

**LONDON BOROUGH OF  
SOUTHWARK**

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

**Annual Update 2003/2004**

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# **SECTION A:**

Summary and Approval

## **SECTION A: Summary and Approval**

Youth offending as calculated in terms of offences resulting in a substantive outcome reduced by 40% during 2002, as compared to 2001, which reflects a general reduction in crime reporting as confirmed by police data. The multi-agency strategy in relation to street crime reduction has been particularly successful with a 26% reduction in crimes reported and a 40% reduction in the young offender population. This progress needs to be consolidated by the preventative strategy discussed below.

An analysis of the data suggests that although the overall youth offending population has reduced, the general court population has remained static. The pre-court population has, however, reduced exponentially. The implementation of Referral Orders has increased court-directed workload by approximately 50 cases per year, who would previously have received fines or conditional discharges, rather than community penalties. This has required some re-deployment of resources within the YOT. The Restorative Justice/Connexions project (see section II) will, once embedded in practice, service to reduce both the general court and pre-court population by providing timely RJ interventions. This will require during 2003/4 a further adjustment of YOT staff roles to reflect changes in the flow of work.

Priority offences (Measure I), have all reduced, although police data does not reflect the level of reduction illustrated by the YOT data. The partnership is committed to maintaining the street crime management approach, supporting the Safer Homes Campaign to drive down domestic burglary and building on the success of Operation Arrow to reduce vehicle crime, which may be exacerbated by increased parking within the borough, prompted by congestion charging.

The multi-agency risk Management Panel has contributed to the reduction in priority offences by its intelligence-led approach to managing the risk of re-offending.

The re-offending cohort evaluation (Measure II), yields promising results and the borough is on target to achieve the 8% reduction target agreed in the local Public Service Agreement. A range of effective practice initiatives have been implemented to achieve this target and use of the YJB self-assessment tool kit will assist in the process of continuous improvement. Similarly, the strategy to offer interventions to reprimanded youngsters displaying high-risk factors, and implementation of effective practice guidance via Final Warning programmes, has been instrumental in reducing the rate of re-offending by the pre-court population.

The custody rate (Measure IV), remains problematic and the actions to achieve the target and the constraints to be overcome, are set out in Section D. Enhanced quality assurance systems via pre-sentence reports for offenders at risk of custody have been introduced and a dialogue with magistrates is underway, in relation to the provision of proportionate alternatives to custody. This will be assisted by P A Consulting, as part of the Managing the Demand for Custody Project, in high custody rate areas. The implementation of Effective Practice methods is outlined below, as is the expanding use of Intensive Supervision and Surveillance Programmes to reduce custodial remands

and sentences. The Genesis Programme (Section B, is aimed at reducing the breach of community sentences, already falling, which has contributed to the use of custody. Further work in partnership with the secure estate is required to improve training plans to reduce the recidivism rate of offenders sentenced to custody, which exacerbated the custody rate.

Encouraging progress has been made in all the remaining targets. The provision of RJ Services and improved services to victims is a key local priority for 2003/4 as is the improvement of mental health services, which has proven problematic during 2002/3.

Asset data illustrates the need for programmes of intervention in relation to thinking, behaviour, lifestyle, family and peer relationships and substance misuse. These factors are key drivers for both effective practice intervention for offenders and preventative service delivery. The provision of education, employment and training, satisfactory accommodation, and mental health services, remain priority issues for the local partnership.

The key objectives for 2003/4 are:

- Reassuring the community by reducing crime and publicising local achievements to reduce the fear of crime and increase public confidence in the criminal justice system.
- Achieve L.P.S.A target of 8% reduction in re-offending rate.
- Reduce gun crime and offences of violence.
- Reduce level of youth victimisation.
- Increase victim involvement in RJ processes and levels of victim satisfaction
- Implement the local preventative strategy.

The Youth Offending Team Steering Group has formulated the above priorities, and has contributed to the performance management of the YOT and the Local Youth Justice System.

*[The following is the assessment of the Group's functioning by the chair]*

The Steering Group has maintained the local commitment to preventative work and has facilitated inter-agency work, such as the Risk Management Panel and the Youth Inclusion and Support Panels, in line with the partnership strategy. Further developments are planned for 2003/4, including broader engagement of the Connexions Service and L.S.C in the provision of E.T.E and the prioritisation of youngsters involved or at risk of involvement in offending by CAMHS.

The YOT reports on performance against national and local targets twice yearly and this is reported to members.

