

**LONDON BOROUGH OF
SOUTHWARK**

D R A F T

**YOUTH JUSTICE PLAN
APRIL 2002 - MARCH 2005**

Annual Update 2004/2005

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SECTION A:

Summary and Approval

SECTION A: Summary and Approval

Summary of Performance

The local Crime and Disorder Reduction Partnership has from the very inception of the Youth justice reforms in 1999/2000 expressed a strong commitment to preventative interventions with young people and their families who are at risk of or at the early stages of involvement in crime. This commitment has been maintained by an imaginative use of grant-funding income (Ref. Section C). The Youth Offending Team's (YOT) role within the local preventative strategy will be developed more fully in Section B. However, it is worthy of a note that the local commitment towards preventative/early intervention has generated a tension with the YOT's statutory workload, which is amongst the highest in the region and, the 13 performance measures devised by the National Youth Justice Board, which emphasise performance in relation to young offenders who have already entered the criminal justice system. In this context, the re-definition of Measure I (Section D) is welcome.

However, at present, the fact that preventative activity is funded almost exclusively by short-term grant income raises issues of uncertainty about sustainability beyond March 2005, which is problematic in terms of staff recruitment and retention. It is agreed in Section C that mainstreaming strategy needs to be developed as part of the future planning for children's services arising from the recent Green Paper. It is, therefore, critical that the YOT is able to demonstrate the effectiveness of current services in terms of promoting positive outcomes for the target population in relation to the prevention and desistance of offending and anti-social behaviour, and increasing social inclusion. This will be discussed in Section B.

The aim of Southwark YOT and the wider partnership is to achieve a place within the top quartile in relation to the 13 performance measures established nationally by the Youth Justice Board. Problems of data management compromised the reporting of performance in quarters I and II of 2003. These were caused by technical difficulties with the database and key personnel changes, which also served to delay implementation of the training programme for practitioners using the database. These issues have now been largely resolved and the performance returns for quarters III and IV more accurately reflect the actual performance of the service. We believe that we are now in a position to consistently achieve a top quartile ranking and meet or exceed the majority of the targets set for performance during 2004.

Performance against each of the 13 measures is described in Section D together with contextual information and plans for continuous improvement. This section will only outline some key issues. The preventative services, which are a particular strength locally, are discussed in Section B.

Performance against Measure III has declined during 2003 after a sustained period of exceeding the target of 80% of Final Warnings receiving an intervention. There are a number of reasons for this, which need to be taken account of. Firstly, as part of the Local Public Service Agreement, a process was established in the spring of 2003,

whereby offenders admitting to offences of low gravity and where the offender and any identified victim agree the offender is diverted from caution or prosecution on the basis of their completing an intervention programme that addresses the offence committed. The aim is to reduce unnecessary appearances in the Youth Court, which introduces delay into the administration of justice by virtue of the requirements of the process and increase the efficiency of the court by reducing the number of cases heard. It also places the victim at the centre of the administration of justice as their agreement to the approach is a prerequisite. However, an unintended consequence is that a number of offenders eligible for a Final Warning and willing to participate in an intervention, are diverted into the alternative programme, thereby skewing the performance figures to the detriment of the YOT, as it reduces the number of interventions that can be formally linked to a Final Warning as a judicial disposal. The project will be reviewed mid-2004 and a decision taken as to its continuance based on the number of cases diverted from prosecution, rather than Reprimands or Final Warnings, as this will determine its usefulness in terms of the wider system. However, the Audit Commission's report refers to the need to divert youths accused of minor offences from court, which is heartening.

A second factor has been the receipt of increased numbers of notifications of Final Warnings being issued instantaneously at out-of-borough police stations. Previously, the numbers were negligible, so this is a welcome step, as the YOT was previously denied the opportunity to provide an intervention with a significant proportion of offenders. However, this has inflated the number of offenders who are hard to engage in a programme of intervention. The target population offending in-borough are bailed to the YOT for a period of assessment prior to delivery of the warning, which affords greater opportunities for engagement. Some 98% of in-borough Final Warnings are supported by an intervention, as compared with 20% of those issued out-of-borough. To address this, negotiations are in train with police in neighbouring boroughs to establish a similar system for Southwark residents who offend off-borough rather than 'instant cautioning'.

The Effective Practice Quality Audit (EPQA), was conducted with respect to Final Warnings in June, and validated in October by the Youth Justice Board. The audit reinforced the view that the strategy employed is coherent and implemented effectively, notwithstanding the issues noted above. The resulting action plan seeks to build on the foundations established of effective assessments, and continuously improve the quality of interventions provided. In particular, victim empathy workshops have been developed in January 2004 to enhance victim awareness and a greater use of group work methods is being developed to counter an over-reliance on individual supervision, which is narrow in focus and resource-intensive.

Services related to Measure X, Education, Training and Employment (E.T.E), was also audited, and the subject of a subsequent improvement plan. Performance returns have been deleteriously affected by the data management problems noted above but, clearly, this is an area in need of improvement. An additional grant-funded Connexions Personal Advisor was employed in November 2004 to work with offenders sentenced to a Detention and Training Order to facilitate entry to E.T.E upon release from custody. YOT clients of 16 plus have access to the entry to employment scheme, and the YOT manager is a member of the project steering group. However, the scheme has only one

point of entry per academic year vis courses run at Southwark College, which is restrictive. In response the YOT has entered into a partnership with Barclays Bank to provide pre-vocational training to excluded offenders. E.T.E for the general YOT client population is served by a further Connexions Personal Advisor, and a 0.5 F.T.E Careers Advisor. Access to education provision has been hampered by the change of education provider in Southwark, which resulted in the YOT being without an Education worker between January and October 2003. The resource issues have now been resolved and a 0.5 worker commenced in October 2003. Further recruitment is underway, (spring 2004). Finally, a Home-School Liaison Officer, funded through the Behaviour Improvement Programme, commenced in January 2004 to support young people referred to the Youth inclusion and Support Panels. A protocol prescribing arrangements for accessing education was agreed with the previous provider but now requires re-negotiation early in 2004. The work of BEST's and On track will be described below.

The EPQA of Assessment, Planning and Intervention services identified significant strengths in the approach in relation to assessment and planning, and the range of resources available to promote change, including victim-offender mediation, family group conferencing, cognitive behaviour group work and so on. Further, staff training in these intervention methods is planned in the spring of 2004 to sustain service quality and continuously improve performance.

A review of Asset data yields the following in relation to priorities for service planning. Thinking, behaviour, perception of self and others, and life style choices are significant factors contributing to offending behaviour at all levels. This has influenced the decision to use the STAR cognitive behaviour programme as an intervention, and the Motivation and Enhanced Cognitive Skills group work programme. Deficits in family relationships has influenced the enhanced roll-out of parenting programmes, family group conferencing and family therapy models of intervention.

Comparison of start and end Assets indicates that the earlier intervention is provided in the young persons offending career, the greater the likely impact. Hence, the targeting of reprimanded youngsters assessed as high-risk of re-offending for interventions, and the development of YISPs for interventions at a pre-offending stage of concern.

