales. There is a quality assurance process for PSRs, commented on in the inspection process as one of the best seen. All reports are monitored by team managers, and where an assessment of dangerousness is required, by a second manager. ISSP is considered in all eligible cases and offered where there is a reasonable chance of compliance. PSR congruence rate (the proportion of PSR proposals followed by courts) is 68%, and has been stable at this level for three years. In the inspection process, magistrates commented on the ability of the YOT to provide a wide range of information promptly to the courts to avoid unnecessary adjournments, and it was noted that YOT was well regarded at all levels of court management and operations.

Particular areas identified for development in 2007/8 are revision of the PSR quality assurance process to improve its user-friendliness, and development of quality assurance processes for court-based assessments, and Improved information to sentencers about the variety of programmes available and their outcomes

Data:

Performance Indicator: April 06 – March 07 actual (remand, old performance indicator)	50.5%	Performance Indicator: April 06 – March 07 actual (custody)	9.3%	EPQA: 05 or 06 rating	2.75
Performance Indicator: 07/08 target (new performance indicator)	9%	Performance Indicator: 07/08 target	5%	EPQA: 07or 08 target	N/A

Action plan: Reduce the use of custody

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Performance and quality systems	Review and revise the PSR quality assurance process to improve user-friendliness	Andy Branch	October 07	None	Inspection Improvement Plan
	Develop quality assurance process for bail supervision, specific sentence and ISSP reports	Andy Branch	October 07	None	Intensive supervision
Resources	Ensure the efficient use of resources by reducing overlap between ISSP and bail supervision	Andy Branch / Wilf Fearon	September 07	None - completed	
People and organisation	Ensure the effectiveness of all YOT staff in court work through the induction programme	Nick Orders	December 07	Capacity to refresh and reinforce knowledge	Children's Workforce Strategy
Partnership working	Organise a "programme fair" for sentencers to improve information about available programmes	Andy Branch	March 08	Capacity of courts to facilitate and support	Restorative justice
	Develop a newsletter for sentencers and court staff to provide information about outcomes	Andy Branch	October 07	None	Enforcement Restorative justice Reducing re-offending

ENFORCEMENT AND ENABLING COMPLIANCE

An audit of compliance with National Standards across all of the YOT's work shows that Nottingham ranks 30th nationally out of 156 YOTs, with a total score of 88.9%, and well above the national, family and regional average. There has been consistent improvement in the three years since the YJB began to audit this area of performance, from 62% in 2004/5 to 86% in 2005/6. The Local Criminal Justice Board has a national target to complete breach proceedings within an average of 35 days and for 50% to be completed within 25 days, and Nottinghamshire's performance comfortably exceeds these targets. The YOT has a clear and robust enforcement policy and procedure, and all new staff receive training in National Standards as part of their induction programme. Routine dip-testing by deputy heads of service monitors levels of compliance and enforcement.

The National Standards audit shows particular areas of strength in relation to non-compliance, with 100% of written warnings and breach proceedings being commenced within the required timescales. Where there is a risk of serious harm as a result of non-compliance, the YOT has robust arrangements with courts to expedite breach proceedings, which are frequently completed within 2 or 3 days. Young people released from custody are always seen on the day of release, and special arrangements are made where a young person is being released on a non-working day for the YOT. Despite the constraints of workload pressures since the end of 2005, staff often arrange to collect young people from YOIs where there are concerns about risk or the safety of young people travelling on their own, and home visits are carried out in a high proportion of cases. The audit also reveals areas for improvement, particularly in relation to the completion of final warning initial assessments within the required timescale, and community penalty first appointments and supervision plans within the required timescales.

There is a degree of conflict between the findings of the National Standards audit of all of the YOT's work, and the inspection findings in relation to a sample of the YOT's cases. The former shows that breach and recall action took place within National Standards timescales in 100% of cases, where the inspection found that this was so in 64% of cases. The YOT's own audit of the inspection cases supports the results of the National Standards audit, but it has not been possible to identify how the discrepancy with the inspection findings arose, as HMIP is not prepared to discuss individual cases. There have been significant developments to improve levels of engagement to reduce the need for enforcement action by ensuring that workers can access a wide range of resources and intervention materials to meet the diverse needs of young people released from custody.

Although ensuring programme integrity by enforcing compliance and attendance is an essential building block of effective practice, the YOT has made efforts to reduce the need for enforcement action through improved engagement with children and young people, and to meet their needs so that they are motivated to comply and learn new behaviours that will reduce the risk of further offending. This is reflected in the development of the range and quality of interventions and materials, and improving their access to other services that contribute to providing them with more stable lifestyles and improved life chances. A further area for improvement is to develop a systematic process for obtaining the views of young people receiving YOT interventions and ensure that these are incorporated into the planning of services. Feedback from children and young people during the inspection process reflected high levels of satisfaction with the support they receive from the YOT, but more detailed and systematic feedback is likely to reveal areas where the YOT could be more responsive in terms of the range and diversity of interventions that it offers.