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

## **Chief Officer Approval of the Plan**

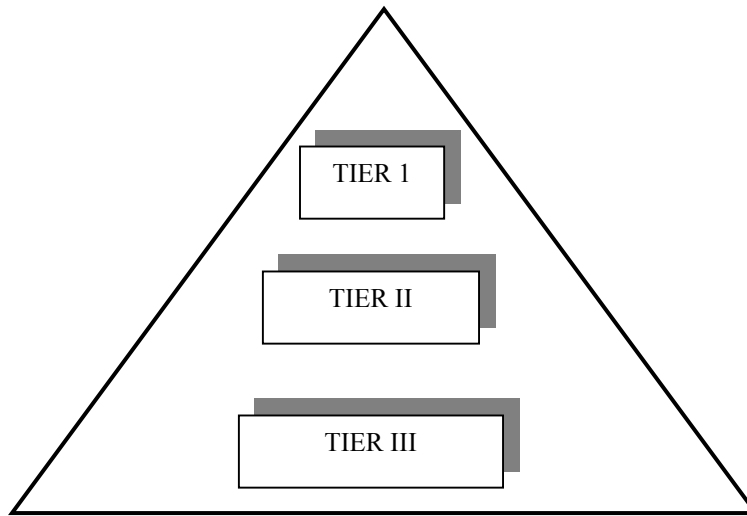
<b>Title of Agency</b>	<b>Name of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
CHIEF EXECUTIVE OF THE LOCAL AUTHORITY	Mr R Coomber		
STRATEGIC DIRECTOR OF EDUCATION	Mr R Smith		
DIRECTOR OF SOCIAL SERVICES AND CHIEF EXECUTIVE OF THE PRIMARY CARE TRUST	Mr C Bull		
ASSISTANT CHIEF PROBATION OFFICER	Ms M McFeely		
BOROUGH COMMANDER OF POLICE	Chief Insp. Ian Thomas		

# **SECTION B:**

Prevention

## SECTION B: Prevention

The Youth Crime Strategy reflects 3 tiers of intervention:



**TIER I** – Targeted programmes of action, led by the YOT to reduce the offending and anti-social behaviour of a minority of young people. A Risk Management Panel reviews the cases of prolific/serious offenders and co-ordinates a multi-agency approach to reducing risk. The YOT provides a range of interventions for this group.

**TIER II** – Preventative work with young people at the beginnings of an offending career or at risk of involvement in offending and anti-social behaviour.

**TIER III** – Provides a wider strategy for youth inclusion, framed in the context of a Public Service Agreement, to provide opportunities for young people to achieve their full potential educationally, economically and socially.

This section will outline service provided within TIER II.

Services have been funded, historically, through a variety of short-term grants. The local strategy is to sustain these projects for the next 3 years through appropriate use of the grant available from the 25% of the Children's Fund devoted to youth crime prevention, which is outlined below.

Southwark has been nominated as a pilot site, commencing in April 2003, for Youth Inclusion and Support Panels (YISP), for 8 to 13 year olds at risk of involvement in offending or anti-social behaviour. Two multi-agency panels will sit monthly, one in the North and one in the South of the borough and will co-ordinate holistic interventions to support children and families. These will be provided and co-ordinated by the YOT's Early Intervention Team (EIT), which has been established since 2001, and will now be expanded to meet the expected additional demand. The YISP will also co-ordinate appropriate access to mainstream services and other Children's Funded projects as



required. The EIT currently provides individual and family work with children aged 8 to 13 years, with promising results. Some 94% of cases have so far not come to further police notice. Moreover, groupwork based in targeted primary and senior schools has been instrumental in improving behaviour and reducing fixed-term exclusions. This links with Asset data vis deficits in thinking and behaviour, and relationship building manifest amongst young offenders, and seeks to provide early and ameliorative intervention.

The EIT has already developed links with the Behaviour and Education support Teams, in the borough and will work jointly to promote school attendance and enhance other protective factors.

A Senior Youth Inclusion Project, managed by Crime Concern has been running in the Elephant and Castle area for 3 years. Children's Fund monies will enable the development of an attached Junior YIP on the nearby Aylesbury Estate. The project has received in principle agreement for match-funding from the Aylesbury New Deal for Communities Board. As well as expansion of the project, this will enable links to be made in the centre of the borough, from the Elephant and Castle to the police priority area in Camberwell, between the Senior YIP, the Junior YIP and a small Senior YIP, run by a local voluntary agency in the NDC area. A condition of NDC funding is that the YOT provide strategic management for this joined-up approach to achieve seamless provision for young people aged 8 to 16 years in the area. This may provide a model for work with other regeneration partnership areas.

