



OXFORDSHIRE  
YOUTH  
OFFENDING  
SERVICE

# **YOUTH JUSTICE PLAN 2007-08**

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## 1. **SUMMARY**

The year has seen a major workload review undertaken with the assistance of the Youth Justice Board, which established that, following budget reductions in the previous two years to address an historical budget deficit, the YOS was significantly understaffed if it were to aspire to meet all national standard requirements.

Consequently, the Steering Group agreed that priority should be given to responding to risk, with a graded level of compliance to national standards, and the outcomes, rather than process.

It is, therefore, pleasing to report that, in general, performance has been maintained or, in some cases, improved, with the Service comfortably graded at Level 3 across the wide range of Performance Measures that inform the YJB Performance Framework. However, in perhaps the most significant indicators in relation to outcomes, given the YOS's statutorially defined purpose being to reduce offending and reoffending, it is already exceeding ambitious stretch targets within the Local Area Agreement for March 2009.

The last Youth Justice Plan noted that, after four years when detected youth crime was shown to be decreasing regularly year on year, there had been a dramatic increase (of 18.3%), which was seen as largely attributable to a Thames Valley Police sanction detection initiative of 2004/05, which across all age ranges led to a 40% improvement in Oxfordshire in offences brought to justice. The trend to reduce the number of young offenders is back on track, with a 4.7% reduction in numbers of offences in 2006, compared with 2005 and an overall reduction of 3.5% since 2000.

While TVP's sanction detection levels have been maintained, with best performance in Oxfordshire BCU, 2006 saw across the board reductions in offending by young people, with new entrants to the criminal justice system falling by over 20% and reconviction rates by 17% (both very substantially better than national, regional and family comparator figures).

The total number of offences for 06/07 were 2,434 committed by 1,551 offenders. This is a 7% reduction on number of offences compared to last year. Females committed 22.4% of offences, which is a slight increase on last year.

Theft and handling (26%) remains the most common type of offence followed by violence (19%) and criminal damage (15%). There are clear gender differences in relation to these categories of offences.

	<b>Male</b>	<b>Female</b>
Theft & Handling	58%	44%
Violent Crime	78%	22%
Criminal Damage	90%	10%

This is consistent with offending patterns in 2005/06.

Ethnicity data was available for all but 2.4% of offences, which indicates a small improvement in recording since the previous year.

White	89%
Black	2.8%
Asian	2.5%
Mixed Race	2.2%
Chinese/Other	1.3%

### **Prevention**

The YOS has had a well-developed commitment to preventing youth crime (recognising also that similar risk factors applied to other problematic behaviours (including school based difficulties, substance misuse, etc). We have been able to build upon this with imaginative use of the YJB Prevention Grant, which has been used to make a major difference to our parenting work and to enhance the multi-agency Diversion Scheme, which is building upon the success of the PSA project to reduce offending by Children Looked After. New initiatives include a Creative Arts delivery and training programme, alongside West Berkshire YOT and the Arts Council and the voluntary sector.

The three Identification and Support Schemes, funded by the Children Fund, which ends in March 2008, have collectively worked with over 400 children, aged 8-13, referred by a wide range of agencies as being at particular risk. Only 8% have gone onto offend since its inception in 2004.

### **The Wider Agenda**

With the move into Children, Young People and Families Directorate, the Service is well placed both to access a wider range of children's services more consistently, but also, through the developing localities and Team Around the Child agendas, to contribute more effectively towards achieving improved outcomes for children and young people.

### **Resources**

Having responded to challenging budgetary issues over the last two years, the Service ended 2006/07 in a healthy financial state. As a consequence of prudent financial management, readjustment of resources and new temporary sources of funding (e.g. PSA reward monies), the Service will be able to reinvest in front line services in 2007/08. This reinvestment will significantly reduce the impact of current workload deficits and should lead to a further improvement in performance from what is already a satisfactory platform.

The efforts of all staff and their commitment to the young people with whom they work, alongside the support and leadership of the Steering Group, has to be acknowledged as, it is hoped, the YOS enters calmer waters and equipped better to face the undoubted legislative challenges of the future.

## **2. LOCAL PLANNING ENVIRONMENT**

During 2006/07, the Youth Offending Service transferred from the Community Safety Directorate to the Children, Young People and Families Directorate of the County Council. While this clearly strengthens the links with the Change for Children agenda and provides enhanced opportunities for integrated working with children's services, the YOS's relationship with both the criminal justice and community safety systems has not been adversely affected.

Youth justice targets are to be found in both the Children and Young People's block and, more significantly, the Safer Communities block, of the Local Area Agreement. In the latter, 1.5 of the three stretch targets specifically link to key performance indicators for the YOS (reducing new entrants, reducing recidivism and prolific and other priority offenders). Currently, all are exceeding the 2009 target. These contribute to enhanced collaboration with both Thames Valley Police and National Probation Service strategic plans.

The Head of the YOS is a member of the Local Criminal Justice Group, which has been established to ensure consistency, within the Oxfordshire context, with Thames Valley Local Criminal Justice Board objectives.

A countywide Officer Group has been established to respond both to the demands of the Safer Communities block of the LAA and the implications of the review of the Crime and Disorder Act 1998. The Head of the YOS serves on this group and the County Safer Community Strategic Partnership to which it reports. The YOS is leading for the young people section in the Community Safety Strategic Assessment that is replacing the requirement for CDRPs to develop three year strategies.

Children's Trust arrangements are in place in Oxfordshire. The Head of the YOS is a member of the CYP Partnership, which reports to the Children and Young Peoples' Board and is joint lead of the Make a Positive Contribution outcome of the Children and Young Peoples' Plan. The YOS is an active contributor to the Every Child Matters agenda locally.

The YOS is represented in the Young People's Commissioning Group of the DAAT and also at the DAAT Board. The Head and Deputy Head of the YOS are members of the Youth Court Strategy Group and staff regularly participate in Court planning meetings. The Deputy Head of YOS is a member of the Teenage Pregnancy Board and the Children's Workforce Development Board.

### **3. GOVERNANCE, PERFORMANCE AND RESOURCES**

#### **3.1 Governance & Leadership**

With the move from the Community Safety Directorate to the Children & Young People's Directorate, there have been consequent changes to the chairing of the Steering Group.

The Director of Community Safety gave up the chair in December 2006 and this function has been temporarily occupied by the Head of the Children and Young Peoples Service in CYPF, pending decisions to be taken on permanent arrangements when the newly appointed Director of Children's Services is in post.

The recent Service Review by the Youth Justice Board Consultancy Support Service confirmed that the Steering Group was appropriately constituted and provided effective strategic direction. Performance and finance reports are addressed at each quarterly meeting. The Steering Group actively addresses issues of under-performance and members hold each other to account and actions are followed up within their own organisations.

Over the last year, the Steering Group has sought to improve communications with staff and members participating in Awaydays and the Staff Engagement Group. Following each Steering Group meeting, a bulletin of key points is issued to all staff.

#### **Membership:**

<b>Mike Simm</b>	<b>Head of Youth Offending Service</b>
<b>Tan Lea</b>	<b>Deputy Head of YOS</b>
<b>Andy Couldrick</b>	<b>Head of Early Years &amp; Family Support</b>
<b>Chief Supt. Shaun Morley</b>	<b>Oxfordshire BCU Commander, Thames Valley Police</b>
<b>Graham McCartney</b>	<b>Assistant Chief Probation Officer</b>
<b>Andrew Tagg</b>	<b>Finance Officer, CYP&amp;F</b>
<b>Terry Scales</b>	<b>Head of Resettlement, Huntercombe YOI</b>
<b>Will Partridge</b>	<b>Deputy Clerk, HMCS</b>
<b>Yvonne Taylor</b>	<b>Head of CAMHS Services, Oxford &amp; Bucks Mental Health Service</b>

#### **3.2 Performance and Quality Systems**

Following the Youth Justice Board Workload Review, a range of systems to improve performance are being implemented. These include quarterly implementation of the workload review process;

mapping of hotspots regarding cases; quarterly meetings of sickness reporting; building recording practice into supervision systems; review of supervision models; extending use of YOIS as a caseload facility for managers. Workloads have been redistributed as appropriate across teams and specialist areas of work.

Data management has significantly improved and monthly training clinics are held in all area teams providing one-to-one support. There are still areas for improvement in relation to recording practice and inputting onto YOIS by front-line staff.

All performance measures are broken down by specialism so that Unit Managers can address performance measures in teams.

All teams provide team plans linked to appraisal targets and service wide objectives will be agreed as a management team for inclusion in all service plans, also allowing room for locally specific targets.