Action plan: Enforcement

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Ensure that the YOT Board reviews the outcomes of National Standards audits and oversees corrective action where necessary	Maggie Blyth	February 08	Capacity of the YOT to comply with national standards at times of peak workloads	Reducing Re-offending
	Ensure that the YOT has the capacity to ensure effective compliance and meet National Standards	Maggie Blyth	March 08	Partnership capacity to provide additional resources	Reducing Re-offending
Performance and quality systems	Ensure that follow-up action to non-attendance is clearly recorded	Nick Orders	October 07	None	Reducing Re-offending
	Ensure systematic application of National Standards through monthly "dip-testing" by deputy heads of service	Aileen Wilson / Sarah Day	Ongoing	DHOS capacity	
Resources	Implement a systematic process for obtaining feedback from children and young people to inform the development of services	David McClory	December 07	Capacity to evaluate and implement process	Participation Strategy
	Ensure access to a diverse range of intervention materials to maintain engagement and reduce the need for breach	Nick Orders	Ongoing	Budget constraints on purchasing and commissioning resources	Inspection Improvement Plan
People and organisation	Review and refresh National Standards guidance and training in the light of revisions in December 2007	Nick Orders	March 08	Training capacity	Reducing Re-offending
	Deliver training to all YOT staff on effective engagement with and participation of children and young people in the development of services	Aileen Wilson	October 07	None	CYPP Participation Strategy
Partnership working	Ensure effective systems with the police for rapid execution of warrants	Ken Beaumont	October 07	Police capacity	LCJB enforcement KPI

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

As a result of concentrated efforts to address the one area of performance that has seen little improvement, the proportion of children and young people completing YOT interventions who were in full-time education, training and employment increased from 35% in the last quarter of 2006/7 to 45% in the first quarter of 2007/8. This performance is still well short of the national target but monthly reporting to the Serving Children and Young People Better Board has ensured a clear focus on identifying gaps in service and areas for improvement in partnership working.

The YOT's education work is co-ordinated by a seconded teacher, supported by three seconded Connexions PAs. Another teacher and PA are funded specifically to work with young people on ISSP, released from custody, or who pose a particularly high risk. This provision ensures a full range of specialist assessments, promotes reintegration, and ensures a minimum level of alternative provision whilst other arrangements are made. However, only 25% of 16-18 year olds supervised by the YOT are in full-time provision, and these resources cannot meet all of this need without external provision. Many in this age group need significant help to bring them up to the level where they can access non-City Council E2E provision, and work is under way with the LSC to bring its provision into line with the City Council's provision which ensures ready access wherever possible.

There are strong partnerships between the YOT and education services, including the Education Welfare Service, the Without a School Placement Team, Connexions, the Commissioning Alternative Provision Service, and Learning Works for Young People. The LSC has facilitated a protocol with further education establishments, including E2E projects, training and work based learning providers, and Connexions leads a NEET Reduction Strategy Group which is developing proposals for an ESF Co-financing bid which will prioritise young offenders. The YOT has been successful in bringing in additional resources, including ESF funding through the YJB's Keeping Young People Engaged initiative, a YJB pilot literacy project, *Reading Matters*, and YJB funding for a Summer Arts College in July and August.

A protocol is in place with schools to prevent young people being removed from school rolls after being sentenced to custody, although this is not always observed by schools and there is a need to review and refresh it. A process has also been agreed with Admissions and Exclusions to ensure that accurate and timely data is provided to YOT staff about a young person's status at the start of interventions. A Fair Access Panel of secondary heads has been established to agree placements of "hard to place" young people, and although this is at an early stage, a number of YOT cases have been considered by it. The inspection found that action was taken by YOT staff in all cases where there were educational problems, although this was not always successful. Actions were not always evidenced in intervention plans or case recording, impairing the ability of the YOT to highlight unmet needs. This is addressed in the new APIR guidance and will be reinforced through training and supervision.

Data:

Performance Indicator: April 06 – March 07 actual	54.1%	EPQA: 03 rating	1.19
Performance Indicator: 07/08 target	90%	EPQA: 05 result	1.44

Action plan: ETE

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Establish clear and individual responsibility for ETE leadership within the YOT Board	Maggie Blyth	September 07	None	Inspection Improvement Plan
	Ensure monthly reporting to Serving Children and Young People Better Board	Sarah Day	Ongoing	None	Inspection Improvement Plan
Performance and quality systems	Agree process for ensuring the YOT receives timely data on educational status	Sarah Day	July 07	Capacity of Admissions and Exclusions to provide data	Inspection Improvement Plan
	Ensure accurate recording of ETE status and history	Sarah Day	September 07	Capacity of the YOT	Inspection Improvement Plan
Resources	Ensure ETE needs are identified as a priority within ESF co-financing bid	Sarah Day	December 07	Capacity of Reducing NEET Strategy Group to prioritise YOT young people	Inspection Improvement Plan
	Implement and evaluate the Summer College programme	Wilf Fearon	October 07	None	Inspection Improvement Plan
People and organisation	Ensure access to professional support and development for the YOT's teachers	Sarah Day	October 07	None	
Partnership working	Review protocol for removal of young people sentenced to custody from school rolls	Sarah Day	December 07	Engagement of head teachers	Inspection Improvement Plan
	Develop partnership work with Nottingham libraries to build on the success of the Reading Matter pilot	Sarah Day	December 07	None	

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Performance against this KPI continues to exceed the target, but there are problems in accessing suitable provision for a small number of difficult to place young people. A lack of suitable accommodation prevents access to programmes including electronic monitoring, increases the risk of failure to comply resulting in re-offending or breach, and exposes young people to a variety of other risks to their health and well-being. The City Council has developed a Homelessness Gateway Plan to address wider issues of homelessness in Nottingham, and the YOT is represented in both the operational and commissioning groups to ensure that young people's needs are fully addressed.