A Mobile Junior YIP will build upon the success of a range of magnet activities, including sports and creative arts, supported by workshops in citizenship and crime prevention, provided by the YOT in hot-spot and neighbourhood renewal priority areas.

Finally, in relation to Children's Fund projects, a schools-based programme, which has already commenced, uses forum theatre methods to reduce youth involvement in violent offences and youth victimisation.

A Safer Schools Partnership, supported by NRF, has already been established and has contributed to a 14% reduction in youth victimisation during 2002. The presence of police officers in schools will be used during 2003/4 as a platform for partnership working between police, schools and the YOT in relation to RJ resolutions between peers as a measure of diversion, intelligence-led initiatives to reduce truancy, and to reinforce the work of the violence reduction programme noted above. Schools beat officers are also a source of intelligence vis targeted use of the gangs disruption project run by the YOT, which has provided group interventions for over 400 young people in the last year.

The police-led Karrot Scheme has been implemented in a number of secondary schools to reward attendance and pro-social behaviour by a variety of means. The project is currently being evaluated with a view to London-wide rollout.

The Splash and Summer Plus schemes last year were successful, run in partnership between the Youth Service, Karrot, Connexions Service, the voluntary sector and the

YOT. It attracted over 3,000 young people, and contributed to 31% reduction in street crime over the summer. Planning is underway to repeat the exercise in 2003. Also, the Mobile YIP supported by additional funds to work with 13 to 16 year olds will provide term-time diversionary activities also to maintain youngsters engagement.

The emphasis upon 8 to 13 year olds and the expansion of resources available has led to a reconfiguration of YOT preventative services to re-focus on 14 to 16 year olds for pre-offending interventions provided by dedicated staff. Pre-court interventions are already provided for reprimanded youngsters at high risk of re-offending, and a YOT worker is seconded to the Anti-Social Behaviour Unit to support the use of Acceptable Behaviour Contracts and Individual Support Plans for youngsters identified as presenting problems of anti-social behaviour. The aforementioned YISP will also serve as a mechanism for determining ASBO applications.

The On-Track Project in East Peckham, is proving to be successful in engaging children and parents. Over the next 2 to 3 years, the intention is to mainstream the successful On-Track services across the borough and forward planning is already in train to meet the timetable for reduced government funding in 2006.

Finally, reducing youth victimisation remains a priority for the local partnership, although 2002 saw a 14% reduction as compared to the previous year. To disrupt the cycle of victims becoming future perpetrators of crime, the YOT has commissioned Coram Family to work specifically with young victims of crime. The work seeks to ameliorate the trauma of being victimised, develop self-confidence and self-reliance.

# **SECTION C:**

Governance and Resources

## SECTION C: Governance and Resources

The Crime and Disorder Reduction Partnership, the Safer Southwark Partnership has merged with the Drug and Alcohol Action Team and provides strategic co-ordination of crime reduction services and initiatives. The Council Chief Officer Team, Health representations, Probation Service and Borough Commander of Police all attend. The YOT Steering Group is a sub-group of the SSP responsible for strategically managing the local youth justice system. The YOT Steering Group works to an action plan set by the SSP and reports on performance twice yearly. The Youth Offending Service Manager attends both groups and reports on YOT performance against local and national objectives as outlined in the Youth Justice Plan, twice yearly. Members of the Steering Group are also provided with the quarterly performance data returns sent to the YJB.

The YOT Steering Group is chaired by the Deputy Director of Social Services/Head of Children's Services, who act as the line manager of the Youth Offending Service Manager on behalf of the Steering Group.

The membership of the Steering Group is as follows:

Name	Agency	Post held (in agency)	Ethnicity	Gender
Chair: Romi Bowen	Social Services	Deputy Director/Head of Children's Services	White	F
John Guest	W S Atkins Education	Head of Pupil Inclusion	White	M
Ch. Insp. Adrian Rabot	Metropolitan Police	Head of Partnership Unit	Asian	M
Insp. Russell Denton	MPS	Head of Diversion	White	M
Mary McFeely	London Probation Area	Asst. Chief Probation Officer	White	F
Karl Murray	Youth Service	Head of Youth Service	Black	M
Stan Dubeck	Community Safety	Manager	White	M
	Primary Care Trust			
Uzma Qureshi	Southwark Youth Court	Asst. Clerk to the Justices	Asian	F

The YOT is a functionally distributed service, organised into two operational groups, each headed by an Operations Manager (pre-court and Prevention, and Court and Post-court). The On-Track Co-ordinator reports to the YOT manager, as does the Business Support Manager, who provides support services to both operations groups. The staffing complement is 3 On-Track staff; 24.5 pre-court and prevention; 24 court and post-court and 13.5 administrative support.