Areas of practice development have included risk management policy; practice and training; reviews of custody and community PSRs; embedding of parenting workers; six month reviews of Children's Rights Action Plan; extension of Diversion Scheme; county wide clinic-based Final Warnings are going from strength to strength and now leading to trailblazing a more integrated approach to group work across the service; significant improvements in relation to a more systematic approach to managing Referral Orders, supporting volunteers, including a quality assurance review of Referral Order Panels and how they are operating, which will inform future training and supervision systems for volunteers.

Effective Practice Quality Assurance (EPQA) assessments have taken place in relation to Mental Health and Substance Misuse and both received a two rating with comprehensive Action Plans being undertaken. The EPQA reviews of Remand and Resettlement are underway.

The service has started the self-assessment process for achieving Chartermark status.

Some changes in relation to diversity include more targeted work with girls and plans to review access to ISSP for girls; increasing diversity of workforce; cross-service training in diversity planned in June and September 2007; work with sex offenders is managed internally with external clinical supervision and joint monitoring systems; asylum seeker work has been mainstreamed across the service.

In relation to ETE, internal infra-structure and links with external agencies have significantly improved, including access to EMS and a major Strategic Review of ETE services has been undertaken, which has key recommendations in relation to improving practice.

There is support at a strategic level to consider the development of a Virtual School for Young Offenders. The TVP Schools Officers are now attending YOS team meetings and a virtual Schools Neighbourhood Action Group is being piloted in Oxford City, which the YOS attends, to better engage the youth voice in neighbourhood policing agenda.

Plans are also underway to audit primary health care provision in the service and increase access for young offenders. Access to CAMHS Services has been transformed following an audit of current need and allocation of dedicated resources and a revised protocol for identifying young people with mental health problems.

Plans are in place to review how court services are delivered across the YOS, including quality assurance, management of a virtual team and consistent practice development.

Work is in hand to review outcomes for young people with a view to measuring improvement.

### 3.3 Resources

*Please refer to Appendix 1 for a detailed breakdown of financial resources and Appendix 2 for a breakdown of resources accessed by the Service.*

During 2006/07, the Youth Offending Service undertook a major workload review assisted by the Youth Justice Board, which clarified that, as a result of the service cuts implemented in 2004/05 and 2005/06, the service was just over ten FTE staff under-resourced if it were to achieve its full requirements to meet National Standards.

The first stage of the review also confirmed the existing service structure of both area teams and specialist teams but led to the development of a matrix management structure with Unit Managers taking lead responsibilities for specialist areas of service delivery, as well as their core team responsibility.

Throughout this period, the YOS has benefited from substantial management accountancy input from the Community Safety Directorate to ensure the YOS has a sustainable balanced budget. As a consequence of prudent financial management, readjustment of resources and the new PSA Reward monies, the YOS has been able to reinvest in front-line services from April 2007. This includes five new posts, two permanent, two for three years (using PSA reward grant over three years) and one for one year only.

This reinvestment will significantly reduce the serious workload issues experienced across the service and allow core work to continue and opportunities for increase practice development

across the service, particularly in relation to group work practice and make improvement in core areas of work to meet National Standards and satisfactory recording requirements.

The YOS would like to formally acknowledge appreciation of the Community Safety Directorate Management accountancy input, which has made a significant contribution to redressing the service's financial difficulties.

### 3.4 Information Technology

Secure E-Mail: continue to receive daily sheets from Thames Valley Police, transfer of YOIS case records to/from other YOSs. Crown Court web portal went live in March 2006 and is in use. The implementation of the national custody data base caused initial difficulties in supplying overnight arrest data, but this has now been overcome through the use of secure e-mails.

A Managers data cleaning operation was undertaken on caseloads so that all operational managers are able to use this as a supervision tool. Training has been offered.

A mapping exercise is being undertaken to identify geographical distribution of workload to assist in planning and deployment of more localised resources.

Monthly diaries are now in place in all offices to support staff experiencing difficulties in data inputting and a comprehensive user manual is available in each office. Training is targeted as need arises.

Work is in hand to develop guidance on minimum recording requirements, which will be launched in the autumn 2007.

There are good working relations with Oxfordshire County Council ICT Services and with the software provider. We have moved onto new servers, which have improved efficiency and performance.

All police stations access YOIS via the web on a restricted view basis and this is working well. In addition, we have extended access to YOIS to colleagues in education services on a restricted view/read only basis and each office now has access to the education database EMS. This significantly improves data awareness and targeting resource appropriately. Consideration is being given to staff working on PPO Teams to benefit from such access on a restricted basis.

The extension to the Diversion Scheme has resulted in significant data sharing in relation to vulnerable targeted groups and is currently being piloted.

### 3.5 People and Organisation

*Please refer to Appendix 3 for breakdown of staffing levels and Appendix 4 for Organisational Chart.*

During 2006/07, the Youth Justice Board Consultants working with the service undertook two major reviews. The first reviewed our structures and led to the implementation of a matrix model of lead responsibilities in all key areas of work across the management team, including all main key performance indicators and other priority specialist areas. There were no key changes in terms of team structures from this review, with the exception of restorative justice and reparation work being managed across the service rather than in a separate team.

The lead responsibilities will be reviewed over 2007/08 in view of the fact they were developed primarily according to interest and skills within management teams and need a more systematic review.

The second review by the consultants focused on a workload and workload using an analysis of workload and interventions required and staff available to deliver services and a Time and Motion Study. This review identified that the service was under-resourced by almost eleven full-time staff if we were to meet National Standards in full.

A comprehensive Action Plan has been implemented to manage this situation across the service.

In addition, following changes in financial management, prudent management of resources and some additional funding as a result of the successful PSA for offending by children look after, we are now in a position to reinvest five full-time equivalent staff at front-line level across the service (two permanently, two for three years and one for a year).

Taken together with the implementation of the Action Plan, these measures will significantly assist in improving our ability to meet National Standards and improve on a range of areas across the service, including recording practice and cross service working, e.g. group work.

Over the year, parenting workers and reparation workers have been integrated into area teams and ISSP and plans are in place to ensure restorative justice approaches are also in place across the service.

The recruitment, training and ongoing support to volunteers has significantly improved, with structures in place to support their

concerns and issues and take a more strategic approach to integrating volunteers into the workforce.

A review is currently underway to improve terms and conditions for regular, long-term sessional workers.

The Staff Engagement Group is now held on a quarterly basis with representation from all teams, volunteers and sessional workers to ensure good communication occurs across the service for feedback and information sharing.

The service was awarded a Communications Award in relation to good practice in Restorative Justice for its newsletter 'Amends'.

### 3.6 Workforce Development

Training needs are currently identified at Unit Manager level through supervision and appraisal procedures and staff access specialist youth justice training through the National Qualification Framework, as well as accessing training through local networks internally and host organisations.

There is a process for auditing and implementing training uptake and needs, although this is still not gathered systematically. A further review is planned.

A sub-regional training consortium has been developed across Oxfordshire, West Berkshire, Buckinghamshire and Bracknell to continue to provide core NQF training during 2007/08. The Service manages and supervises the trainer delivering this programme.

<b>Uptake from April 06 – March 07:</b>	
APIS 1	8
APIS 2/3	4
DTO Training	10
Offending Behaviour Programme	12
Remand Management	3
Resettlement	6
Risk Management	27

Three staff are completing PCEP training.

Currently, three managers are undertaking training, one at NVQ Level 5 and three are undertaking the Open University Management training via YJB. Four managers are planning to complete the OU training in the Summer 07.

The Service has agreement that PCEP will be recognised as a relevant qualification for YOS Officer posts to support progression across the workforce.

The YOS is a lead Practice Learning Centre for two local Higher Education Organisations, Oxford Brookes University and Ruskin College and offered 14 placements over the year.

The entire training and support programme for volunteers has been radically revised.

Three training programmes have been offered to 28 potential volunteers, leading to the recruitment of 25 volunteers within the service.

There is a phased process for supporting volunteers into the workforce. In addition, there is a growing volunteer workforce supporting our work with victims.

A comprehensive internal training programme is being set up for staff, sessional workers and volunteers over 07/08, including diversity, restorative justice, PACE, Court work, reporting writing, participation, assessment, parenting and AIM training for work with young sex offenders.

### 3.7 Partnership Working

The YOS has a well-established active involvement in all key strategic and operational partnerships that are relevant to the youth justice and children's services agendas.

Both have been given equal salience and, in particular, the consequence between youth crime prevention and wider prevention strategies emerging from Every Child Matters and Children and Young Peoples Plan, have led the YOS to play a leading role in initiatives such as the Identification and Support System, which seek to provide effective early interventions.

The Head of the YOS is a member of the Oxfordshire Safeguarding Children's Board, the Children and Young Peoples Partnership and the CYP Plan Leads Group. He chairs the county Child and Adolescent Mental Health Strategy Group and senior staff are represented in key DAAT partnerships.