Work with parents is being audited in the spring, and performance against Measure VI has been in excess of the target. Southwark has been nominated as a pilot by the Home Office for the future residential component of Parenting Orders. In anticipation of future demand following the Green Paper and anti-social behaviour legislation increased capacity is planned. A second parenting specialist worker's post has been established and 10 staff and volunteers have been trained in the practice delivery model.

Performance against Measure V is similarly strong but greater capacity is required to increase the number of victims engaged. Therefore, a second victim liaison officer was appointed in December 2003 and the Young Victims Project (see below) has been funded by Neighbourhood Renewal for a further 2 years until 2006. Finally, the YOT manager and a senior police officer have been tasked with liaison with the array of

victim/witness services in the borough to promote a coordinated and cohesive approach. The working group will report to the CDRP with recommendations in April 2004, and will seek to build on the positive impact of the police Victim-Desk Service, launched in the autumn of 2003 as a central point of access, referral and service coordination for victims of crime.

The re-offending cohort evaluation yields the following. The overall rate of reduction is 8.5 percentage points for the 2001 cohort over 24 months, as compared to the 2000 cohort. The national floor target requires a 5% reduction and the LPSA target is 8% by 2005. Reductions are evidenced in all tiers, although impact is more striking in relation to pre-court interventions.

Youth involvement in crime resulting in a substantive outcome rose by 19% during 2003 as compared to 2002. At present local police data concerning crime reporting is not available and, therefore, it cannot be determined whether this reflects an actual rise in offending behaviour or more proactive policing. However, it is clear that the rate of effective trials in Camberwell Youth Court has risen by nearly 20%, which offers a partial explanation for the rise in substantive outcomes.

Convictions for robbery rose by 26%, reflecting the local police's Safer Streets campaign. This, coupled with a police presence in schools, may also explain the 33% increase in convictions for offences involving violence. Drug offences rose by 35% reflecting both police activity but also uncertainty amongst young people about the legality of cannabis use. This has been addressed by drugs education workshops run by the YOT attached to magnet activity programmes for young people. Offences of violence are being addressed through forum theatre projects run by the YOT in schools and youth work settings. Also the Gangs Project, discussed in Section B, is actively addressing this issue. A particular concern is the rise in sexual offences, more than 4-fold, compared to 2002. This is partly explained by greater reporting and improved care for victims and witnesses but is nonetheless an alarming trend.

The above projects work with young men to change the attitudes underpinning this behaviour, but work is also being undertaken with young women to develop their self-confidence, assertiveness, and their ability to make positive decisions about their own safety.

2003 saw rising numbers of 13 and 14 year olds receiving judicial disposals for offences against the person. The early intervention provided by the YISP, discussed in Section B, is critical in terms of preventing such behaviour.

Areas prioritised for improvement during 2004 are:

1. E.T.E – discussed above
2. Services to victims – discussed above
3. The provision of child and adolescent mental services to the YOT population (Measure XII)
4. Tackling gang-related offending – discussed in Section B
5. Tackling anti-social behaviour – discussed in Section B

Performance against Measure XII has been problematic since the establishment of the Primary Care Trust in April 2002. The agreed contribution from the PCT is 3 mental health workers, but during 2003, the contribution ranged from 0.5 F.T.E Community Psychiatric Nurse to 1 F.T.E CPN. This has had a deleterious impact upon performance. Discussions concerning the future development and configuration of CAMHS in the borough, the relationship that YOT-based health professionals will have with the wider structure, and the level of funding required are well advanced and it is expected that recruitment will occur in the new financial year. However, personnel with the necessary skills and experience are in short supply in London and so Target XII will remain challenging for some months to come. However, a number of YOT staff have been trained in the use of the Mental Health Asset, which will assist the targeting of the scarce specialist resources available to the areas of greatest need.

Strategic management for the local youth justice system is provided by a multi-agency steering group, which is a sub-group of the Crime and Disorder Reduction Partnership (the Safer Southwark Partnership (SSP)). The group is chaired by the Deputy Director of Social Services/Head of Children's Services, and has senior representatives from all the key partner agencies. The chair attends the Executive Group of the SSP, which monitors the performance of the CDRP as a whole. The sub-group meets quarterly, and the YOT manager provides performance reports against the Youth Justice Plan twice yearly.

Chair's view of the performance of the steering group/youth crime sub-group:

The Youth Crime Steering Group has a broader role than simply managing the performance of the YOT. The group provides leadership and strategic direction to the whole local youth justice system, and manages the interface with the range of children's services falling within the purview of the local Children's Strategic Partnership Board, which drives the preventative strategy. As a consequence, the steering group has been a key driver in the development of the Youth Crime Prevention Strategy, which has been adopted as a template for London boroughs by the Government Office for London.

The steering group is a sub-group of the Crime and Disorder Reduction Partnership, chaired by the local authority Chief Executive, which has governance for the 'whole systems' approach to crime reduction. We consider this to be a good example of 'joined-up' working and the partnership has reached the final stages of application for Beacon status.

Forthcoming priorities for the Youth Crime Steering Group are the further development of On track and Early Intervention Services and their linkages to mainstream specialist and universal services for children and families, the strategic management of a graduated response to tackle the problems of youth anti-social behaviour and the enhanced delivery of services to tackle gang-related and violent crime involving young people, including gun crime.

*Romi Bowen
Deputy Director of Social Services/Chair of the Steering Group*

APPROVAL

Chief Officer Approval of the Youth Justice Plan for 2004/05

Title of Agency	Name of Chief Officer	Signature	Date
CHIEF EXECUTIVE OF THE LOCAL AUTHORITY	ROBERT COOMBER		
* EDUCATION DEPARTMENT	DR ROGER SMITH		
* *CHIEF EXECUTIVE OF SOCIAL SERVICES AND SOUTHWARK PRIMARY CARE TRUST	CHRIS BULL		
ASSISTANT CHIEF PROBATION OFFICER – LONDON PROBATION AREA	TIM PAGAN		
BOROUGH COMMANDER METROPOLITAN POLICE SERVICE	CHIEF-SUPT. IAN THOMAS		

* *The Chief Officer for the LEA is the strategic manager rather than the operational director of the provider service, which is contracted to Cambridge Education Associates until August 2005.*

** *Social Care and the Primary Care Trust has been integrated since April 2002.*

SECTION B:

Prevention Strategy

SECTION B: Prevention Strategy

The local partnership has always expressed a strong and clear commitment to preventative, pre-offending interventions. At the point of establishment in 1999, the YOT was organised into two operational groups, of which one was devoted to pre-court and preventative services (see Section C). As has been noted in previous Youth Justice Plans, this commitment was re-affirmed following the tragic murder of Damilola Taylor in November 2000. However, the bulk of preventative services are funded via grant income, which constitutes approximately 50% of the YOT's budget. The increase of statutory work generated by the Youth Justice reforms during 2000/2002 required a redeployment of resources from the core budget for preventative work, which was compensated for by use of grant funding.