The recruitment priorities for 2003/4 are as follows:

- i. Specialist Substance Misuse Worker (vacant since January 2003 – recruitment is in train – appointment expected in March)
- ii. 0.5 Community Psychiatric Nurse (vacant since July 2002 – to be advertised in April 2003).
- iii. Seconded Police Sergeant (vacant since October – covered temporarily with an Inspector by the MPS).
- iv. 2 new posts in the Early Intervention Team - generated by the Children's Fund.

Staff retention has not, so far, presented a problem. Southwark Council offers competitive pay and conditions, and the YOT offers motivated employees opportunities for professional and career development for staff both directly employed and those seconded by partner agencies. This will be further enhanced by the implementation of the YJB Human Resource Strategy.

## **Resources**

Partner agency contributions have not been substantially re-negotiated since March 2000. However, the Council mainstreamed the Early Intervention Team, formerly funded through NRF, in April 2001. Asset data and other evidence of need have, therefore, been used in the main to sustain existing funding contributions. The only exception is that of the Connexions Partnership, which funds 1.5 Personal Advisers to support the provision of E.T.E, and Housing advice.

The strategic Health Authority has reduced its contributions over the past 2 years due to funding difficulties. Negotiations are in train to augment service delivery vis Measure XIII through use of new monies routed through social care.

The education contractor has had difficulty in recruiting Education Welfare and Attendance Officers, generally due to the low grade of the post. They have now decided to contribute the salaries of 2 posts at Hay Grade 9, less of on-costs, which constitutes a de facto reduction, as the YOT attempts to recruit to the post direct, from 2 posts to one.

The recent announcement by the London Probation Area is likely to mean that as Probation Officer secondments end in one or two years, the complement will reduce from three officers to one. This will have a significant impact on the YOT's capacity to fulfil statutory obligations and may require a transfer of resources from preventative work.

The only ring-fenced element within the budget is the Remands Placements subjective, which is delegated by Social Services to the YOT manager's control.

## Services Planned for the financial year 2003/4

Table 26

<b>Core Activity</b>	<b>Service Provider (if no alternative provider is indicated the YOT has sole responsibility)</b>	<b>Total Budget/ cost to the YOT £</b>
Preventative Services	Crime Concern – Youth Inclusion Project (Senior & Junior)	1,270,731
	Coram Family	187,000
PACE Services	Emergency duty Team (after hours plus Children’s Residential Services)	101,000
Pre-Court	Heartbeat International – Personal Development Programmes	189,362
Court-based services		150,000 (YOT)
Remand Services	NACRO – ISSP	118,485
	Remand Accommodation	369,700 (YOT)
Community-based disposals	Health Action Zone – Community Reparation Scheme	745,020
	From Boyhood to Manhood – Mentoring	
Through-care services		101,340
Other Orders (Anti-Social Behaviour Orders)	Anti-Social Behaviour Unit	40,500
	<b>TOTAL</b>	<b>3,273,138</b>

Table 27 – Youth Offending Team Budget 2003/4

<b>Agency</b>	<b>Staffing costs</b>	<b>Payments in kind revenue £</b>	<b>Other delegated funds</b>	<b>TOTAL</b>
Police	115,173	---	Nil	115,173
Probation	92,395	Nil	6,000 staff subsistence	98,395
Social Services	1,164,329	168,066	367,944 Remand Placements	1,770,339
Education	43,000	---	---	43,000
Health	30,000	---	---	30,000
L A Chief Executive	Nil	Nil	Nil	Nil
Youth Service	86,730			86,730
Additional funding (Table 27a)	612,168	527,333		1,129,501
			<b>TOTAL</b>	<b>3,273,138</b>

Table 27a – Additional sources of income

<b>Additional source</b>	<b>Amount</b>
Single regeneration budget	Nil
European funding	Nil
Youth Justice Board	443,168
Other:	
Neighbour Renewal Fund	243,000
Quality Protects	53,500
Behaviour Improvement Fund	50,000
Public Service Agreement pump priming	30,000
Children's Fund	232,000
<b>Total</b>	<b>1,129,501</b>

The volume of court-related work creates a tension vis sustaining the commitment to preventative services. This has been managed by the accrual of external funding. However, the uncertainty of short-term funding creates problems with staff recruitment and retention and the aim currently is to consolidate existing projects within a 3-year funding strategy to enable practice to become embedded and properly evaluated. The Children's Fund allocation has been instrumental in achieving this financial stability.