While funding from the Health economy remains at a historically low level, there has been considerable enhancement to provision of CAMHS services to the YOS via both the Primary CAMHS and specialist CAMHS team.

Building upon the successfully achieved PSA target to reduce the level of offending by looked after children, an expanded Diversion

Scheme, funded by the CYPF Directorate, the YOS and Thames Valley Police is to be launched in June 2007.

The Thames Valley Police Youth Justice Manager attends the monthly YOS Managers Meeting.

There is active involvement by the YOS in both the Catch and Convict and the Prevent and Deter streams of the Prolific and other Priority Offender Strategy and youth specific multi-agency meetings are held every two months to address intervention plans in each of the three Areas.

The transfer of the YOS to the CYPF Directorate and its involvement in appropriate management teams, even at an early stage, is producing evidence of better collaboration in key areas (e.g. ETE). It is anticipated that, as the YOS becomes more embedded, a wide range of opportunities for improved and more cost-effective partnerships will emerge. Key to this will be the developing locality working model and Team Around the Child. The YOS is represented at Unit Manager level on each of the three Joint Area Management bodies.

#### **4. SERVICE DELIVERY**

*Please refer to Appendix 5 for Performance Measures and Appendix 6 for Action Planning for each area of service delivery.*

##### **4.1 Prevent Offending**

The YOS has a well-developed commitment to prevention and has sought, through its partnerships, to maximise the impact of a variety of funding streams on targeted diversion.

We deliver PAYP and, with the Children's Fund support and YJB funding, operate three Identification and Support Schemes (IDSS are modified versions of junior YISPs) and an extensive parenting project. The IDSS projects are located in the three areas of highest crime in the county, supported by a multi-agency panel and have been extended to 7-15 year olds this year. They link closely with the development of locality teams as part of implementing Every Child Matters.

A range of interventions, both individual and group work are offered and the Sports and Arts play a vital part and link into schools and the voluntary sector. Only 8% of young people supported by the project have gone on to offend since it started in 2004.

The YOS leads for Prevent & Deter and the young offender component of the Prolific and other Priority Offending Strategy. Local multi-agency panels, including Anti-Social Behaviour Co-

Ordinators, the police, education and children's social care are established in each of the three areas.

Young people are referred from a variety of sources and are then either involved in existing provision or specific tailor-made interventions. Each Manager of the area teams has a budget to provide such services.

There has been a 20% reduction in the number of new entrants into the youth justice system over 2006/07. The LAA target for 2009 has already been met.

The successful Diversion Scheme for children looked after is being extended from June 2007 to five additional vulnerable groups – children at risk of being looked after; children on IDSS; children on the missing person's register; children on child protection register and children being prosecuted for educational reasons. This is funded by the police, Children's Social Care, the YOS and the LAA pump-priming grant. There are additional staff in the YOS to manage the extended provision, together with identified police staff.

A newly formed multi-agency missing persons meeting has been set up to manage high risk, vulnerable repeat missing young people, attended by Children's Social Care, the YOS and the police.

See Support Parenting Interventions for extension of our parenting work with additional YJB funding.

The Arts Council, local voluntary and statutory sector agencies in Oxfordshire and West Berkshire have come together to develop a Creative Arts delivery and training programme for young offenders and those at risk of offending in both areas. Plans are in place to bid for additional funds. This work is established across the service and not only as a preventative initiative.

Plans are in place to embed PAYP and preventative approaches across the whole service and to positively impact on reducing re-offending as well as preventing offending by targeting interventions at specific offenders, groups and localities and ensuring referral from a range of partner agencies.

This work is also being integrated within our ETE strategy.

Current funding for prevention is as follows:

	£
Children's Fund	<b>225,000</b>
PAYP	<b>119,280</b>
Youth Justice Board	<b>262,822</b>

All these funding streams are at risk from 2008 and securing long-term funding is a major target for 2007/08 to ensure this vital work is maintained and embedded across our approach to reduce offending and risk of re-offending and meet LAA targets.

#### 4.2 Intervene Early

There has been a decrease in the number of Final Warnings and a consistently high performance, both on number of Final Warnings receiving an intervention and with the new Key Performance Indicator relating to risk. The creation of the countywide team has proved to be extremely successful. This was tested during a period of long term sickness and performance was maintained, as opposed to a similar period in 2005/06 when the service operated on a geographical basis and performance dropped. The robustness of the system has been tested and proved successful.

Improved efficiency and reduction in new entrants has allowed the team to extend initiatives to the development of an on-going group work programme, which includes the provision of interventions for young people on Referral Orders.

Recidivism at pre-court level continues to be low across the service by comparison nationally and regionally.

Potential to embed work in restorative justice intervention and preventative services is also under review and to extend the police involvement through the Final Warning process.

Looking ahead to the potential for Cautioning Plus, whilst there might be resource implications, the current structure would allow for this to be absorbed seamlessly. This includes building on strong relationships with the Crown Prosecution Service.

#### 4.3 Provide Intensive Community Supervision – Intensive Surveillance and Supervision Programme

*Please refer to Appendix 7 for performance data on ISSP*

Staffing changes over the year have had an impact on the service, including staff sickness and new management. The new manager is now in place and can build on the strong credibility of service to date.

Work with the police has been reviewed and the work of the ISSP Police Officer is being more focussed and targeted at the most Prolific and other Priority Offenders and those where there are significant issues arising from police intelligence on a group and one-to-one basis. The ISSP Police Officer works three days a

week with the team and her work has led to significantly enhanced information sharing processes between the police and the YOS.

Victim work will have an increased profile with the team and become a core part of the work. The Senior Practitioner for victim work will assess all young people who come onto the programme and the ISSP Police Officer will undertake some of this work.

The ISSP Police Officer has instigated links with the fire service and firearms experts in the police force and both these initiatives will raise awareness with young people in relation to these critical issues. She has also organised first aid awareness delivered by the British Heart Foundation, anti-social behaviour linked to alcohol misuse.

Reparation work has been reviewed and is now very focussed and at least half ISSP clients are undertaking reparation activities. Reparation activities are also being linked, where appropriate and relevant, with Neighbourhood Action Group priorities by the ISSP Police Officer.

Assessments and reports are being revised to ensure the five core areas identified in ISSP guidance are met as appropriate and the quality of work becomes more focussed, with closer links with YOS area teams.

Working arrangements with area teams are also under review to ensure consistency of practice across the three area teams.

The programme now leads on implementing educational programmes which are accredited, e.g. ASDAN and Learn Direct. Closer links with statutory education providers are being established, particularly with PRUIS, including use of facilities over holiday periods.

Plans are in place to review use of ISSP by young women.

There are concerns that if legislation changes and ISSP became a statutory court-imposed order, then there would be clear capacity issues and risk of dilution of the quality of the programme.

#### 4.4 Reduce Re-Offending

A target to reduce re-offending from a baseline of 156 to not more than 144 by March 2009 has been set in the Local Area Agreement. This has already been achieved in 2006/07 at 129 (34.12%). There has been a 17% reduction in numbers re-offending this year, compared to the 2005 baseline for the Local Area Agreement.

The local pattern in terms of re-offending indicates very low levels of re-offending at early intervention stages, but higher levels at intensive supervision and custody stages.

There have been significant developments in ETE, Restorative Justice, Mental Health, Substance Misuse and Accommodation over the last year, which will have a positive impact on re-offending rates.

Plans to integrate preventative approaches across the range of statutory work, as well as at early intervention stages, with investment from PAYP and Prevention, are also in place.

Over the next year, enforcement of National Standards will be a key target following investment in front-line services and to support young people on bail, following the review of Bail Support Services.

There has been continued development of PPO processes to target young people across agencies, including aligning identification processes more closely with CDRP priorities and ensure police and YOS PPO resources are targeted appropriately and more effectively.

MAPPA panels are continuing to meet and the YOS contributes positively to the agenda cross the county.

Risk Management Policy and Guidance were reviewed in January 2007 and a risk-based approach to managing resources was adopted across the service. Ninety per cent of staff have attended training in this area and further training is on offer in 2007/08.

The YOS is contributing to the development of the thirteen locality developments to implement Every Child Matters, including area team managers attending Joint Area Management Teams to lead this process. Seventy-five per cent of staff will have attended training to implement the Common Assessment Framework, lead professional and locality based delivery of services.

#### 4.5 Reducing the Use of Custody

The YOS maintained a similar level for custody and slightly exceeded the level for remands over the last year.

There have been significant changes to bail support across the service in 2006/07 and staff vacancies, which we have been unable to cover, even on a temporary basis, have led to a reduction in this service. This has created an opportunity to review how Bail Support is managed and whether it is sensible to continue a specialist countywide service or manage bail support through local teams, but maintaining a court/bail county wide team identity.