As noted above, the YOT is required to marry the tensions of a high statutory workload with that of a commitment to prevention. Accordingly, the YOT reports to both the Crime and Disorder Reduction Partnership and also the Local Children and Young People's Strategic Partnership Board (LCYPSB), which has strategic governance of most of the funds devoted to pre-offending interventions within the context of the local preventative strategy, including On track, and the Children's Fund.

The strategic aim of the LCYPSB is to improve outcomes for children and young people in terms of health, emotion and economic well-being, educational attainment and reduced involvement in crime. This is congruent with the aims of the Crime and Disorder Reduction Partnership (SSP), to prevent and reduce the involvement of young people in offending and anti-social behaviour through a combination of enforcement measures and the promotion of social inclusion. These objectives are of critical importance and challenging, given that 70% of Southwark residents live in wards amongst the 10% most deprived in the UK.

The following outlines the YOT's involvement in the social inclusion/prevention strategy, and its location within the wider strategic context.

The Children's Fund has provided a significant opportunity for statutory services to work in partnership with the local voluntary sector to achieve improved outcomes for vulnerable children, displaying needs at level II, who require more than universal services but would not meet the thresholds for a statutory intervention without a deterioration in their circumstances. The YOT manager now manages the Children's Fund, along with On track, on behalf of the Partnership Board, which assisted the prioritisation of addressing risk and protective factors associated with crime and anti-social behaviour in commissioning arrangements.

The joint YJB/Children and Young Persons Unit (DfES) guidance of November 2002 required that local Children's Fund Board attributed 25% of their allocation to youth crime prevention activities by 2003/04. As a wave I authority, Southwark already had commissioning arrangements in place which required re-negotiation during 2003/04 for the period 2004/06. This process has now been completed, and a forward plan agreed

to manage the funding reductions announced by Ministers, whilst maintaining the priority services related to youth crime prevention.

The services commissioned vis crime prevention from the menu stated in the guidance are Youth Inclusion and Support Panel, 2 Youth Inclusion Projects (JYIP), and a youth-on-youth violence reduction project (If only I'd known). These projects are designed to provide early identification of, and intervention for children and families aged 5 to 13 years, at risk of involvement in crime and/or anti-social behaviour. They will work in collaboration with borough-wide systems for the Identification, Referral and Tracking (IRT) of vulnerable children scheduled for implementation in September 2004. YISPs are one of the borough's test sites for IRT systems during spring of 2004.

The YISPs commenced in April 2004 and Southwark is one of the national pilots for this provision and is being externally evaluated by Crime Concern. Two panels meet monthly, one in the North and one in the South of the borough, and are aligned to Social Services geographical boundaries. The panels have multi-agency representation from the Police, Child and Adolescent Mental Health Services, Education, the Children's Fund Partnership, and the local Anti-social Behaviour Unit. The panels are chaired by senior managers in either the YOT or Social Services.

The YISPs operate at the cusp of level II and III needs, and provides a multi-agency intervention for vulnerable 8 to 13 year olds, to address the identified risk-factors, which is coordinated by either the YOT or Social Services, depending on whether criminogenic factors or child protection concerns are paramount. The link with the Children's Fund enables the referral, as part of an intervention, or as an exit strategy, of young people to a range of projects in the community. The Children's Fund emphasised the role of projects in enhancing children's resilience through building upon protective factors as a key element in the commissioning strategy for 2004-06. Finally, the YISP's build upon the success of the YOT's Early Intervention Team, established in September 2001. During 2003, 152 families received an intervention, approximately 85% have not come to further police notice and over 95% were attending full-time education, 100% of the time, at the conclusion of the intervention.

The JYIPs are complementary service providers and work in close partnership with the YOT, YISPs, Children's Fund, Priority Neighbourhoods and the Connexions Service Positive Activities for Young People Programme (PAYP), to identify at risk youth and provide individual support programmes and diversionary opportunities. One JYIP is commissioned from Crime Concern and works with the 30 most at risk 8 to 13 year olds on the Aylesbury Estate. It is twinned with the Crime Concern Senior YIP (13 to 16 year olds), based at Elephant and Castle, which has been highly successful in diverting the target group from crime and anti-social behaviour. The JYIP is also part funded by the Aylesbury New Deal for Communities Project Board, and as a condition of funding, the YOT and the YIP steering group also oversees a youth project working with 13 to 16 year olds on the Aylesbury Estate. The intention is to create a seamless targeted prevention service for 8 to 16 year olds in the centre of the borough, which includes 3 of the borough's 6 crime hot-spots.

In addition, the YOT has established a mobile JYIP, which operates throughout the year in the remaining 'hot-spot' areas. A range of sporting and creative arts activities are offered as a magnet, and all young people attend workshops devoted to citizenship, drugs awareness, sexual health and so on. The JYIP also links into the PAYP for older youngsters. Many activities are provided in partnership with the voluntary sector, and local communities. Three dedicated key-workers provide individual support to children and young people identified as being at risk.

The 'If only I'd known' project uses forum theatre to educate youngsters about the consequences of involvement in youth-on-youth violence, gang-related offending, and gun crime.

The recent focus upon early in life intervention projects has generated an imbalance vis preventative services for youths of 13 plus. As a result, the YOT has re-organised into 3 operational teams (see Section C). Two are devoted to preventative work: The Early Intervention Services houses the EIT and two On track schemes (one in the South of the borough and one in the North, centred upon primary schools in areas of high deprivation and crime), and the JYIPs. The pre-court and prevention service works with youngsters receiving a final Warning, or those receiving a Reprimand, at high-risk of re-offending, the Senior YIPs and a range of preventative projects outlined below:

- The Gangs Disruption Project – works in partnership with the Police and Anti-social Behaviour Unit. It adopts an intelligence-led approach to problems of gang-related offending and anti-social behaviour, and aims to divert youngsters from crime into positive activities in a way that complements enforcement activity.
- A YOT worker is seconded to the Southwark Anti-Social Behaviour Unit (SASBU) to link in with YOT preventative/divisionary services prior to the need to apply for ASBOs. Acceptable Behaviour Contracts are used to support intervention programmes, and additional staffing resources have been funded via Neighbourhood Renewal to work with parents to facilitate improved supervision and parental control over problematic behaviour. Children and young people giving rise to concern can be referred by SASBU to either YISP, or the multi-agency Risk Management Panel, which reviews high-risk cases but otherwise operates in a way similar to the YISP, for remedial action prior to an ASBO conference.
- Children Looked After receive individual, group work, and activity-based programmes to address the risk factors associated with future offending behaviour.
- Coram Family have been commissioned for a further 2 years to provide a service to young victims of crime. The aim is to promote the confidence of young people in the criminal justice system, and to break the cycle of victim to perpetrator, so often exhibited by inner-city youth.

- The Restorative Justice Diversion Project described above provides brief, focussed interventions that emphasise the need for reparation to victims, and divert offenders from re-offending through access to mainstream services.