One-third of the YJB's funding of the ISSP provided by NACRO on behalf of Southwark, Lewisham and Greenwich, has been included to illustrate the true cost of bail supervision and through-care services.

Table 27b – Pooled Budget

<b>Agency contributing</b>	<b>Amount £</b>
Police	Nil
Probation Service	6,000
Social Services	1,733,339
Education	43,000
Health Service	Nil
L A Chief Executive	Nil

Work has been undertaken by the Steering Group to progress the development of a pooled budget. At present, agency contributions are predominantly in-kind. The YOT Manager, therefore, has the locus of decision-making only in relation to Council funds routed via the Social Services Directorate.

Table 27d – Health Service contributions to the YOT

<b>Health contribution: funding source</b>	<b>Amount £</b>
<b>Source I:</b> Lambeth, Southwark and Lewisham Strategic Health Authority	1 F.T.E Community Psychiatric Nurse 30,000
<b>Source II:</b> Health Action Zone *	33,333

\* *Funding for a Community Reparation Scheme, managed within Southwark YOT on behalf of the 3 boroughs in the Area Health Authority.*

# **SECTION D:**

Performance Measures



**Performance Measure I:** Reduce the number of young offenders committing offences of domestic burglary, vehicle crime and robbery

**Target:** *Domestic burglary* – 8% reduction by 2003; 16% by 2004; 25% by 2005.

*Vehicle crime* – 20% reduction by 2003; 30% by 2004.

*Robbery* – 5% reduction by 2003; 10% by 2004; 15% by 2005

Data

Offence	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
Burglary	80	75.6	33	73.6	67.2	60
Vehicle Crime	81	74.6	54	64.8	56.7	
Robbery	136	127.8	81	129.2	122.4	115.6

**Actions to achieve targets**

The local strategy has enabled the targets for 2005, with respect to burglary and robbery, and the vehicle crime target for 2004 to be exceeded by December 2002. This is, obviously, encouraging notwithstanding the caveat that the above data does not accurately experience the reporting of crimes in the borough. However, data from the local police indicate that robbery reduced by 26% in 2002 as compared to 2001, burglary is up by 1% and vehicle crime down by 1%. Therefore, the overall trend is clearly positive. The expected displacement to other priority crimes due to the crack down on street crime through the police Safer Streets Campaign, has not materialised. Further, MPS data indicates that overall crime has reduced by 4.5%, with a marked decrease of 10% in the final quarter of 2002, as compared to 2001. Youth Offending Team data for the equivalent reporting periods indicates a 41% reduction in offending by young people with a ratio of offences committed to offender of 1.5 in 2002, as compared to 2.8 in 2001. The rate of youth involvement in offences against the person, a priority target for 2002, fell by 24%. However, gun-related offences in the borough as a whole rose by 3% and this is a priority for action during 2003.

The objective is to sustain and build upon the successes of the past year. The Intensive Supervision and Surveillance Programme provided by NACRO has reached capacity and in future will prioritise serious/prolific offenders charged with robbery, burglary or vehicle crime. A multi-agency Risk Management Panel meets monthly to review the cases of serious and/or prolific offenders to co-ordinate a multi-agency intervention aimed at reducing the risk of re-offending and harm to the public; this may include YOT intervention programmes, Social Services or mental health service provision, or intelligence-led policing tactics. A range of preventative and early intervention strategies are in place, devised in partnership with the senior police officer responsible for reducing serious crime, including gun-related crime and these have been outlined in Section II.

A needs analysis of this offender population derived from Asset data suggests that interventions should prioritise change efforts vis thinking and behaviour, attitudes to offending, motivation to change, life style issues, and engagement with education, training or employment. Substance misuse is, also, a key area for concern, although the incidence of dependency requiring the provision of Tier IV services is low. This analysis is driving the effective practice agenda described under Measure II.