This review was delayed following management changes and will take place over spring/summer 2007. Temporary staff are now being recruited. This clearly has an impact on this area of our work on an interim basis. Close liaison with courts and police ensure partners are aware of this transitional period and its impact on the service.

PSR reports on custody continued to be monitored and staff receive regular feedback on quality and their impact on sentencing. The national trend in increased use of custody clearly has an impact on this situation, although use of custody is still proportionately low in Oxfordshire.

The recidivism data which is low at early intervention and the lower end of community disposals would support the premise that quality of work at these levels, including Referral Orders is high and confidence in PSR recommendations by the Courts is also high. Whilst the recidivism rates at custody level are higher, this is not so much a reflection of the quality of the work, but of the complexity of the challenges faced by this group. This in itself reinforces the need for a clear focus on early intervention.

Sixty per cent of offenders receiving a Referral Order from January to December 2003 did not re-offend over a two year period.

From an analysis in January – December 2003, 50 young people were given custodial sentences, 34 of these were for the first time.

Long term detention figures (Section 91) have not risen despite the dangerousness ruling now applying to this age group from Criminal Justice Act 2003.

The PPO structure has now been fully implemented and is regularly reviewed to improve information dissemination, communication, co-ordination of support and planning and includes access to PAYP funding.

The YOS continues to work hard to minimise the number of ASBOs and address anti-social behaviour in reports, where appropriate, to avoid use of ASBOs or inappropriate conditions on any ASBOs that are made. Numbers of ASBOs are relatively low across this area.

Due to increased demand on limited ISSP placements, priority is given to community-based Supervision Orders, rather than young people released on DTO licence. Intensive risk management structures are in place to manage this.

#### 4.6 Swift Administration of Justice

The YOS continues to attend all progression meetings throughout the county to ensure the PYO pledge is met.

There have been some delays to PSRs through staff shortages. There is increased use of stand-down reports where possible. Recording practice in relation to PSRs is under review.

There are regular discussions at Youth Court Strategy meetings to understand factors from all perspectives that may affect this target.

#### 4.7 Enforcement and Enabling Compliance

The review of breaches across the service was not completed due to the key manager leaving the service and consistent practice still needs to be developed. Further work needs to be carried out to improve cross flow of information between the police and YOS in such cases.

Progress was made in relation to agreed protocols with Group 4 Securicor, the organisation responsible for enforcement of electronic monitoring. However, these need closer monitoring and review.

#### 4.8 Ensure Effective and Rigorous Assessment

There has been some improvement in performance over the year, despite the fact that staff levels were at their lowest over this period.

Risk Management Guidance has led to better assessment of serious harm and vulnerability and highlighting the range of specialist assessments to be drawn on, e.g. PCAMHS, ERASOR, Evolve Substance Misuse. Staff have also been trained in use of the Common Assessment Framework.

Whilst there are issues regarding improving ASSET completion and recording, the quality of assessments also needs reviewing, together with a more consistent approach to linking this with planning processes. Training needs have also been identified as part of this process.

The implementation of the new PPO Form to ensure regular reviews of ASSETs for young people who are PPOs has led to an improvement in information sharing and planning at multi-agency PPO meetings.

#### 4.9 Support Young People Engaging in Education, Training & Employment

There have been radical changes to the way the service is approaching improving access and engagement to ETE.

Key building blocks are now in place:

- A Strategic Review has been completed to assist in targeting this work more appropriately and linking services to specific schools and to support the needs of over 16s.
- An ETE Officer is in post for 18 months to ensure a robust infra-structure is in place, internally and externally, and improved information sharing, including access to databases. This post is funded by the LSC and the YOS.
- A new permanent ETE post to engage young people in ETE opportunities has been appointed since January 07 with funding from the LSC.
- A temporary half time post funded by Prevention will also support this work.
- Action Plans for Under 16s and Over 16s are in place and the Education Panel for Under 16s continues to meet with a tighter focus.
- A Service Level Agreement with the LSC has been agreed, which includes fast tracking and designating specific services for Over 16s.
- In addition to the full-time Connexions Worker already dedicated to the YOS, a second Connexions Workers will be located with the service from summer 2007.
- The lead responsibility roles for Under 16s and Over 16s are now well established.
- Better links with local colleges are being established, starting with a jointly funded multi-media course.
- Partnership with PRUIS is being strengthened with opportunities to use their premises over holiday periods.

This target remains a top priority for the service and is included as a non-stretch target in the Local Area Agreement and a key objective in the Children and Young People's Plan.

It is anticipated that, with a strengthened strategic approach and the foundation described above developed over the last year, improvements to achieving this target will be made.

Key aims for the coming year to achieve this include:

- Developing a cross agency virtual school for young offenders.

- Establish an integrated ETE team within the service targeting work appropriately, particularly regarding resettlement.
- Implement the findings of the Strategic Review.
- Work with the LSC to identify specific training providers to offer placements for young offenders.
- Develop links between ISSP and Learn Direct and Active 10/20.
- Improve links with Education Psychology Service, particularly in relation to targeted schools and resettlement.
- Implementation of the Safer Schools Partnership across Oxfordshire, which will align dedicated schools officers with 'red' schools.

#### 4.10 Support Access to Appropriate Accommodation

Since November 2006, together with Children's Social Care and three District Councils, the YOS are employing a Housing Development Manager who is setting up a multi-agency Housing Team focussing on preventing homelessness in targeted groups, including vulnerable young people and young offenders. Links have been made with this team and the Police through the Senior Crime Reduction Manager, thereby improving cross flow of information about placement suitability.

Work is in progress to link in the remaining two District Councils. This is an innovative and ground-breaking initiative and Oxfordshire is one of the first areas to take this approach. Whilst the implementation of this is in its early days, it will have a significant impact on young offenders.

Accommodation Panels continue to take place in each area and links with the Joint Housing Team are under review.

A key area of development is how joint assessments are managed and the team will be working closely with each YOS area team (North, City and South) to strengthen the process and ensure thorough assessments take place and that young people are supported through the assessment and beyond.

A member of the team will spend time within each area team on a weekly basis to undertake the joint assessments and advise on housing issues and work closely with service providers.

As part of the recent Supporting People review of Floating Support services, there is a commitment to ensuring there are dedicated

resources for vulnerable young people, in recognition of the fact that most high level supported accommodation is not able to support the needs of the most chaotic and vulnerable young people.

There continues to be concern that vulnerable young people are placed in unsuitable temporary accommodation where there can be a mix of ages, particularly in Oxford City. The above strategy seeks to address these issues and minimise the risk.

The Housing Development Manager is working closely with the YOS Information Officer to identify early most vulnerable 14 and 15 year olds, where accommodation may be a factor in their vulnerability and where there is concern that this may break down totally when they are 16.

Analysis of YJB performance data will also be undertaken. Plans are also in place to ensure that young people with accommodation needs are referred to Family Group Conferencing.

There is a target in the Children and Young Peoples Plan to reduce homelessness amongst 16 & 17 year olds.

The Housing Development Manager is also linked into the South East Region's Accommodation Officers Group for Young Offenders.

#### 4.11 Support Access to Mental Health Services

There has been a wholesale review of CAMHS across the YOS. In 2005/06, access to CAMHS was agreed through dedicated PCAMHS workers in each area team, who provided access to CAMHS and consultation to staff. Following an audit in summer 2006, it was identified that no young people were accessing CAMHS and, because the PCAMHS provision was for staff and not directly to young people, a major service gap was identified.

Consequently, additional resources from CAMHS have been provided through three sessions of a dedicated CAMHS practitioner. Together with YOS staff and PCAMHS, a new protocol and identification and access arrangements to mental health services have been agreed. Young people are identified via ASSET scores, which trigger an automatic service from PCAMHS, including a joint assessment and at Levels 3 & 4 assessment by dedicated CAMHS worker. The latter ensures easy and fast access to CAMHS without a repeat assessment where appropriate.

A monthly operational group reviews all ASSET scores of two and above for mental health to ensure referrals are being made and picked up rapidly. Training and workshops are provided to all teams by PCAMHS/CAMHS. Since this new system has been

implemented in November 2006, there have been five referrals to CAMHS.

The YOS Steering Group has actively supported this process, with the CAMHS member ensuring the dedicated resource was released to the service.

The EQPA for mental health was undertaken and the YOS scored a level two and is working towards the top score of three.

The service is working with partners in the Primary Care Trust to agree an audit of mental health care needs across the service, with a view to identifying a gap in service provision and the need for dedicated primary care services for young offenders.

#### 4.12 Support Access to Substance Misuse Services

There has been considerable progress at strategic and operational levels over the past year.

The relationship with the Young People's Treatment Service, Evolve, has been developed and this work is integrated with that of the YOS Substance Misuse workers governed by a comprehensive Service Level Agreement.