Service level agreements for dedicated bed-spaces with NACRO and Framework are in place for the provision of high support accommodation. These are ring-fenced to young people referred by the YOT, Probation, Leaving Care Team and Housing Aid, and this has reduced the need to use private sector short-term accommodation in emergencies. The YOT employs an accommodation support worker as part of Resettlement and Aftercare Provision to liaise and negotiate with Housing Choice, Supporting People, and Children's Services to meet the accommodation needs of those being released from custody without settled accommodation. Work is underway through the Homelessness Strategy Commissioning group to mainstream this activity, either through a seconded post or through changes to working practices.

The standard induction programme for all new staff includes an accommodation module, but further work is necessary to ensure that there is a consistent definition applied to the recording of "stable accommodation" by case managers to ensure that unmet needs are registered. The restructuring of children's residential accommodation in Nottingham has placed particular pressure on accommodation for children and young people whose parents are unwilling or unable to accommodate them, and the YOT works closely with Children's Social Care to ensure 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.

Data:

Performance Indicator: April 06 – March 07 actual (named officer)	Yes	Performance Indicator: April 06 – March 07 actual (suitable accommodation)	97.2%
Performance Indicator: 07/08 target	Yes	Performance Indicator: 07/08 target	100%

Action plan: Accommodation

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Ensure Housing representation on the YOT Core Group	Maggie Blyth	February 08	Ability of Housing to engage	Resettlement Reducing Re-offending Homelessness Commissioning Strategy
Performance and quality systems	Develop and implement clear guidance on the interpretation of "stable accommodation"	Patrick Allinson	October 07	Lack of consistent interpretation across partners	
Resources	Develop business case for secondment or mainstreaming for accommodation support and advice within the YOT	Patrick Allinson	October 07	Capacity of housing partnerships to resource	Homelessness Commissioning Strategy
Partnership working	Ensure the needs of young offenders are addressed in the homelessness commissioning strategy	Ken Beaumont	March 07	None	Homelessness Commissioning Strategy
	Ensure effective links between the needs of YOT service users and those of care leavers	Patrick Allinson	December 07	None	CYPP
	Develop processes for ensuring that family tensions that may result in homelessness are identified to Children's Social Care	Andy Branch	October 07	Capacity of Children's Social Care to engage with families	Parenting

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

The YOT continues to perform strongly against the KPI and all young people identified with a mental health concern are seen within prescribed timescales. The YOT has dedicated provision from CAMHS Head2Head service, which does not second staff to the YOT but delivers assessments and tier 3 services from across the whole team. A research project is underway in association with Nottingham University into self-harm issues among young offenders, and this is expected to be completed in September 2007, with the findings being incorporated into training for YOT staff in 2008. "Surgeries" have been established to provide the opportunities for YOT staff to discuss specific concerns, practice and support issues with Head2Head staff, and to build the YOT's capacity to deliver tier 2 interventions.

The EPQA self assessment audit in 2006 showed that day to day working relationships with CAMHS could be very good, particularly with those cases with the greatest need and most clearly agreed needs. There were also many examples of strong partnership working and effective delivery between the YOT and CAMHS, but both the inspection process and the EPQA showed that the existing service is inconsistent and identified areas for improvement including:

- the absence of an agreed model for CAMHS provision - it was noted that there is a successful model for services to looked-after children, but that a different model has been applied to the similar needs of the YOT's service users, with no agreed rationale for the different delivery arrangements
- inconsistent use by YOT staff of SQUIFA (the mental health screening tool) as a result of limited confidence in whether a service will be delivered as a result, and lack of capacity to take on tier two service delivery
- lack of clarity about the thresholds for acceptance of referrals by Head2Head
- lack of capacity within the YOT to undertake tier 2 interventions consistently even where skills existed
- limited uptake and confidence in the "surgery" model among YOT staff
- An incomplete protocol, with particular issues about the exchange of information, confidentiality issues, and recording of interventions in Careworks, which does not promote effective practice and prevents meaningful evaluation of the quality and effectiveness of services

Data:

Performance Indicator: 06/07 April – December actual	100%	Performance Indicator: 06/07 April – December actual	100%	EPQA: 06 rating	1.25
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07	N/A