The priorities for 2004-06 are as follows:

- Consolidate the progress of the Early Intervention Team and the YISPs, and contribute to the development and implementation of effective Identification, Referral and Tracking systems.
- Reduce the involvement of young people in anti-social behaviour by promoting social inclusion and citizenship.
- Reduce youth involvement in gang-related offending and gun crime as above.
- Reduce the incidence of substance misuse by young people by a process of education, and where appropriate, treatment (see Measure 13, Section D).
- Prepare a forward plan for the mainstreaming of learning from, and provision of, services funded by grant beyond 2006, that will support and inform the local preventative strategy vis the reduction of youth involvement in offending and anti-social behaviour.
- Implement plans for the further roll-out of the On track scheme, currently based in 4 primary schools and 4 Early Years Centres in Peckham. It is planned to include a further 6 schools in the programme providing multi-modal interventions for vulnerable children and their families with a clear focus upon home-school liaison and parenting support interventions

On track provides a viable model for the future relationship between universal services, such as education, and specialist services for vulnerable children, which is a focal point for future children's services as described by the Green Paper of 2003. The linkage of the YISPs, YOT Early Intervention Team, and JYIPs under single management will enable the development of a cohesive and comprehensive service to children and their families at risk of involvement in offending and anti-social behaviour.

SECTION C:

Governance and Resources

SECTION C: Governance and Resources

Governance

The Youth Crime Steering Group, which provides strategic management of the YOT, is chaired by the Deputy Director of Social Services/Head of Children's Services, and has a senior representation from all the partner agencies. The group meets quarterly and the YOT manager provides a twice-yearly report on performance against Youth Justice Plan objectives, including the 13 performance measures outlined in Section D, but also more local objectives.

As noted above, the steering group is a sub-group of the wider CDRP to which it reports quarterly through the chair. Also, the steering group is not simply a management board for the YOT, but is concerned with the strategic management of the local Youth Justice System as a whole.

Steering Group membership:

Name	Agency	Post held (in agency)	Ethnicity	Gender
Chair: Romi Bowen	Social Services	Deputy Director/Head of Children's Services	White	F
Insp. Russell Denton	Metropolitan Police	Youth Strategy Co-ordinator	White	M
John Guest	CEA Education provider	Head of Pupil Inclusion	White	M
Karl Murray	Youth & Connexions Service	Head of Service	Black	M
Uzma Qureshi	Youth Court	Asst. Chief Clerk to the Justices	Asian	F
Tim Pagan	London Probation Area	Asst. Chief Probation Officer	White	M
Chris Domeney	Youth Offending Team	Youth Offending Service Manager	White	M
	Primary Care Trust			

The Chair provides day-to-day line management for the YOT Manager.

Staffing Resources

The YOT is a functionally distributed service, organised into three operational groups: Early Intervention and On track Services, Pre-Court and Prevention Services, and Court and Post-Court Services, which are each headed by an Operations Manager, reporting to the YOT Manager. The business support services are led by a Finance and Administrative Services Manager. The operational groups vary in size but the overall staff establishment numbers 89.5. In addition, the YOT manager has interim line

management responsibility for the Children's Fund Programme Co-ordinator, and support staff.

Recruitment priorities for 2004-05 are to increase the permanent staffing of the Early Intervention Team, the Gangs Project, and an additional Victim Liaison Officer. The court and post-court operations group remains stable. Recruitment to an AMA scheme is also scheduled for spring 2004, and is a critical success factor in the longer-term strategy for developing a skilled workforce that is affordable within the funds available. The interest in an AMA scheme elsewhere in S.E. London advertised in Southwark Job Centre and Connexions sites last year suggests that recruitment will not be problematic. The previous success of volunteer recruitment campaigns with 18 to 25 year olds in Southwark is similarly encouraging.

Table 25a outlines the staffing establishment of the YOT. Numbers entered in the vacant column should not be added to the total to avoid double counting, but should be abstracted so that figures for gender and ethnicity tally.

The total establishment of the YOT numbers 89.5 F.T.E posts, of which 37% are short-term grant-funded.

Table 25a

	Permanent	Fixed Term	Secondee Social Services	Secondee Probation	Secondee Police	Secondee Health	Secondee Education	Secondee Connexions	Secondee Other	Outsourced	Temporary	Vacant	Total
Managers Strategic			1										1
Managers Operational		1	2										3
Senior Practitioners (FT)		3	5	1	1	1							11
Senior Practitioners (PT)		1											1
Practitioners (FT)		20	15	3	2	2	1	6	1				50
Practitioners (PT)						1	1	1					3
Administrative		4	12					1					17
Sessional													20
Students/trainees		5										5	5
Volunteers													
Total		35	35	3	3	3.5	1.5	7.5	1			5	89.5
Gender/Ethnicity													
White Male		2	5		3	2		1					
Black Male		4	6				1	2	1				
Asian Male			1										
Mixed Race Male			0										
Chinese/Othr Male			0										
White Female		10	10				1	1					
Black Female		13	10	3		1		2					
Asian Female		1	3					1					
Mixed Race Female													
Chinese/Other Female			1										
Total		30	36	3	3	3	1.5	6.5	1			5	
Welsh speakers													
Welsh speakers													

Financial Resources – Services planned for 2004-05

Tables 26 and 26a represent the cost of providing a youth justice service broken down by activity headings.

Table 26 reflects the cost of services provided or commissioned by the YOT directly in accordance with Section 38 of the Crime and Disorder Act 1998.

The completion of Table 26a is more problematic, particularly in relation to the provision of preventative services, as a number of key partners in the statutory and voluntary sector are involved in service provision. In the interests of clarity, only those services that provide targeted interventions for young people involved or at risk of involvement in crime have been included, and not those involved in more general resilience building services, such as social service family support functions and the Children's Fund (excluding 25% services).

Table 26

2004/05

Core Activity	Budgeted Expenditure (£)	
Preventative services	£	2,686,972.60
PACE services	£	177,089.40
Pre court	£	386,165.40
Court Based Services	£	226,178.40
Remand Services	£	449,586.40
Community Based Disposals	£	862,639.00
Through Care/aftercare	£	211,002.40
Other Orders	£	155,356.40
Total	£	5,154,990.00

Table 26a Additional Youth Crime Expenditure External to 2004-2005

Core Activity	Police (£)	Probation (£)	Social Services (£)	Education (£)	Health (£)	Local Authority Chief Executive (£)	Other (£)
Preventative services							75000
PACE services			30000				
Pre-court							
Court based Services							
Remand Services							
Community based disposals ISSP							179109
Through care/aftercare							
Other Orders							
Total	0	0	30000	0	0	0	254109

N.B. Funding for the Intensive Supervision and Surveillance Programme provided by NACRO is presented in indicative fashion. The level of funding to Southwark is predicated on the assumption that funds are allocated equally to the three client boroughs.

Tables 27, 27a and 27d represent the YOT budget by funding source.