The YOS Substance Misuse workers now receive regular clinical supervision from Evolve and there are regular Joint Management and Practitioner meetings.

The EPQA for Substance Misuse was undertaken and achieved level two with a realistic action plan to achieve level three; with good progress on 65% of the Action Plan, including joint assessments, joint training, greater flexibility of management resources, communication protocols.

This is reflected in improved practice and quality of service, including a 17% improvement from 05/06 in the number of young people receiving assessments, with timescales and maintaining 100% for young people accessing services with timescales, despite an overall reduction in staffing levels and managing a maternity leave over this period.

The service is now offered on a more flexible basis across the whole YOS, with workers still based in localities and covering for each other. As evidenced by quarterly returns to DAAT, alcohol remains one of the most significant areas of misuse, with high correlation between excess substance misuse and offending. As a result of this the YOS is actively working with statutory and voluntary sector partners to develop strategies and locality based projects to reduce alcohol misuse.

Key examples are a partnership with South Oxfordshire CDRP and Active 10/20 (voluntary sector youth provision) to offer targeted locality based interventions at Tier 2 level; and CHYPIN (Children & Young People's Involvement Network), which has identified alcohol misuse as a key area in which young people are seeking to influence the CYP planning process and the YOS will be involving service users from across the county in this process.

The Head of Service sits on the DAAT and the Deputy sits on the Operational Group for Young People supporting the implementation of the DAAT Strategy.

Developments are guided by the EPQA Action Plan and, as part of our Preventive Strategy, the Alcohol Project in the South will be extended to targeted areas across the county.

#### 4.13 Resettlement

The EPQA on resettlement is currently being reviewed, which demonstrates progress in a number of key areas, particularly regarding information and management at points of transition.

Family Group Conferencing is explored for all young people leaving custody. Preparation for resettlement is improving, particularly in relation to ETE, mental health and family liaison.

The seconded YOS team in Huntercombe promotes holistic services between community and custody on a range of issues and continues to be attentive to particular needs of children looked after and on child protection register entering and leaving custody. A police officer has been seconded to this team following staffing changes and provides an excellent opportunity for cross-agency working.

Restorative interventions are available via RJ practitioners for victims of young people who do go to custody, at times including some of the most serious cases with dialogue with the Thames Valley Victims Unit.

DTO ISSPs at exit have been made available for young people with high levels of need.

The YOS continues to pursue ROTL opportunities in relation to employment, education and housing.

Young people identified via Catch and Convict and Prevent and Deter in PPO Panels for resettlement planning can access PAYP funding and leisure activities. This will continue in 07/08.

The seconded YOS team in Huntercombe is able to manage initial reviews post-release and at future subsequent reviews, where this has been a priority in terms of consistency of planning and support.

Preparation for parents is offered prior to custody and at point of release in the community.

#### 4.14 Provide Effective Restorative Justice Services

Considerable change has occurred over the past year, with the integration of RJ services across the YOS into area teams.

The Senior Practitioner for Restorative Justice, created in April 2006, has led on RJ across the service, with a strong focus on victim work. Positive steps to integrate RJ across the service have included developing an admin-led referral and identification system for victims; work with Referral Order Panel Volunteers, including involvement in training is leading to improving the practice regarding victim awareness at Panels; assessing all ISSP young people in relation to victim issues through a Panel process, including piloting victim awareness work; and action to improve recording on YOIS.

The Senior Practitioner has a direct link into the police community intelligence officer post, enabling better risk assessments to be completed in advance of home visits.

The service has led the establishment of a bi-monthly multi-agency network of talks covering RJ topics. Plans are in place to develop RJ approaches within Huntercombe to help resolve disputes between inmates.

There are two training events on victim work and RJ set up this year and an intensive four-day RJ training schedules in the autumn. Links have improved with the Crown Prosecution Service and four young people have been diverted using RJ strategies.

There has been a new recruitment drive for volunteers to work with victims at Referral Order stage. There are currently five volunteers, with a follow-up training for a further four or five volunteers later in the year.

There has been a maintenance of a high level of performance over 06/07 compared to 05/06. In this context, there have been some examples of exceptional practice in relation to victim work in complex cases, which required a high level of skill for a positive outcome to be achieved.

Other examples of excellent practice include the offer of Protective Behaviour training to seven young people; active participation in the development of a National Victim Satisfaction Framework, which is

piloted locally and will be profiled on the YJB Directory of Emerging Practice; and the local RJ newsletter 'Amends' was awarded the national YJB Award for Communication; the Restorative Justice Senior Practitioner also received an award, for exceptional work with a victim, from the Community Safety Directorate.

RJ interventions have featured in local and national television programmes and national radio on four separate occasions, which in itself has had a positive impact for the victims involved.

The Arts Project for Oxfordshire and West Berkshire YOS, funded by the Arts Council and a range of voluntary sector partners and the two services has made significant achievements in a relatively short space of time. Highlights include accreditation opportunities for young offenders; joint training for YOS staff and arts practitioners; newsletters; developments within ISSP and reparation; and plans to showcase the work through two Fashion Shows in September 2007, in which up to 50 clients will participate via workshops and performances. A range of media is being developed. Plans are in place to put in a bid to the Arts Council to extend this work.

This innovative work is featured in a 2007 publication "*Restorative Justice – How It Works*" by Marian Liebmann. The chapter on visual arts approaches has reproductions of several pieces of artwork produced by Oxfordshire YOS clients.

The Senior Practitioner for RJ has had an increasing national profile through the development of the Victim's Framework, co-leading the second National Reparation Conference "Doing Sorry"; and being invited onto the YJB strategy group working on the RJ Action Plan.

The service is keen to support how these approaches could be adopted more widely across the County Council's Children, Young People and Families Directorate.

#### 4.15 Support Parenting Interventions

The county has established a multi-agency Parenting Support Reference Group to ensure parenting services are co-ordinated and develop in an integrated way across the county. The Deputy Head of YOS is part of this group. The Prevention Manager, who has lead responsibility for this area of work, is linking into key agencies across the county.

With the welcome investment of YJB preventative monies, the service has been significantly extended, with dedicated workers in each area team and ISSP leading on development of intensive individual and group work. Since April 2006, five groups have run and there are plans for a residential programme and Dads Only

Groups over the coming year. In addition, workers will be targeting teenage parents and those at risk of becoming parents.

The Parenting Screening Tool has been updated and relaunched and used as an assessment and education tool, which can be used for both individual work in consultation with parents, YOS workers and the Final Warning Team.

A group of parents have worked closely with the service over the year, in addition to providing admin and consultation. This has included participating in an influential training video for implementing locality working called “On the Receiving End”; being on Parents’ Panel for interviews and advising on the screening tool.

#### 4.16 Equality

A number of key actions are in place to improve access and equality issues across the service.

The police and lead manager for Final Warnings are reviewing decision making at early stages in potential entry into the youth justice system, which will raise the profile of access across both agencies and ensure young people from minority ethnic groups are not disproportionately represented in the youth justice system.

The extension of the Diversion Project to a range of more vulnerable groups is also part of our strategy to recognise how multiple disadvantages can lead to criminalisation and that early intervention offering intensive support can ameliorate this.

The service continues to work with the police and the courts to ensure that someone’s disability is considered fairly in the courts, with regard to appropriate sentencing; for example, where learning difficulties may affect ability to participate in police interviews or where courts need to take this into consideration regarding levels of responsibility and appropriate sentences.

Work is also in hand as part of our ETE Strategy to consider the needs of young people with special educational needs more carefully and to prevent them from entering the youth justice system where this is appropriate. We are also working with the Educational Psychology Service to consider how particular schools, where the needs of young offenders may not be being met sufficiently within current arrangements, can be targeted and supported.

The ISSP Team are reviewing how their programme can be accessed by young women, recognising that a greater proportion of young people on ISSP are male and this can disadvantage young women needing intensive community supervision if the service is not as readily accessible to young women.

Work is in hand with landlords and property services to improve access for the disabled where this remains unsatisfactory and this is a contributory factor leading to plans being agreed for the relocation of YOS offices in the longer term.

Two two-day training events on Diversity have been set up for June and September 2007 to ensure all staff are fully trained in this vital area of our work and take full consideration of diversity issues in managing and supporting young offenders.

#### 4.17 Participation and Involvement of Children, Young People, Parents and Carers

This is a key issue for the service over the coming year.

Currently, there are a range of ways for encouraging participation; children and young people are involved in some selection interviews for staff; feedback on service provision is given via "What do you Think?" questionnaires; and the service is actively involved in the targeted consultation for children and young people on a countywide basis. Parents/carers are involved through participation in some selection interviews and focus groups for specific issues and via involvement in the countywide staff training video "On the Receiving End".