Action plan: Mental health

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Ensure that there is effective strategic representation of mental health services on the YOT Board as part of its strategic review	Maggie Blyth	February 08	Ability to identify and engage key figures in health partnerships	Inspection Improvement Plan
Performance and quality systems	Develop processes for monitoring and evaluating the impact of mental health services	Nick Orders	December 07	Performance capacity and data quality	Reducing Re-offending
	Ensure adequate recording in Careworks of mental health interventions and outcomes as part of APIR guidance	Sarah Day	October 07	None	Inspection Improvement Plan
Resources	Ensure service users are consulted about planned and delivered mental health services and that their views are incorporated in service planning	Nick Orders	December 07	None	Inspection Improvement Plan
	Ensure that current resource needs of young offenders are assessed and reviewed	Maggie Blyth	March 08	None	Inspection Improvement Plan
People and organisation	Develop joint YOT / CAMHS Mental Health staff development to ensure understanding of delivery needs and constraints	Shelley Nicholls	March 08	None	
	Implement APIR guidance to ensure completion of intervention reviews in all cases	Sarah Day	October 07	YOT training capacity	
	As part of the above review, ensure "third party" plans are included in YOT Intervention Plans and reviews	Sarah Day	October 07	None	
Partnership working	Finalise Service Level Agreement with clear agreement on recording and confidentiality	Ken Beaumont	March 08	None	Inspection Improvement Plan

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

The commencement of interventions within 10 working days has been consistently strong and on a par with family and regional performance, but until the first quarter of 2006, performance in relation to initial screening for substance misuse and assessment within 5 working days was inconsistent. This arose from problems with the recruitment, retention and sickness absence of seconded staff from the commissioned provider, Compass, who second two workers to the YOT to carry out assessments and interventions. As a result of an action plan initiated during the first quarter of 2006/7, performance in the subsequent three quarters has been close to 100%.

The YOT's service is commissioned through Children's Services' Young People's Substance Misuse arrangements, and Compass has demonstrated through a re-commissioning process that it is now able to provide a resilient service to the YOT. The service has been supported by the pilot Arrest Referral Team and a needs analysis of the YOT's substance misuse service in 2006 indicated that increased resources may be necessary in 2007/8 if national funding of the pilot schemes was discontinued. The Home Office has announced that the pilot schemes will not be continued from September, although tapered funding has been agreed until March 2008 to allow an exit strategy to be developed. The loss of this service may impact on Compass' ability to sustain the current level of assessment and intervention performance, and the YOT's capacity to carry out initial screening.

The YOT also has Resettlement and After-Care Provision (RAP) comprising three team assistants who work alongside case manager colleagues, YOT substance misuse workers, and secure estate substance misuse workers to address the resettlement needs of young people whose risk is heightened by substance misuse. This is mostly in relation to cannabis, alcohol, and poly-drug use and there are very few identified class A dependent young offenders in Nottingham. This has been confirmed by the drug-testing pilot scheme in Nottingham, although it is apparent that this changes for many young offenders in their late teens and early twenties, and joint work is planned between the YOT and Probation to investigate pathways from the predominant forms of drug use that the YOT sees to class A use within a short time.

The EPQA for Substance Misuse in 2006 confirmed that most of the practice arrangements in the YOT are good, but greater strategic vision and stronger management arrangements are necessary. The YOT now plays a more active role in the YPSM Commissioning Group, and there are stronger links developing between with the commissioning framework of Children's Services. This is reflected in the inspection outcome, which identified a number of strengths and no significant areas for improvement in the YOT's substance misuse service, although it recognised the loss of the Arrest Referral Scheme as a risk to be mitigated.

Data:

Performance Indicator: April 06 – March 07 actual (Screening)	91.5%	Performance Indicator: April 06 – March 07 actual (specialist assessment)	90.3%	Performance Indicator: April 06 – March 07 actual (early access to intervention)	99.3%	EPQA: 06 rating	1.69
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	N/A

Action plan: Substance misuse

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Review the service level agreement with Compass in the light of the loss of the Arrest Referral Scheme	Aileen Wilson	December 07	None	Inspection Improvement Plan
Performance and quality systems	Ensure APIR guidance includes process for the inclusion of third party plans in YOT Intervention Plans and reviews	Sarah Day	October 07	None	Inspection Improvement Plan
Resources	Review substance misuse services in the YOT in the light of loss of arrest referral scheme and the 2006 needs assessment	Aileen Wilson	December 07	Capacity for YOT staff to undertake tier 1 and 2 delivery	
People and organisation	Provide training for YOT staff in initial screening for substance misuse	Aileen Wilson	December 07	Capacity of YOT training programme	
Partnership working	Develop exit strategy for Arrest Referral Scheme to ensure that learning is incorporated in mainstream services	Ken Beaumont	December 07	None	
	Commission joint research with Probation on pathways into class A drug use following transition to young adulthood	Ken Beaumont	December 07	YOT / Probation resources to fund research programme	PPO Strategy Nottingham Stands Together Plan

SUPPORT RESETTLEMENT INTO THE COMMUNITY

In common with other YOTs in the region, the YOT's work with children and young people serving custodial sentences takes place in the unhelpful context of the lack of any YOI provision within 50 miles of Nottingham. The designated YOI for Nottingham is HMYOI Werrington, near Stoke, and this has a number of negative effects, including excessive travelling time for YOT staff to YOIs; difficulty for parents/carers in maintaining contact; and a lack of continuity in the provision of services between the custodial and community phase. These problems have been exacerbated during 2007 by the secure estate placements crisis, which meant that young people from Nottingham were dispersed to 16 different YOIs at the time of the inspection.