Youth Justice plan 04.05 - Partnership funding

Table 27

Agency	Staffing Costs	Payments in kind revenue £	Other Delegated funds	Total
Police	£ 119,204.00	Nil	Nil	119,204
Probation	95629		6,000	101629
Social Services Funding	1256209	nil	653,795	1,910,004
Education	£ 53,000.00	Nil	Nil	53,000
Health	£ 90,000.00		Nil	90,000
Local Authority Chief Executive	£ -	Nil	Nil	
Additional Funding (Table 27a)	£ 2,016,807.00		864,346	2,881,153
Total	3,630,849.00	0.00	1,524,141.00	5,154,990.00

The level of contribution from the Police and London Probation Area has remained constant. Contributions from the Youth and Connexions Service are presented under *Additional Funding* in Table 27, and 'other' in Table 27a to distinguish its source from the LEA.

The Education contribution evidences a de facto reduction as the previous education contractor abstracted salaries on-cost payments from the in-kind contribution of 2 F.T.E staff. This is being addressed with the London Education Authority, which will, hopefully, result in a return to the status quo.

The health contribution for the Primary Care Trust has been stated as £90,000 pa as previously agreed. However, this does not reflect the full cost of the health staff posts within the YOT as discussed above.

Table 27a describes the additional funding by source.

The reliance upon the Children's Fund and Neighbourhood Renewal Fund to support preventative activities is illustrated by the figures below.

Table 27a

Single Regeneration Budget		0
European Fund		0
Youth Justice Board	£	336,544.00
Other		
Youth and Connexions	£	187,474.00
PAYP	£	120,000.00
Housing	£	34,890.00
Children's Fund	£	987,552.00
Behavioural Improvement	£	50,000.00
PSA-Pump Priming	£	30,000.00
NRF - Children's Strategic Partnership	£	423,693.00
NRF - Youth Crime	£	691,000.00
Community Justice Intervention	£	20,000.00
Subtotal	£	2,544,609.00
Total	£	2,881,153.00

Table 27d represents Health Service funding by source as required. The sole provider of funding is Southwark Primary Care Trust, who commission CAMHS on behalf of the YOT in this instance.

SECTION D:

Performance Measures

Prevention: *Ensure that all areas have in place Youth Inclusion and Support Panels (YISP), or other effective arrangements that ensure children and young people most at risk of offending are targeted by mainstream services.*

Target:

At least 200 young people are identified and targeted for support each year.

Data:

Measure	2004 Target	2005 Target
No. of young people identified and targeted for support	200	200

Actions to achieve the target

A small Early Intervention Team working with 8 to 13 year olds at risk of offending and anti-social behaviour was established within the YOT in September 2001. This was enhanced in April 2003 to enable YISPs to be piloted. The YISPs convene monthly, once in the North and once in the South of the borough, have senior multi-agency representation, and are co-led by the YOT and Social Services, but the EIT is generally the lead service provider. During 2003, 152 children and families received an Individual Support Plan, although only 30 were formally reviewed by the YISPs.

In addition to the work of EIT/YISP with 'at risk' 8 to 13 year olds, over 100 13 to 16 year olds participated in a group and individual programme designed to reduce street crime, gang-related offending and anti-social behaviour, and to promote citizenship and school attendance. Attendees are referred by schools and Connexions PAs. Further analysis is required to monitor the impact of this programme on offending behaviour, but over 80% of attendees referred by schools as disaffected, remain in school after the 14-week programme.

Early indications suggest that 85% of youngsters receiving a programme do not offend. However, analysis over a longer period is required to provide a more accurate measure of the programme's impact.

The total number of young people receiving early intervention is, therefore 252. However, in relation to the group work programme, there is some duplication with pre-court and court-based interventions over the year but the programmes do not run co-terminously. This does not include young people attending YIP provision, which numbers 86, or PAYP programmes, which are literally hundreds of 8 to 16 year olds.

Constraints:

A cultural shift is required in relation to agencies referring cases of concern to the YISP. Social Services have made a number of referrals but tend to focus upon statutory thresholds, related to child protection. Work is being undertaken to establish a protocol with the Anti-Social Behaviour Unit and police vis referrals and a worker has been appointed to link in with the work of Behaviour Improvement Teams in schools.

Links to agency partners:

Protocols have been agreed in relation to the YISP and EIT with Social Services, Police, CAMHS, and the LEA. The engagement of schools has been more problematic but is being progressed via the joint appointment of a Home-School Liaison Officer, based in EIT, linking with the BEST teams. A protocol has been agreed with the Anti-Social Behaviour Unit vis referrals, use of Acceptable Behaviour Contracts, and ASBO applications.

The YOT Manager chairs a steering group for the YISP and, also, a group overseeing the Gangs Project discussed above. This group combines intelligence from the YOT in relation to gang-related offending with that of the MPS Intelligence Unit to facilitate better targeting of interventions.

Links to allied themes:

These projects are linked to the local prevention strategy driven by the local Strategic Children and Young Peoples Partnership Board, which focuses upon resilience building and strengthening protective factors, and early intervention to divert from offending and anti-social behaviour. This is underpinned by systems for Identification, Referral and Tracking, which are currently being developed. The YISP and On track, also managed by the YOT, are piloting these arrangements.

Learning and development actions:

Training is planned vis parenting programmes, especially for parents of younger children and, also, direct work with pre-adolescent youngsters, communication skills, use of play and so on.

Recidivism: Reduce re-offending rates for pre-court disposals, first tier penalties, community penalties and custodial penalties.

Target:

By December 2004 achieve a reduction of 5%

Based on 2000 cohort compared with 2001 cohort after 24 months

By December 2005 achieve a reduction of 5%

Based on 2001 cohort compared with 2002 cohort after 24 months

Data:

Measure	2000 cohort % re-offending after 24 months	2001 cohort % re-offending after 24 months	Target 2002 cohort % re-offending after 24 months	2003 cohort (Number Oct/Dec)
Pre-Court	Total 104 (26 re-offended) 25%	Total 60 (14 re-offended) 23%		34
First Tier Penalties	Total 44 (23 re-offended) 52%	Total 55 (16 re-offended) 29%		37
Community Penalties	Total 59 (45 re-offended) 76%	Total 61 (35 re-offended) 57%		57
Custody	Total 6 (5 re-offended) 83%	Total 16 (8 re-offended) 50%		11
TOTAL rate of re-offending	46.5%	38%		

Actions to achieve target:

- Implementation of STAR cognitive-behaviour programme for high-risk offenders
- Implementation of Motivational and social Skills group work programme
- Use of mentors
- Targeting of high-risk reprimands for intensive intervention
- Development of multi-agency Risk Management Panel for high-risk/prolific offenders

Constraints:

- High volume of referrals provides resource constraints vis intensity of intervention at low threshold of concern, despite the fact that evidence indicates that early intervention provides the most promising outcomes.

- Limited resources vis E.T.E and suitable accommodation for 16 to 17 year olds.