The Children's Rights Action Planning process, which is reviewed every six months, also gives a formal structure for implementing and reviewing this work.

The Head of Service is on the countywide Sounding Board for Parents and Carers and the Custody/Practice Development Manager is on the countywide Children's Rights Steering Group.

Plans for 07/08 include involving five or six young people in the alcohol focus group for CHYPIN (Children & Young People's Involvement Network) and one young offender being nominated for the Children & Young People's Sounding Board which influences and informs the Children's Trust arrangements.

## Appendix 1 – Resources

**Table 1 – Services Planned for the Financial Year 2007/08**

Core Activity	Budget Expenditure (£)	%
Preventive Services	572,895	16
PACE Services	42,389	1
Pre-court Services	644,507	18
Court-based Services	286,447	8
Remand Services	143,224	4
Community-based Services	1,611,263	45
Through care/after care (including RAP)	285,447	8
Other Orders		
<b>TOTAL</b>	<b>3,588,377</b>	

**Table 2 – Youth Offending Service Budget – Financial Year 07/08 – Sources**

	£
<b>Government Grants:</b>	
LAA Pooled Funding (PAYP)	119,280
Learning & Skills Council	38,747
Local Area Agreement	36,000
PSA Reward Grant	125,000
<b>Non-Government Grants:</b>	
Youth Justice Board	656,328
Youth Justice Board Prevention Dept.	262,822
<b>External Contributions:</b>	
Police – Thames Valley	128,000
Police – BCU	47,740
Huntercombe YOI	132,172
Probation	98,410
Oxford Primary Care Trust	15,000
Oxfordshire DAAT	71,903
Children’s Fund	225,000
Thames Valley YOT Managers	12,900
Arts Council	1,200
<b>Internal Contributions:</b>	
Children, Young People & Families	161,539
Recharges within Directorate	25,600
OCC Contribution	1,430,736
<b>TOTAL</b>	<b>3,588,377</b>

## Appendix 2 – Programme Resources

- ♦ STAR Programme, a Cognitive Behavioural programme, is available via trained staff in all areas and ISSP.
- ♦ Substance Misuse workers in each area team.
- ♦ Primary Child & Adolescent Mental Health workers dedicated to each team.
- ♦ Bail Supervision Team for young people prior to conviction.
- ♦ Specialist Asylum Seeker/Refugee worker based in the city.
- ♦ Oxfordshire Young Abusers Project works with up to five sex offenders in the community (from November, prior to this with all se offenders).
- ♦ EYS – a specialist E2E programme for young offenders brought about by negotiation with Learning Skills Council (until Jan 06)
- ♦ PLUS materials – delivered via PRUIS, E2E providers, ISSP, etc.
- ♦ ASDAN Certificates
- ♦ Connexions worker for 16+; specialist PA to work with young offenders, particularly on resettlement issues.
- ♦ Education Manager links strategically with LEA/Connexions and offers casework advice across YOS.
- ♦ TRAX and SKIDZ provide two motor vehicle related offending behaviour courses.
- ♦ Reaching the Parts Music Project; Rose Hill Music Project
- ♦ Positive Futures sports project.
- ♦ U:Project for Year 11 pupils at risk of unemployment.
- ♦ Specialist parenting programme – in-house, ESCAPE, STOP
- ♦ Development of locally based football team in Bretch Hill, East Oxford, focusing on young people from BME groups and doing work on racism.
- ♦ PAYP link workers to support targeted young people in activities.
- ♦ Auricular acupuncture for substance misuse workers.
- ♦ Family Group Conferencing Project
- ♦ Staff trained in restorative conferencing.
- ♦ BLAGG – group/individual arts based cognitive behavioural programme.
- ♦ Preparation for custody sessions delivered by Custody/Bail Support Teams.
- ♦ Canoeing project.
- ♦ Energy and Vision
- ♦ PPO police links with each area team and ISSP
- ♦ Access to Oxfordshire Youth Mentoring Service
- ♦ Arts Workshops
- ♦ IDSS Projects, e.g. Sailing
- ♦ Multi Arts Project; Bridge Project
- ♦ Bike projects

- ♦ Allotment Group; Bicester Landscaping Project
- ♦ Protective Behaviour Training for Young Victims
- ♦ Thames Valley Partnership – brokerage, nurturing and funds
- ♦ Anti-Social Behaviour Projects – through City and District Councils
- ♦ Accredited Training, e.g. EQA
- ♦ Oxford Cycle Workshop
- ♦ Fighting Fit
- ♦ Young Dad's Programme
- ♦ Accommodation Projects – BHYP; Key2; Windmill House; The Bridge; The Gap, Elmore.
- ♦ Face2Face Counselling; See-Saw (bereavement counselling)

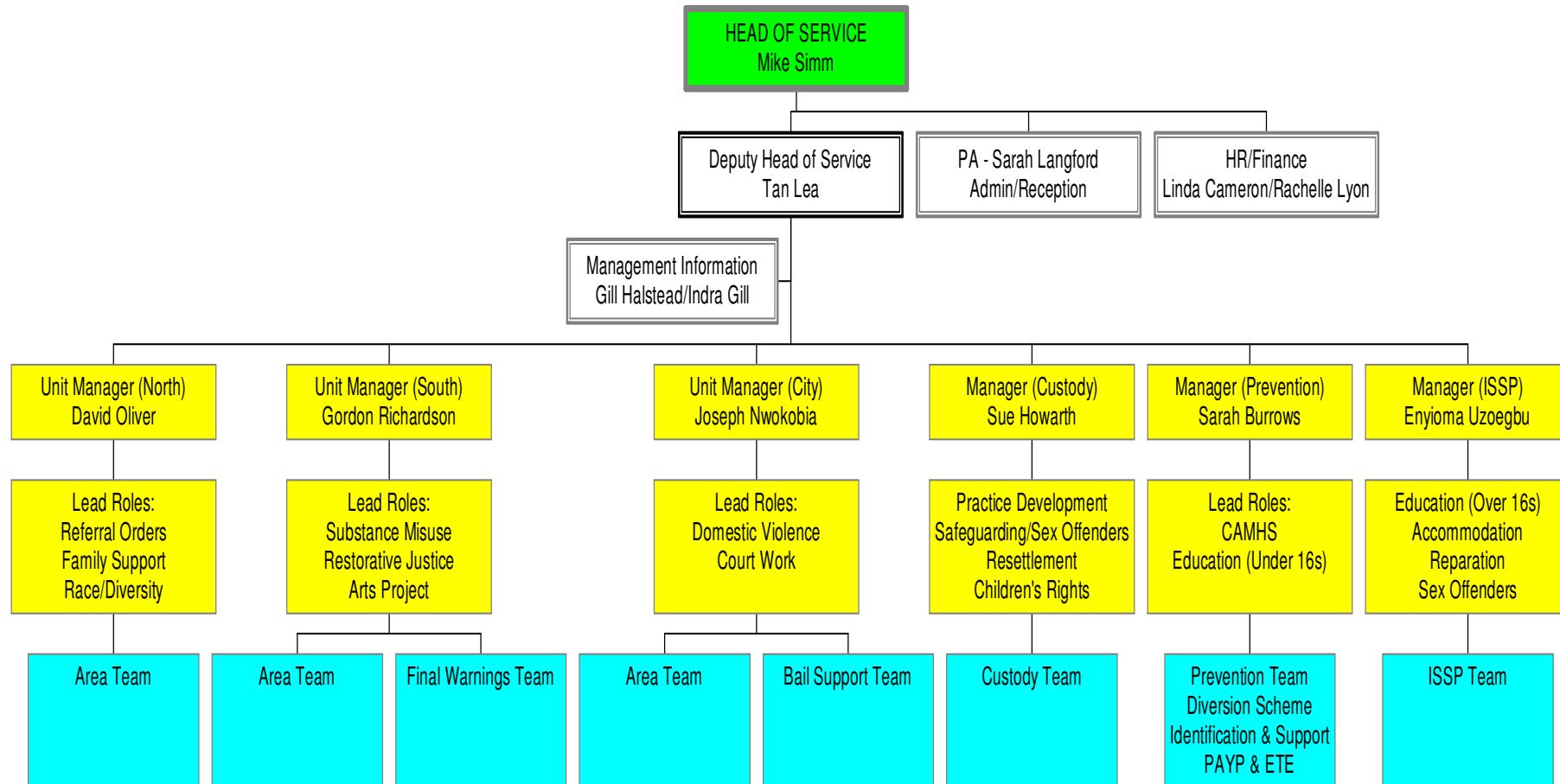
### Restorative Justice Projects

- ♦ Peer Mediation Garden; sensory garden/pond
- ♦ Building basketball pitch; Marston Subway project; Shotover Day Centre
- ♦ Pegasus Theatre – breakdancing theatre
- ♦ Hill End Residential work
- ♦ Training in Schools for RJ; citizenship
- ♦ Terence Higgins Trust – offender programme
- ♦ Integrated Support Services across county.
- ♦ Oxfordshire Youth Arts Partnership
- ♦ Victim Support; Thames Valley Victim Unit