Despite these problems, the YOT has continued to deliver high-quality services, reflected in KPI performance (where Nottingham's performance has improved at a time when the national average has declined), the Effective Practice Quality Assurance review (where the YOT achieved the second-highest rating in the country) and the YOT inspection (where the YOT was described by Werrington as "the most professional and proactive of all the YOTs we deal with"). The inspection found good working relationships with high commitment and motivation to joint working between YOT and YOI staff, high levels of compliance with National Standards, good safeguarding arrangements, and positive feedback from children and young people.

The YOT has a specialist team to manage most custodial sentences over 6 months. 20 per cent of young people are released on ISSP licences, and greater consistency and joint working between the DTO and ISSP teams has been developed to ensure continuity in the management of risk. The YOT has Resettlement and After-Care Provision (RAP) comprising three team assistants who work alongside case managers and substance misuse workers to address the resettlement needs of young people whose risk is heightened by substance misuse. RAP funding also enables the YOT to commission services to support the reintegration of young people on release, and links have been established with Supporting Communities to engage with the resettlement of young black people who may be at risk of involvement in local territorial violence.

Particular challenges are posed by the ETE needs of young people serving custodial sentences, with a very high proportion unable to access mainstream provision. The YOT's education team has a high input on release to ensure that delays in accessing mainstream provision do not reduce the motivation of young people, and to build attainment levels to be able to access provision. Connexions has been commissioned to provide an additional Personal Adviser to work predominantly with young people being released from custody, and ISSP employs an additional teacher to complement the work of the seconded teacher. Other areas for improvement identified by the inspection include:

- The need to ensure consistent delivery and review of progress of interventions following release, particularly in relation to literacy and numeracy
- A clearer focus on incorporating and delivering restorative justice interventions and victim work in sentence planning
- Improvements in engaging young people following release to improve their compliance with appointments given, and reduce the need for breach

Data: Resettlement

EPQA: 07 rating	2.94
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Action plan: Resettlement

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Develop a case to the YJB for regional secure provision or funding for YOTs without regional provision	Maggie Blyth	March 08	None	Regional Offender Management Plan
Performance and quality systems	Ensure routine re-testing of numeracy and literacy on release from custody	Sarah Day	October 07	YOT education capacity	ETE
Resources	Ensure speedy access to E2E for young people released from custody	Sarah Day	October 07	E2E capacity and commencement	Inspection Improvement Plan ETE
	Evaluate and consider future commissioning of Supporting Communities service	Ken Beaumont	March 08	Capacity of YOT to commission new services	Nottingham Stands Together Prevention
	Ensure sentence and release plans incorporate restorative justice and victim awareness elements	Patrick Allinson	December 07	YOT training and development capacity	Inspection Improvement Plan
Partnership working	Develop partnerships to ensure more effective engagement of young black people released from custody	Patrick Allinson	December 07	Identification of suitable partners and funding	Ensuring equality
	Develop capacity within integrated and targeted youth support services to engage young people released from custody	Ken Beaumont	March 08	Subject to I&TYS capacity and priorities	

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

The YOT's performance has consistently exceeded targets, but faces a major challenge with a new KPI for 2007/8 which measures victim work across all of the YOT's orders. Work with victims is delivered by two specialist workers, and their limited capacity has largely restricted their activities to referral orders and reparation orders, with police officers undertaking victim contact on final warnings. In total, this comprises about 50% of the YOT's total workload, and although victim contact has been extended to other cases in the past year, the long-term sustainability of the service in delivering more challenging performance is a concern. This was reflected in the inspection, which otherwise found an impressive and well-established service in which victims expressed very high levels of satisfaction with the YOT. Consequently, the major area of development is to look at ways of building capacity while maintaining the present high quality. The Chief Executive of Victim Support Nottinghamshire is leading this work as a long-standing Board member. Work has started on developing a model for greater joint working between the YOT and VSN, although the viability of this is dependent on continued national funding for a VSN pilot project. He is also leading a feasibility study for the LCJB (instigated by the YOT) into the potential for a fully joined-up victim service incorporating police, CPS, Probation, YOT and VSN resources with the aim of providing an "end-to-end" service for victims.

The YOT has a specialist reparation team which manages the main resource for delivering indirect reparation, "Putting it Right". This project engages with community groups to identify suitable tasks that meet local needs and arranges for young people with reparation requirements to undertake them. This ensures that young people have meaningful tasks which meet identified needs, promotes public confidence in the youth justice system by making its outcomes more visible to the communities most affected by youth crime, and young people gain experience of working as part of a team with city council staff. The project is strongly supported by the City Council's "Street Scene" service which provides supervision and technical support. Work experience and training opportunities are built in, linked to the City Council's "Local Jobs for Local People" initiative. Efforts are made to make placements relevant to young people's offending behaviour and the area of the city they come from, to build a sense of ownership and pride in their local communities and an understanding of the impact of their behaviour. Arrangements are also in place with a variety of other organisations to ensure that there is a range of activities available to meet diverse needs in terms of ability, risk and vulnerability. Victim awareness work is also delivered through the attendance centre, by case managers, and as part of ISSP programmes. Areas for development identified in the inspection include:

- the need to ensure that work is undertaken across all YOT interventions to raise children and young people's awareness of the impact of their offences on victims
- the lack of processes to evaluate the impact of victim and restorative interventions, or to use feedback to improve services
- the need for the development of an overall strategy for victim work, including specific services to young victims