Links to partner agencies:

- Risk Management Panel is supported by all key partners
- Links with the secure estate and the Probation Service at the point of transfer at 18 years plus.

Learning and development actions:

INSET training needs vis E.T.E, mental health and APIS.

Final Warnings: Ensure that the proportion of final warnings supported by interventions remains constant at 80%.

Target:

Proportion of final warnings supported by interventions 80%

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of final warnings supported by intervention	78%	87%	68%	80	80

Actions to achieve target:

All youngsters admitting an offence at gravity I or II, who have not already received a final warning are bailed to the YOT for an assessment. At present this only applies to Southwark residents offending in borough. This approach leads to 98% of final warnings completing an intervention, and 45% of reprimanded youngsters.

Constraints:

Only 20% of referrals of Southwark residents offending out-of-borough take up an intervention despite routine follow up, as they are omitted from the bail-back assessment process. In the absence of a pan-London approach to pre-court disposals, negotiations are being held with police in neighbouring authorities to use the bail-back approach for Southwark residents. A further constraint in terms of meeting the target has been self-imposed by the introduction of a pilot diversionary scheme from September 31st. Offences of gravity factors I and II that are admitted are referred to the YOT for assessment for diversion. Suitable youngsters, where the victim is in agreement, are bailed for 21 days to commence a reparative programme. If the programme proves effective, it is intended to extend the scheme to divert youngsters from prosecution as well, unless issues of gravity or persistence provide a contraindication.

To date 23 young people have been offered a diversionary programme of which 80% have successfully completed a 4-week intervention programme.

Continuation and further roll-out of the scheme is dependant upon discussions with the police concerning its concordance with the provisions of P.A.C.E. However, the scheme was agreed by local police and Home Office as part of an LPSA.

In relation to performance against the target, if the identified group completing an intervention that would otherwise have received a final warning had been included, the

proportion of final warnings receiving an intervention would have been significantly higher.

Links to partner agencies:

The local police agreed the bail-back system in 2001, and the diversionary scheme's implementation in 2003. The targeting of reprimanded youngsters 'at risk' of re-offending is linked to the wider strategy of prevention and early intervention.

Links to allied themes:

The EPQA action plan is currently being reviewed. A key objective has been to develop a modular programme for pre-court interventions to ensure that risk and protective factors are addressed.

Learning and development actions:

The staff deployed to provide pre-court assessments and interventions are unqualified. Two are currently undertaking the Progression Award, and INSET training is required vis Assessment, Planning, Intervention and Supervision.

Use of the secure estate: Reduce the use of the secure estate for remands and custodial sentences.

Target:

Remands: Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional/unconditional bail) to 30%.

Custody: Reduce the number of custodial sentences as a proportion of all court disposals to 6%.

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Remands %	68.5%	69.84%	25%	30	30
Custodial Sentences	25.43%	17.14%	11%	6	6

Actions to achieve the target:

Southwark has participated in the Managing Demand for Custody Project, supported by P A Consulting, and has implemented an improvement plan. The proportion of remands was always inflated and not an accurate reflection of local practice due to poor data management. This has now been rectified. In relation to custodial sentencing, the review of the Wolf Judgement vis robbery offences has had a positive impact, and this has been enhanced by the implementation of at risk of custody conferences, which improved PSR recommendations.

Constraints:

The gravity of offending in the borough in relation to robbery, sexual offences and other offences against the person indicate that achieving a 6% target for custodial sentencing will be challenging. The local target for 2004/-5 is to reduce the rate below 10% of sentencing outcomes.

Links to agency partners:

The Managing Demand for Custody action plan has entailed close collaboration between the YOT, Court staff, and Magistrates.

Links to allied themes:

A reduction in custody will result in effective, evidence-based interventions in the community, thereby reducing re-offending. Also, a reduction in the use of the secure

estate will enable reinvestment in community programmes. This has occurred locally with $\frac{1}{6}$ of the placement budget being redirected to other activities.

Learning and development actions:

Rolling programme of staff development vis APIS, court work skills, and PSR writing. The drive to improve data management will be sustained due to the size of the team and the volume of information handled annually.

Restorative processes and victims: Use of restorative justice processes and victim satisfaction.

Target:

Ensure that 75% of victims of all youth crime referred to YOTS are offered the opportunity to participate in a restorative process and 75% of victims participating are satisfied.

Data:

Measure	2004 Target	2005 Target
% of victims offered opportunity to participate in restorative justice process	75	75
% of satisfied victims	75	75

Actions to achieve the target:

The YOT's establishment of Victim Liaison Officers has been increased from 1 to 2 to enable greater contact with identified victims. The Young Victims Project (Section B) has been re-commissioned. The YOT manager is facilitating a sub-group of the CDRP devoted to victim issues with the aim of bringing together a number of work-streams into a cohesive service for victims of crime. However, those victims who do engage, report 100% satisfaction with the service received.

Constraints:

The rate of ineffective trials in the Youth Court is illustrative of a residual lack of confidence in the criminal justice process, which needs to be addressed by services at the initial point of contact through greater co-ordination.

Links to agency partners:

The YOT is working collaboratively with local police, especially the Victims Desk, Coram Family (Young Victims Project), Victim Support and the Witness Advisory Service.

Links to allied themes:

It is recognised locally that to increase public confidence and reduce the fear of crime, victims need to be placed at the centre of the criminal justice process.

Learning and development actions:

Staff training vis victim awareness, victim empathy development, and the development of victim awareness workshops for young offenders. A number of staff will receive training in victim-offender mediation, and family group conferencing with a restorative focus.

Parenting:

Target:

Ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention and 75% of parents participating in parenting interventions are satisfied.

Data:

Measure	2004 Target	2005 Target
% of young people with final warnings supported by intervention and community based penalties receiving a parenting intervention.	10	10
% of parents expressing satisfaction	75	75

Actions to achieve the target:

Parenting assessments are implemented through the bail-back process at the pre-court stage. An additional parenting worker post has been established to cope with the increased volume of work. At present the number of Parenting Orders is low, but voluntary engagement is low. Briefing sessions have been provided for Magistrates to inform them of the intervention provide and information leaflets are available at court for parents. Parents attend group or 1:1 programmes consistently provide positive feedback.

Constraints:

Many parents currently avoid assessment/intervention by not appearing at court, or attending bail-back sessions. Impending changes to the legislation will increase the number of orders made locally, which may increase the overall effectiveness of the service, but may reduce reported satisfaction levels due to parents perception of coercion.

Links to agency partners:

Parenting provision is available through YISPs and On track, in partnership with Social Services. The YOT provides parenting order interventions on behalf of the LEA vis Education proceedings. The YOT and LEA are piloting use of the intervention model with volunteer parents of disaffected pupils in year X.

Links to allied themes:

The YOT is currently piloting the residential component of parenting orders. The YOT has a protocol with Social Services vis parenting interventions vis Child Safety Orders, and is developing a model of family group conferencing.

Parenting provision is a key element of the boroughs preventative strategy and is co-ordinated by the Strategic Partnership Board.