### Appendix 3 – Staffing Levels

	Managers Strategic	Managers Operational	Senior Practitioners FT	Senior Practitioners PT	Practitioners FT	Practitioners PT	Administrative	Sessional	Students/ Trainees	Volunteer	TOTAL
Permanent	2	6	6	2	25	10	14	-	12	53	130
Fixed Term	-	-	-	-	1	3	1	47	-	-	52
Secondee Social Services	-	-	-	-	-	-	-	-	-	-	-
Secondee Probation	-	-	-	-	-	-	-	-	-	-	-
Secondee Police	-	-	-	-	4	-	-	-	-	-	4
Secondee Health	-	-	-	-	-	-	-	-	-	-	-
Secondee Education	-	-	-	-	-	-	-	-	-	-	-
Secondee Connexions	-	-	-	-	-	-	-	-	-	-	-
Secondee Other	-	-	-	-	-	-	-	-	-	-	-
Outsourced	-	-	-	-	-	-	-	-	-	-	-
Temporary	-	-	-	-	-	-	-	-	-	-	-
Vacant	-	-	-	-	-	-	-	-	-	-	-
TOTAL											
<b>Gender/Ethnicity</b>											
White Male	1	2	4	1	8	4	1	18	4	19	62
Black Male	-	2	-	-	-	-	-	2	1	-	5
Asian Male	-	-	-	-	-	-	-	-	-	2	2
Mixed Race Male	-	-	-	-	-	-	-	-	-	-	-
Chinese/Other Male	-	-	-	-	-	-	-	-	-	-	-
White Female	1	2	2	1	21	9	13	25	5	32	111
Black Female	-	-	-	-	1	-	1	2	2	-	6
Asian Female	-	-	-	-	-	-	-	-	-	-	-
Mixed Race Female	-	-	-	-	-	-	-	-	-	-	-
Chinese/Other Female	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>30</b>	<b>13</b>	<b>15</b>	<b>47</b>	<b>12</b>	<b>53</b>	<b>186</b>

## Appendix 4 – Organisational Chart



## Appendix 5 – Performance Measures

THEME AND MEASURE	2005/06 Out-turn	2006/07 Apr-Mar Out-turn	2007/08 Target
<p><b>Prevent Offending (Target since 05/06):</b></p> <p>Reduce the number of first time entrants to the youth justice system by 5% by March 2008, compared to the 2005/06 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.</p>	<b>1,012</b>	<b>984</b>	<p><b>2.8 reduction on 05/06 baseline by March 08;</b></p> <p><b>20% reduction on LAA baseline</b></p>
<p><b>Intervene Early:</b></p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> <li>♦ Their ASSET score is greater or equal to 12; or</li> <li>♦ There are any concerns of risk of serious harm to others; or</li> <li>♦ Their score is less than 12, but any sections score 4.</li> </ul>	<b>N/A</b>	<b>92.85%</b>	<b>100%</b>
<p><b>Reduce Re-Offending:</b></p> <p>Achieve a reduction in re-offending rates by 5% in 2007/08, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p> <ul style="list-style-type: none"> <li>♦ Pre-Court</li> <li>♦ First Tier Penalties</li> </ul>	<p><b>Oct-Dec 02 cohort – 5% re-offending after 12 months</b></p> <p style="text-align: center;"><b>41.0%</b></p> <p style="text-align: center;"><b>48.0%</b></p>	<p><b>Oct-Dec 05 cohort – 5% re-offending after 12 months (if available)</b></p> <p style="text-align: center;"><b>42/200 (21.0%)</b></p> <p style="text-align: center;"><b>50/116 (43.1%)</b></p>	<p><b>Oct-Dec 06 cohort - % re-offending after 12 months</b></p> <p style="text-align: center;"><b>Reduction of 5%</b></p> <p style="text-align: center;"><b>Reduction of 5%</b></p>

<ul style="list-style-type: none"> <li>♦ Community Penalties</li> <li>♦ Custody</li> <li>♦ Overall Offending Rate</li> </ul>	<b>74.0%</b>  <b>66.0%</b>  <b>57.25%</b>	<b>29/46</b> (63.0%) <b>3/8</b> (37.5%) <b>129/378</b> (34.12%)	<b>Reduction of 5%</b>  <b>Reduction of 5%</b>  <b>17% reduction on LAA baseline</b>
<b>Reduce the Use of Custody (Secure Remands) – New Target:</b>  Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			<b>9%</b>
<b>Reduce the Use of Custody (Secure Remands) – Old Target:</b>  Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional/unconditional bail to 30%).	<b>19.66%</b>	<b>32.65%</b>	
<b>Reduce the Use of Custody (Custodial Sentences):</b>  Reduce the number of custodial sentences as proportion of all court disposals to 5%.	<b>5.37%</b>	<b>4.65%</b>	<b>5%</b>
<b>DTO Training Plans:</b>  Ensure that all initial training plans for DTOs are drawn up within ten working days of sentences being passed.	<b>85.35%</b>	<b>87.90%</b>	<b>100%</b>
<b>Support Young People Engaging in Education, Training and Employment:</b>  Ensure that 90% of young offenders who are supervised by the YOS are in suitable full-time education, training or employment.	<b>55.78%</b>	<b>51.46%</b>	<b>90%</b>

<p><b>Support Access to Appropriate Accommodation:</b></p> <p>Ensure that the YOS has 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.</p>	<p><b>83.79%</b></p>	<p><b>95.42%</b></p>	<p><b>100%</b></p>
<p><b>Support Access to Mental Health Services:</b></p> <p>Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting acute mental health difficulties are referred by the YOS to CAMHS for a formal assessment commencing within five working days of the receipt of the referral, with a view to their accessing a tier 3 or other appropriate CAMHS tier service based on this assessment.</p> <p>Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOS for an assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within fifteen working days of referral.</p>	<p><b>100%</b></p> <p><b>100%</b></p>	<p><b>100%</b></p> <p><b>100%</b></p>	<p><b>100%</b></p> <p><b>100%</b></p>
<p><b>Support Access to Substance Misuse Services:</b></p> <p>Ensure that all young people are screened for substance misuse.</p> <p>Ensure that all young people identified with needs receive appropriate specialist assessment within five working days of referral, following screening.</p> <p>Ensure that all young people access the early intervention and treatment services they require within ten working days of assessment.</p>	<p><b>88.37%</b></p> <p><b>56.83%</b></p> <p><b>98.79%</b></p>	<p><b>74.86%</b></p> <p><b>100%</b></p> <p><b>100%</b></p>	<p><b>100%</b></p> <p><b>100%</b></p> <p><b>100%</b></p>
<p><b>Provide Effective Restorative Justice Services – New Target:</b></p> <p>Ensure that victims participate in restorative processes in 25% of relevant disposals deferred to the YOS.</p>			<p><b>25%</b></p>

Ensure that 85% of victims participating are satisfied.			<b>85%</b>
<b>Provide Effective Restorative Justice Services – Old Target:</b>			
Ensure that 75% of victims of youth crime referred to the YOS are offered the opportunity to participate in a restorative process.	<b>87.40%</b>	<b>84.91%</b>	
Ensure that 75% of victims participating are satisfied.	<b>80.0%</b>	<b>84.67%</b>	
<b>Supporting Parenting Interventions – New Target:</b>			
Ensure that 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention.			<b>20%</b>
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention.			<b>20%</b>
<b>Supporting Parenting Interventions – Old Target:</b>			
Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention.	<b>5.5%</b>	<b>16.36%</b>	
Ensure that 75% of parents participating in a parenting intervention are satisfied.	<b>100%</b>	<b>100%</b>	
<b>Ensure Equal Treatment Regardless of Race:</b>			
All YOTs should implement their Action Plan to ensure that any difference between the ethnic composition of offenders of all pre-court	<b>% offending compared with ethnicity of 10-17 population</b>  <b>White: -6.8%</b> <b>Mixed: +0.4%</b>	<b>% offending compared with ethnicity of 10-17 population</b>  <b>White: -4.4%</b> <b>Mixed: +0.5%</b>	

and post-court disposals and the ethnic composition of the local community is reduced year on year.