Data:

Performance Indicator: April 06 – March 07 actual (intervention, old performance indicator)	100%	Performance Indicator: April 06 – March 07 actual (satisfaction, old performance indicator)	100%
Performance Indicator: 07/08 target (new performance indicator)	25%	Performance Indicator: 07/08 target (satisfaction, new performance indicator)	85%

Action plan: Restorative Justice

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Promote LCJB engagement with the development of an “end-to-end” victim service	Ken Beaumont	October 07	Lack of feasibility following study	Inspection Improvement Plan
	Develop a restorative justice and victims strategy to inform all YOT interventions	Aileen Wilson	September 07	None	Inspection Improvement Plan
Performance and quality systems	Ensure capacity to provide victim contact across all YOT interventions	Ken Beaumont	October 07	YOT capacity and resources	Inspection Improvement Plan
	Ensure systematic recording of victim interventions in Careworks	Angeline Harrison	October 07	Functionality of new version of Careworks	
	Develop processes for incorporating feedback from victims and young people into service planning	Angeline Harrison	December 07	None	Participation strategy
Resources	Support continued funding or mainstreaming of the Young Witness Scheme	Ken Beaumont	December 07	Future Children’s Fund commissioning	Inspection Improvement Plan
	Expand the range and number of Putting it Right placements	Angeline Harrison	March 08	None	Respect for Nottingham
People and organisation	Implement new APIR guidance to embed victim awareness in all assessments and intervention planning and delivery	Sarah Day	October 07	YOT training capacity	Inspection Improvement Plan
Partnership working	Ensure the effective and timely provision of victim data from the police to the YOT	Ken Beaumont	October 07	Capacity of BCU to implement new procedures	

SUPPORT PARENTING INTERVENTIONS

The YJB KPI target has been consistently achieved for the past two years, although the margin is narrow, and the introduction of a new performance measure for 2007/8 of 20% of all YOT interventions including prevention is very challenging in this context. The parental satisfaction KPI was comfortably exceeded (although this measure disappears in 2007/8) and was also strongly reflected in the inspection. The inspection identified that there was a high level of involvement of parents / carers on all orders, but that “flagging” of non-specialist parenting interventions was inconsistent, which prevents them from being counted for the KPI or the effectiveness of interventions being evaluated.

A range of resources is available through the *Parents Together* project which provides culturally-sensitive services which are tailored to the individual needs of parents and carers. This provides three tiers of support - information, advice and guidance; parenting programmes with specialist delivery by the Parenting Co-ordinator or external providers; and individualised programmes for the most complex families. The need for Tier 3 programmes is assessed by a weekly panel which also provides a basis for increasing the knowledge and confidence of case managers in their own assessment of the level of interventions required. The YOT's Parenting Co-ordinator is an accredited provider of the *Parenting Wisely, Positive Parenting, and Strengthening Families – Strengthening Communities* programmes, and delivers group programmes jointly with other agencies which meet diverse learning styles and cultural needs.

The YOT is closely involved in the Respect Family Intervention Project, which provides intensive parenting interventions to families at risk of enforcement action for anti-social behaviour by their children. Many of the children in the families engaged by FIP are also subject to YOT orders, and there is close co-ordination to maximise impact. Parenting interventions are available across the full range of services for children and young people who are at risk of offending or re-offending. They are available as part of YISP and YIP programmes, and the Restorative Justice team ensures a high level of parental involvement in referral order panels and contracts. Other YOT workers deliver parenting interventions as part of their intervention plans and the ISSP team has a specific post with a remit to deliver parenting interventions in its cases.

The YOT has developed a referral and screening tool although there is limited evidence that it is used consistently or effectively linked to ASSET and intervention plans, and there is no clear referral threshold at which a parenting intervention is required. The team manager responsible for parenting work has completed team briefings, and a parenting module is included in the induction programme. The new APIR guidance and training will address these issues, including a threshold for intervention. The inspection process also highlighted a number of other issues, including the lack of a consistent process for monitoring and evaluating the effectiveness of parenting work, or to manage capacity issues, and these are addressed in the action plan.

Data

Performance Indicator: April 06 – March 07 actual (Interventions, old performance indicator)	10.1%	Performance Indicator: April 06 – March 07 actual (Satisfaction, old performance indicator)	100%	EPQA: 04 rating	1.19
Performance Indicator: 07/08 target (community interventions, new performance indicator)	20%	Performance Indicator: 07/08 (prevention programmes, new performance Indicator)	20%	EPQA: 05 result	1.44

Action plan: Parenting

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Evaluate opportunities for alternative delivery models in the development of Nottingham's Parent Support Strategy	Aileen Wilson	March 08	Capacity to meet YOT performance needs	Parent Support Strategy
	Ensure adequate capacity for YOT staff to identify parenting needs and deliver effective interventions	Ken Beaumont	December 08	YOT funding	Inspection Improvement Plan
Performance and quality systems	Ensure 80% of parents of children and young people dealt with by the YOT are assessed for possible parenting interventions	Bob Uden	December 07	YOT capacity	
	Develop an evaluation process to assess the effectiveness of interventions and different delivery models	Bob Uden	October 07	None	Inspection Improvement Plan
Resources	Ensure provision of three "Triple P" programmes and one "Strengthening Families – Strengthening Communities" programme each year	Bob Uden	March 08	None	Parent Support Strategy
People and organisation	Implement new APIR guidance, including a threshold at which parenting interventions are required	Sarah Day	October 08	YOT capacity	Inspection Improvement Plan
	Establish parenting panel to provide support consultancy support to staff in relation to tier 3 interventions, and ensure consistent access to resources	Bob Uden	September 07	None - completed	Inspection Improvement Plan
Partnership working	Explore opportunities for joint delivery of parenting programmes within integrated and targeted youth support services	Aileen Wilson	March 08	Capacity to meet YOT performance needs	