Learning and development actions:

Additional staff are required to be trained in the parenting model over and above dedicated staff, and a number of YOT workers and volunteers have received external training. The EPQA process will no doubt identify further training needs. However, as part of the above noted pilot, the Trust for the Study of Adolescence has reviewed Southwark YOT's parenting provision and ranked all elements at level III, the highest ranking.

ASSET: Ensure ASSET is completed for all (100%) young people subject to relevant community disposals and custodial sentences.

Target:

Relevant community disposals: 100% at assessment and closure stages

Custodial sentences: 100% at assessment, transfer to community and closure stages

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments completed	51.5%	100%	97%	100	100
%Closures completed	22.5%	100%	96%	100	100

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments completed	100%	67.8%	97%	100	100
% Transfer completed	100%	100%	96.6%	100	100
% Closure completed	19%	73.85%	88%	100	100

Actions to achieve target:

Previous performance has been deleteriously affected by poor data management, and practitioners lack of familiarity with the Careworks database. Progress has been made over the past 6 months to facilitate data returns more accurately reflecting actual performance against the target. This was confirmed by an audit conducted by P A Consulting. The aim is now to complete a 13-week action plan to improve the quality, rather than the quantity of ASSETS produced.

Constraints:

The volume of data, the complexity of the database, and the turnover of staff subject to fixed-term contracts, requires constant refresher training in using the database.

Links to agency partners:

Aggregated data is presented to the steering group to inform strategic decision-making.

Links to allied themes:

The implementation and development of effective practice interventions based upon rigorous assessment and planning processes.

Learning and development actions:

APIS, EPQA, ASSET improvement plan, INSET training for new/unqualified staff vis Assessment, Planning and Intervention.

Pre-Sentence Reports:

Target:

Ensure that 90% of pre-sentence reports are submitted within the timescales prescribed by National Standards (10 days for PYOs, 15 days for the general offender population).

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% PSRs completed (PYO)	40%	44%	74%	90	90
% PSRs complete (General)	75%	98%	78.7%	90	90

Actions to achieve the target:

If offenders fail to attend PSR appointments 'best possible' reports are produced unless the offender is either unknown or at risk of custody.

Attendance at court is reinforced by bail supervision workers, or trackers, supported offenders committed to Crown court.

Youth court protocol vis the use of stand-down reports.

Development of positive links with court staff and Probation Service in the inner-London Crown Court vis early notification of PSR requests.

Constraints:

- Resource constraints pre-empt a regular YOT presence pre-sentencing in Crown courts.
- Delays in the flow of information from out-of-borough courts, and the arrival of the CPS 'bundle'.
- Courts continued preference for all options PSRs rather than stand-down reports, or specific sentence reports.
- The database miscalculates the number of PYOs, and the data is not congruent with the court's determination of PYO status. A manual recount has been required.

Links to agency partners:

Shared targets vis the swift administration of justice exemplified in the Youth Court protocol and co-ordinated by the Borough Criminal Justice Group.

Links to allied themes:

The swift administration of justice.

Learning and development actions:

- Training needs identified by Assessment, Planning, Intervention and Supervision, EPQA, ASSET improvement plan, and Managing Demand for Custody action plan described elsewhere in the plan.
- Further development work is required with the IT providers to enable data to be retrieved more easily and economically.

DTO Training Plans: *Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within timescales prescribed by National Standards.*

Target:

All (100%) initial training plans drawn up within 10 working days of the sentence being passed.

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of plans drawn up within NS	86%	76.67	87%	100	100

Actions to achieve the target:

Deployment of 2 dedicated workers to supervise DTOs.

Action plan to increase use of video-conferencing facilities by YOT and prison staff.

Constraints:

- YOT and prison staff lack of familiarity with use of video-conferencing facilities.
- Poor communication from YOI vis dispersal/transfer of prisoners.

Links to agency partners:

- Shared planning with the secure estate
- Involvement in release planning of housing and education and Connexions staff. A dedicated personal advisor supports offenders subject to a DTO entering education, training or employment
- Social Services involvement vis Children Looked After
- Involvement of Specialist Substance Misuse worker in assessment and intervention as appropriate
- Prioritisation of accommodation and E.T.E provision for released prisoners.
- D.A.A.T strategy to reduce the proportion of young people engaged in substance misuse.

Learning and development actions:

INSET training vis drug and alcohol misuse, and E.T.E provision.

APIS, EPQA and ASSET improvement plan.

Education, Training and Employment:

Target:

To ensure that 90% of young offenders who are supervised by the YOT are either in full-time education, training or employment.

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Supervised in FT ETE	63%	77%	72.4%	90	90

Actions to achieve the target:

- Employment of a Connexions P.A to assist entry to E.T.E for young offenders released from custody.
- Protocol with LEA vis access to education for young offenders
- Links with lead E2E provider (Southwark College) and LSC.
- Partnership with Barclays bank vis pre-vocational training
- Use of young offenders as volunteers in appropriate projects
- Planned participation in the Plus strategy

Constraints:

- Vocational courses at Southwark College have only one point of entry per year
- Shortage of training and work opportunities
- In-borough Secondary schools have very few vacancies
- Difficulties in recruiting/retaining education welfare officers in the YOT
- Less than 66% of the working age population in Southwark are economically active.

Links to agency partners:

- LSC/Connexions partnerships, and Prospects Careers Service
- NRF to fund a signposting service to E.T.E for offenders

Links to allied themes:

- Borough strategy for sustainable economic regeneration
- LPSA target vis increasing youth involvement in E.T.E and promoting economic well-being.

Learning and development actions:

INSET training for YOT staff vis E.T.E access effective practice.

Accommodation:

Target:

- All YOTs have a named accommodation officer
- All (100%) young people subject to final warnings with intervention, relevant community based penalties, or on release from the secure estate have suitable accommodation to go to.

Data:

Name of Accommodation Officer:	2003 Outturn	2004 Target
% of young people supervised by YOT that have suitable accommodation to go to at the conclusion of a final warning with intervention, relevant community based penalty, or release from the secure estate	62%	

Actions to achieve the target:

- A Practice Supervisor is currently the named officer who liaises with the Housing Department. However, the post of Resettlement Officer has been recruited to via Connexions to facilitate more rapid assessments of need/entitlement, and to progress chase individual cases.
- Protocol with Social Services 16+ team vis accommodation/support for young people eligible for Leaving Care service.
- Dedicated staff working with released prisoners have enabled 89% of this group to have suitable accommodation.

Constraints:

- The regeneration policy within the borough has reduced the housing stock available for single homeless young people, and a number of families live in temporary or overcrowded accommodation
- Limited funds available via supporting people to develop priority accommodation for young offenders.
- Public concern at housing young offenders on estates already experiencing crime and anti-social behaviour, and where the Council is landlord.

Links to agency partners:

- Social Services vis accommodation eligible youngsters of 16+, and provision for Children Looked After pre 16 years.
- Special needs housing vis prioritising needs of excluded groups such as young offenders.
- Connexions vis need to provide suitable accommodation prior to accessing E.T.E.