**Asian: +0.2%**  
**Black: +5.1%**  
**Ch/Oth: -0.4%**

**Asian: +0.4%**  
**Black: +4.2%**  
**Ch/Oth: Equal**



## Appendix 6 – Action Plan

	<b>DELIVERY PLAN AREA</b>	<b>ACTION</b>	<b>LEAD</b>	<b>TIMEFRAME</b>
<b>3.2</b>	<b>Performance and Quality Systems</b>	Recording Practice Review leading to Improvement Plan.  Implementation of National Standards Action Plan	Practice Development Manager  Deputy Head of Service	July/August 2007  Summer 2007
<b>3.5</b>	<b>People and Organisation</b>	Review of lead responsibilities.	Management Team	Summer 2007
<b>3.6</b>	<b>Workforce Development</b>	Core Training and Internal Training Programme uptake is high, with 75% of workforce accessing at least one training opportunity.	Deputy Head of Service/ Practice Development Manager	March 2008
<b>4.1</b>	<b>Prevent Offending</b>	Secure funding for integrated and targeted preventative services for young offenders and those at risk beyond 2008.  Comprehensive review of PAYP and Children’s Fund Services.  Embedding preventative approaches across whole service, including in statutory work.	Head of Service/Deputy Head of Service  Prevention Manager  Management Team	By December 2007  By July 2007  By March 2008
<b>4.2</b>	<b>Intervene Early</b>	Ensure group work programme is embedded across the service.	Lead Manager for Final Warning Team	December 2007
<b>4.3</b>	<b>Provide Intensive Community Supervision</b>	Working arrangements between ISSP and area teams to be more consistent and best possible practice.  Ensure consistent practice within ISSP and that plans are individually tailored to each young person.  Review accessibility to programme for girls and young women.	ISSP Manager and Area UMs  ISSP Manager  ISSP Manager	August 2007  July 2007  Sept 2007

		Input into national debates regarding potential impact of legislative changes on programme if ISSP became a court-imposed order.	Head of Service/Deputy Head of Service/ISSP Manager	On-going
4.4	<b>Reducing Re-Offending</b>	Review of risk based approach and continued development of targeted interventions.	Management Team	September 2007
4.5	<b>Reducing the Use of Custody</b>	Review of Bail Support Services and implement agreed way forward.	Deputy Head of Service/ Unit Manager (City)	December 2007
4.6	<b>Swift Administration of Justice</b>	Review how court services are delivered across the YOS.	Lead UM (Court Work)	March 2008
4.7	<b>Enforcement &amp; Enabling Compliance</b>	Wholesale review of policy and practice in relation to management of breach process to ensure consistency of practice, improved efficiency and compliance across the service.  Ensure robust structures are in place and implemented with Group 4 Securicor.	Lead UM (Court Work)  Deputy Head of Service/ISSP Manager	October 2007  July 2007
4.8	<b>Ensure Effective and Rigorous Assessment</b>	All staff to attend training in completion of ASSETs and their link to planning processes (APIS).  Monitor quality of ASSETs and related plans in supervision.	UMs  UMs	Immediate  Immediate
4.9	<b>Support Young People Engaging in Education, Training &amp; Employment</b>	Establish a virtual school for young offenders.  Development of an effective ETE Team targeting engagement appropriately and integrated across service, so that a service wide approach is maintained.	Deputy Head of Service/ C&YP Lead Officers  Lead UMs for Under 16s/ Over 16s	March 2008  November 2007

		Achieve LAA non-stretch targets for Over 16s and Under 16s.	Deputy Head of Service/Lead UMs	March 2008
4.10	<b>Support Access to Appropriate Accommodation</b>	Support South Oxfordshire & Vale of White Horse District Councils in linking in with project.  Ensure Housing Team is linked in appropriately with each YOS area office.	Joint Housing Team Steering Group  Housing Development Manager/Area Team UMs	December 2007  September 2007
4.11	<b>Support Access to Mental Health Services</b>	Increase access to CAMHS by young offenders from 5 to 20 over 2007/08 by improving identification, training and referral routes.  Audit of primary care needs completed, need identified and plan in place to meet need for young offenders.	Deputy Head of Service/Prevention Manager  Deputy Head of Service/PCT Managers	March 2008  December 2007
4.12	<b>Support Access to Substance Misuse Services</b>	Successful roll over of the South Alcohol Project across the county.	Lead UM (Substance Misuse)/ Prevention Manager	November 2007
4.13	<b>Resettlement</b>	Embed Family Group Conferencing as an option for all young people from Oxfordshire leaving custody.	All Managers	March 2008
4.14	<b>Provide Effective Restorative Justice Services</b>	Develop a strategy to address particular needs of young victims.  Review how Family Group Conferencing can involve victims where appropriate.	Lead UM (RJ)/ Senior Practitioner for RJ  Lead UM (RJ)/ Senior Practitioner for RJ	March 2008  October 2007
4.15	<b>Support Parenting Interventions</b>	To develop an integrated and co-ordinated approach to parenting work across the service; a key target would be for YOS workers to deliver groups alongside parenting workers.	Prevention Manager with all UMs.	March 2008
4.16	<b>Equality</b>	Take appropriate action from Education Psychology Service review of targeted schools, with a view to extending this approach.	Deputy Head of Service/Principal Education Psychologist	September 2007

4.17	<b>Participation and Involvement of Children, Young People, Parents &amp; Carers</b>	<p>Increase referrals to Children &amp; Young People's Sounding Board x 2 per year.</p> <p>Review additional internal mechanisms for ensuring participation/involvement in influencing policy and planning across the service.</p>	<p>Unit Managers</p> <p>Management Team</p>	<p>March 2008</p> <p>September 2008</p>
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## Appendix 7 – ISSP Data

<b>From April 2006 to end of March 2007:</b>	
Number of Starts	36
Completion Rate	73.9%

<b>Route Onto Programme:</b>	
Bail	14%
Supervision Orders	60%
DTO	23%
SO/CRO following Bail	3%

<b>Age Range:</b>	
13 years	0%
14 years	8%
15 years	20%
16 years	26%
17 years	43%
18 years	3%

<b>Gender Split:</b>	
Male	100%
Female	0%

<b>Ethnicity:</b>	
White UK	94%
Mixed British	3%
European White	3%

<b>Geographical Dispersal:</b>	
City	57%
North	26%
South	17%

## Appendix 8 – Glossary

<b>AIM</b>	<b>Assessment, Intervention &amp; Moving On Project Framework (training for working with young sex offenders)</b>
<b>ASBO</b>	<b>Anti-Social Behaviour Order</b>
<b>ASDAN</b>	<b>Award Scheme Development and Accreditation Network</b>
<b>BCU</b>	<b>Basic Command Unit</b>
<b>CAMHS</b>	<b>Child and Adolescent Mental Health Services</b>
<b>CDRP</b>	<b>Crime and Disorder Reduction Partnership</b>
<b>CHYPIN</b>	<b>Children &amp; Young People’s Involvement Network</b>
<b>CYP</b>	<b>Children &amp; Young People</b>
<b>CYPF</b>	<b>Children, Young People &amp; Families Directorate</b>
<b>DAAT</b>	<b>Drug and Alcohol Action Team</b>
<b>DTO</b>	<b>Detention and Training Order</b>
<b>EPQA</b>	<b>Effective Practice Quality Assurance</b>
<b>ERASOR</b>	<b>Estimate of Risk of Adolescent Sexual Offence Recidivism</b>
<b>ETE</b>	<b>Education, Training or Employment</b>
<b>IDSS</b>	<b>Identification and Support Scheme</b>
<b>ISSP</b>	<b>Intensive Surveillance and Supervision Programme</b>
<b>LAA</b>	<b>Local Area Agreement</b>
<b>LSC</b>	<b>Learning and Skills Council</b>
<b>MAPPA</b>	<b>Multi Agency Public Protection Arrangements</b>
<b>OU</b>	<b>Open University</b>
<b>PCEP</b>	<b>Professional Certificate of Effective Practice</b>
<b>PACE</b>	<b>Police and Criminal Evidence</b>
<b>PAYP</b>	<b>Positive Activities for Young People</b>
<b>PCAMHS</b>	<b>Primary Child &amp; Adolescent Mental Health Service</b>
<b>PPO</b>	<b>Prolific and other Priority Offender</b>
<b>PRUIS</b>	<b>Pupil Referral Unit and Integration Service</b>
<b>PSA</b>	<b>Public Service Agreement</b>
<b>PSR</b>	<b>Pre-Sentence Report</b>
<b>PYO</b>	<b>Priority Young Offender</b>
<b>RJ</b>	<b>Restorative Justice</b>
<b>ROTL</b>	<b>Release on Temporary Licence</b>
<b>TVP</b>	<b>Thames Valley Police</b>
<b>YISP</b>	<b>Youth Inclusion and Support Panels</b>
<b>YJB</b>	<b>Youth Justice Board</b>
<b>YOIS</b>	<b>Youth Offenders Information System</b>
<b>YOS</b>	<b>Youth Offending Service</b>
<b>YOT</b>	<b>Youth Offending Team</b>