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

The YOT's Race Action Plan was developed in 2005, and established a number of key targets, against which progress has been reasonable, though some have not quite been achieved.

- the inaccurate recording of ethnicity has been reduced well below the target of 10% although there continues to be a problem with some police reprimands
- there was a reduction in the over-representation of young black people in the youth justice system population from 14.5% in 2005-6 to 14% in 2006/7 though this was still above the target of 11.5%
- the proportion of BME young people among those convicted of robbery fell to 47%, just short of the target of 45%
- the proportion of BME young people among those convicted of drugs was reduced to 46%, again just short of the target of 45%
- the proportion of BME young people among those receiving custodial sentences fell to 27%, achieving the target of 28%

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. Plans are in place to implement a systematic process of service user evaluation across the whole of the YOT, which will give specific attention to providing a basis for identifying whether diverse needs are being met for all groups within the YOT population.

The inspection found that the diversity of the YOT staff group broadly reflects that of the general population, and there has been an improvement in the proportion of BME and male staff in front-line statutory services, which has been a long-standing weakness of the YOT. This reflects positively on the decision in 2005 to widen the qualification requirements for case managers. The inspection highlighted, however, a number of areas for improvement, and these broadly reflected the fact that while diversity issues were often well addressed in the delivery of services, there was a lack of focus and structure in how the YOT dealt with it at a strategic and organisational level.

A Board review of the Race Action Plan has been carried out by the board member from the Racial Equality Council and Head of Service, identifying priorities for action in 2007/8. Although not required by the YJB, the Plan will be refreshed as a Diversity and Race Action Plan, and the former internal YOT monitoring group will be re-launched as a Diversity and Race theme steering group, chaired by the Head of Service. The board member from the REC will act as the Board's "champion" and help to ensure that strategic focus on diversity issues is not lost. This strategic focus needs to be reflected in team meetings, where the inspection found that diversity was not a consistent agenda item in all teams, and the service user evaluation process will allow constant monitoring of the diversity of intervention materials.

Action plan: Equality

	Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Governance and leadership	Establish Diversity and Race Theme Steering Group	Ken Beaumont	September 07	None	
Performance and quality systems	Refresh Diversity and Race Action Plan	Ken Beaumont	October 07	None	Inspection Improvement Plan
	Implement service user evaluation process	David McClory	December 07	None	Inspection Improvement Plan
People and organisation	Ensure that diversity issues are embedded in team and cluster meetings as a standing item	Ken Beaumont	October 07	None	Inspection Improvement Plan
Partnership working	Develop resources to support young black people being released from custody	Patrick Allinson	October 07	None - completed	Reducing re-offending Resettlement

Other actions will develop from the refresh of the Diversity and Race Action Plan