Links to allied themes:

- Supporting people and homelessness strategy.
- Reducing rates of recidivism through strategies for social inclusion.

Learning and development actions:

INSET training vis APIS, and EPQA

CAMHS:

Target:

All young people, who are assessed by asset, as manifesting:

Acute mental health difficulties to be referred by YOTS to the child and Mental Health Service (CAMHS) for a formal assessment commencing within 5 working days of the receipt of the referral with a view to their accessing a tier 3 service or other appropriate CAMHS tier service based on this assessment.

Non-acute mental health concerns to be referred by the YOT for an assessment, and engagement by the appropriate CAMHS tier (1 – 3) commenced within 15 working days.

Data

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of acute assessments commenced within timescale	55%	60%	0%	100	100
% of non-acute assessments commenced within timescale	55%	70%	71%	100	100

Actions to achieve the target:

- Introduction of Mental Health ASSET, and screening tool.
- Review of CAMHS contribution to the YOT to increase capacity.
- Review of consultant psychiatric input to the YOT (currently unavailable)

Constraints:

- Shortage of skilled/qualified CAMHS professionals in the borough
- Competing priorities for CAMHS vis a range of mental health needs requiring intervention in the population.
- 5 acute cases were identified in quarter I but the health investment in the YOT at that time was only half a day per week. Since that time no acute cases have been identified.

Links to agency partners:

- Links with Primary Care Trust, which is integrated with Social Care Services, and the Health Trusts.

- Strategic governance provided by local Children's Partnership Board, which is developing a local strategy for the commissioning of CAMHS, based on identified need rather than historical structures.

Links to allied themes:

Addressing risk and protective factors, multi-modal early intervention being piloted via On track and Behaviour Improvement Strategy in schools.

Learning and development actions:

- Mental health awareness training provided for all YOT staff to facilitate screening.

Substance Misuse:

Target:

Ensure all young people are screened for substance misuse, that those with identified needs receive appropriate specialist assessment within 5 working days and following the assessment access the early intervention and treatment services they require within 10 working days.

Measure	2004 Target	2005 Target
% of young people screened for substance misuse	100	100
% of young people with identified needs receiving appropriate specialist assessment within 5 working days	100	100
% of young people accessing the early intervention and treatment services they require within 10 working days	100	100

Actions to achieve the target:

- Employment of 2 dedicated specialist substance misuse workers in the YOT to screen all final warnings and court-ordered interventions.
- Commissioning of a drugs agency to work with young offenders released from custody.
- DAAT commissioning of an enhanced Arrest and Referral scheme to also provide Tier III drugs services.

Constraints:

- Shortage of Tier III services for young people available in borough.
- Inadequate baseline data vis substance misuse by young people in Southwark.

Links to agency partners:

- DAAT and Police vis Arrest and Referral scheme, service commissioning, preventative education programme, and co-ordination of Tier II and Tier III services across agencies.

Links to allied themes:

- Floor target to reduce substance misuse by young people by 25%

Learning and development actions:

- In-house training vis substance misuse screening and assessment, and drugs education programmes.

SECTION E:

Learning and Development

SECTION E: Learning and Development

1. Learning and Development

The learning and development plan needs to be understood in the context of a wider human resource strategy embracing issues of recruitment and retention, and effective practice quality assurance process.

Staff turnover is modest and there has been a high rate of retention of qualified and experienced staff. However, the YOT's expansion due to sources of grant income has generated recruitment difficulties. The strategy, therefore, has to address the following:

- Improving and updating the practice base of established staff in line with EPQA criteria.
- Equipping new, relatively inexperienced and/or unqualified staff with the necessary skills and knowledge.
- Developing the local workforce to meet the needs of a modern youth justice service.
- Providing a framework for the continuous improvement of performance management systems.

i) Improving and updating practice

Four staff have undertaken the Professional Certificate of Practice, and 2 have undertaken the Progression Award at Southwark College during 2003/04. Subject to the availability of places, it is intended to duplicate this in 2004/05.

Priorities for INSET training have been outlined as follows:

- Assessment skills
- Effective Practice vis Education, Training and Employment
- Restorative Justice
- Court work skills and PSR completion

The latter is already in-train but the training requirements are on-going.

Further, we are currently working with P A Consulting vis ASSET improvement.

Training in relation to mental health assessments is being provided in-house.

Ten staff will complete training in delivering the Stop, Think, and Reflect programme during 2004; 6 staff will be trained in using the 'Strengthening Families, Strengthening Communities' Parenting programme; and 2 staff will be trained to deliver the SPOKES programme with parents in On track schools; and 2 staff are being trained to deliver Family Group Conferences.

In addition to this:

- i. One worker in the Early Intervention Team is training as a Play Therapist
- ii. 1 Social Worker is completing the Post-Qualifying Award
- iii. 2 staff are training as DipSW Practice Teachers

All staff are undertaking training in Information Technology appropriate to their needs.

II) Training for new staff

The Progression Award and INSET training provide opportunities for rapid development of the necessary skills and knowledge. Social Services will provide its own INSET training for YOT staff in relation to child protection to ensure compliance with the Laming recommendations, and working with Children Looked After.

All staff have individual learning and development plans as part of the performance appraisal process (see below).

III) Workforce development

The Advanced Modern Apprenticeship Scheme is a key element in the local strategy for workforce development.

All volunteers/mentors received training accredited by ASDan, and subject to the availability of places, it is intended to fund 2 volunteers per year to complete the Progression Award.

IV) Performance management

All supervisory staff are provided with mandatory training in the Council's performance appraisal scheme, which requires that all staff are given smart workplan objectives linked to Business Plan/Youth Justice Plan priorities and a supporting Learning and Development Plan. The process was recently subjected to internal audit and found to be exemplary.

Training needs are supported by the YOT's internal training budget and, also, by access to the Social Services training resources.

The YOT Manager completed the original O.P.M Management course, and 2 other managers are now participating in the scheme. A further manager is completing the Diploma in Health and Social Services Management.

2. Effective Practice and Quality Assurance

The EPQA process is driving the Learning and Development plan. As noted above, the YOT is already working with P A Consulting in relation to an ASSET improvement plan. Also, the priorities for INSET training plan outlined, are linked to the EPQA action plans vis E.T.E, APIS, and Final Warnings.

The Parenting EPQA is scheduled for completion by April, and an action plan will follow. Improvement against the action plans for E.T.E, APIS, and Final Warnings will be reviewed by April, and targets will be revised accordingly.

Tensions between an agenda for qualitative improvement and the achievement of quantitative performance targets inevitably arise, particularly in the context of high volumes of work and resource constraints. However, with the possible exception of the ASSET P.M, which is already being addressed as outlined above, quantity has never been prioritised over service quality in Southwark YOT. Internal case audits illustrate that the quality of services provided are continuously improving and performance against targets are seen as a proxy measure for quality.