E. Review and Approval

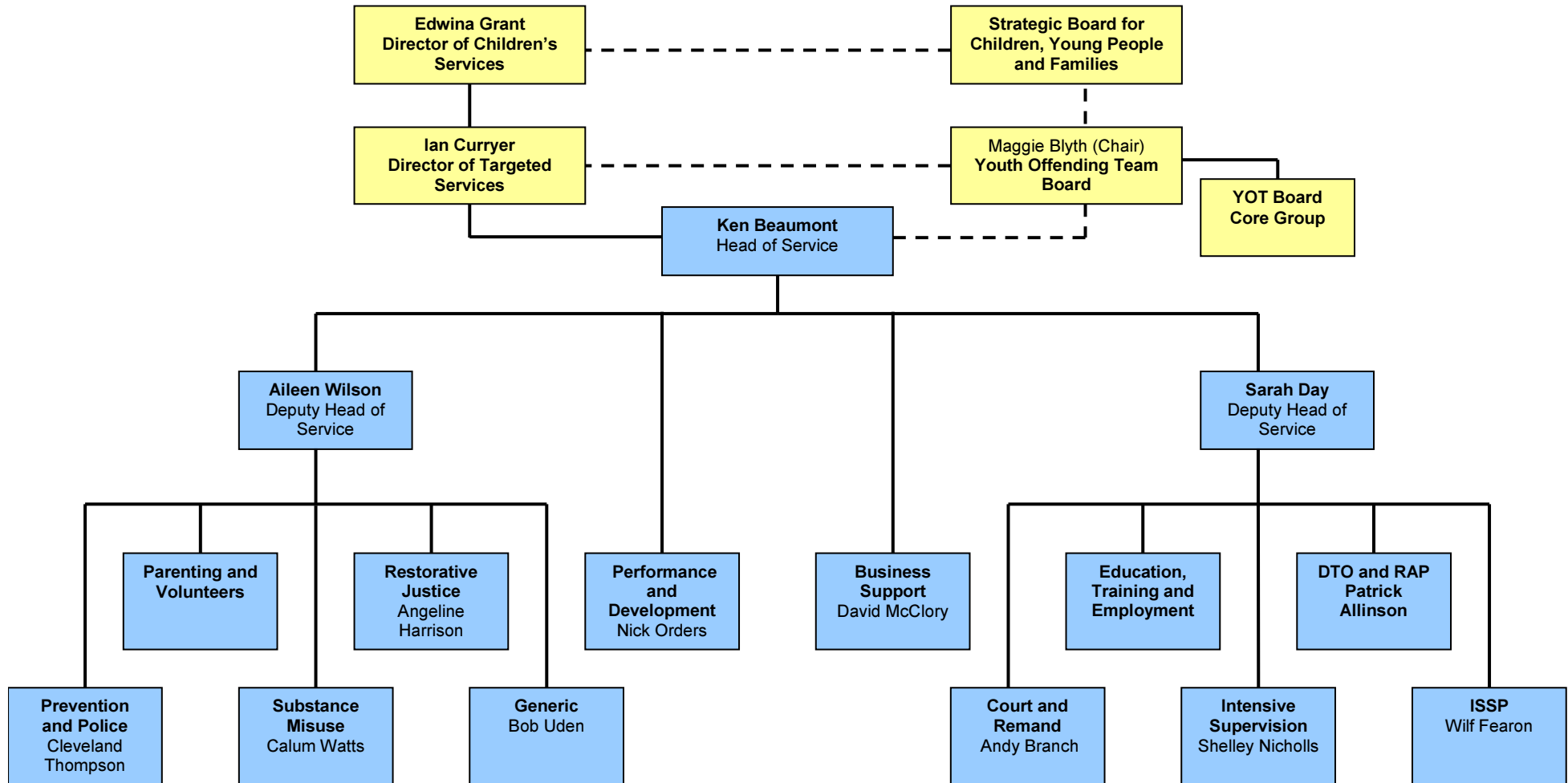
Table B: Schedule for review of plan:

Review date	Reviewer
31 st October, 2007	Maggie Blyth
31 st December, 2007	Maggie Blyth
29 th February	Maggie Blyth

Table C: Signature of approval

	Name Of Chief Officer	Signature	Date
Chief Executive Of Nottingham City Council	Michael Frater		
Director of Children's Services	Edwina Grant		
Interim Chief Executive of Nottingham City PCT	Stephen Golledge		
Chief Constable	Steve Green		
Chief Probation Officer	Jane Geraghty		

Appendix A – Organisational Chart



Appendix B - Performance Measures

Performance Indicators

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Prevent offending (target since 05/06): Reduce year on year the number of first time entrants to the youth justice system by 5%, compared to the 2005/6 baseline, by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring	1,000	769	730
Intervene early: Ensure that 100% of young people on a final warning are supported by an intervention if: - their <i>Asset</i> 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	95.3%	100%	100%
Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2007/8, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:	Oct-Dec 2002 cohort - % reoffending after 12 months:	Oct-Dec 2005 cohort - % reoffending after 12 months	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	28.6%	25.1%	27.2%
First tier penalties	73.2%	52.1%	69.5%
Community penalties	83.1%	74.1%	78.9%
Custody	88.2%	72.2%	83.8%
Reduce the use of custody (secure remands, new target): Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			9%
Reduce the use of custody (secure remands, old target): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	53.0%	50.5%	
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	9.1%	9.3%	5%
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentence	97.6%	98.1%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment	60.6%	54.1%	90%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Support access to appropriate accommodation: Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to	97%	96.7%	100%
Support access to mental health services: Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral, with a view to their accessing a tier 3 or other appropriate CAMHS tier service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOT for assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral.	100%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	62.4%	91.5%	100%
Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening.	37.4%	90.3%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	97%	99.3%	100%
Provide effective restorative justice services: (new target): Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT			25%
Ensure that 85% of victims participating are satisfied			85%
Provide effective restorative justice services (old target) Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	100%	100%	
Ensure that 75% of victims participating are satisfied	100%	100%	
Support parenting interventions (new target): Ensure that the parents/carers of 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, receive a parenting intervention.			20%
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			20%
Support parenting interventions (old target): Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	10.7%	10.1%	
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100%	100%	
Ensure equal treatment regardless of race: All YOTs should implement their action plan 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	5.8%	5.4%	5.0%

EPQA

Theme and measure	Initial score	Actual score
Prevention: post 07		
Early intervention: Final warning interventions	0.87	1.75
Intensive supervision: ISSP post 07		
Managing demand for custody: Remand management 05-07 or 06-08	1.31	2.75
Swift administration of justice: post 07		
Restorative justice and victims: post 07		
Race (n/a)		
Recidivism (n/a)		
Assessment, planning interventions and supervision	1.25	1.81
Education, training and employment	1.19	1.44
Substance misuse: 05-07 or 06-08	1.69	Pending
Mental health: 05-07 or 06-08	1.25	Pending
Accommodation (n/a)		
Resettlement	1.31	2.94
Parenting	1.19	1.44