### **Constraints**

- The police focus upon detection of those responsible for committing priority offences may increase the numbers of those arrested and convicted.
- Victims of these offences are often reluctant to engage in Restorative Justice initiatives, particularly as two-thirds of the victims of street crime are themselves young people. However, a strategy for engagement has been developed and is outlined under Measure VI.
- The introduction of congestion charging as of February 17<sup>th</sup> 2003, is likely to increase the volume of day time parking in the borough, thereby increasing the volume of vehicle crime.

### **Links to partner agencies**

- Police strategy to improve detection rates on priority offences.
- The Council strategy to provide street warden schemes in 'hot-spot' areas will impact on street crime and vehicle crime, as will the Council's environmental strategy vis traffic management.
- The local YOT and partner agencies development of Youth Inclusion and Support Panels and other diversion schemes.
- The LEA and Connexions partnership have priorities in the provision of E.T.E (See Measure XI) for these offences.

### **Links to allied themes**

- Use of RJ approaches and the development of Referral Order programmes for first time offenders.
- E.T.E participation to be prioritised for these offenders.

### **Learning and Development Actions**

- A training needs analysis is completed with all staff as part of the annual performance appraisal process. This process is informed by the Youth Justice Board Effective Practice Guidance materials. (See Section E).

**Performance Measure II:** Achieve a 5% reduction in re-offending rates of subsequent cohorts compared to the 1<sup>st</sup> cohort (reported on after 12 months in January 2002) by 2004 with respect to each of the four populations:

- ❑ Pre-court
- ❑ Nominal penalties
- ❑ Community penalties
- ❑ Custodial penalties

Southwark has agreed a target of achieving an 8% overall reduction in recidivism by 2005 as part of the youth-focussed Public Service Agreement.

### Data

Offence Population	Oct-Dec 2000 cohort (number)	% Re-offending during 2001	Oct-Dec 2001 cohort (number)	% Re-offending during 2002	Local target for 2004 (%)
Pre-court	104	22.12 (23)	60	21.67 (13)	20.61
Nominal Penalties	44	56.82 (25)	55	32.73 (18)	31.06
Community Penalties	57	73.68 (42)	61	54.09 (33)	50.54
Custodial Penalties	6	83.33 (5)	15	46.67 (7)	44.36
Total(s)	211	44.71 (95)	191	32.97 (71)	31.32
				Total rate of reduction = 11.74%	

### Data Analysis

The overall reduction of re-offending for the 2001 cohort as compared to the 2000 cohort is 11.74%. This exceeds the national floor target of 5% to be achieved by 2004 and the L.P.S.A target of 8% to be achieved by 2005. In order to sustain the momentum, we have set a local target for 2004 of a 5% reduction against the 2002 baseline for each of the 4 offending populations.

### Actions to achieve the targets

The introduction of 'bail-back' for a YOT assessment prior to the implementation of a Reprimand or Final Warning, has facilitated greater engagement for Final Warning programmes and intervention for at risk youngsters receiving a Reprimand [*the at risk group includes offenders who are Children Looked After or In-Need, permanently excluded from school, or those who have siblings who offend*]. Implementation of the Effective Practice guidance issued by the YJB will assist practice development.

The implementation of Referral Orders has contributed to a 25% reduction in the number of nominal penalties imposed, particularly fines and conditional discharges. This has increased the number of first-time offenders receiving an effective YOT intervention. Recidivism data is obviously imprecise at this early stage but interim analysis suggests that approximately 80% complete Referral Orders without re-offending, which is promising.

An RJ project is being piloted at Walworth police station to divert young offenders from caution or prosecution. YOT workers based at the station assess the appropriateness of an RJ resolution at the point of arrest, based on the gravity of the offence, and the willingness of the offender and victim to participate. This project will increase the number of young offenders receiving a YOT intervention, while also diverting youngsters from court. A reduction in the general court population will promote a more efficient administration of justice.

Offenders subject to community penalties are prioritised for inclusion in the STAR Programme, which addresses deficits in thinking and behaviour, and motivation for change. This programme will be expanded during 2003. This programme is delivered on an individual basis. A group work programme has been locally developed, the Motivation and Enhanced Cognitive Skills programme, targeting this population. Initial data suggests that 84% complete this programme without re-offending. All of these programmes have been driven by Asset data analysis. All offenders receiving a community or custodial penalty are assessed for substance misuse issues and a programme of intervention provided as appropriate. A service level agreement has been entered into with RAPT, a specialist drug agency, to provide intensive support for offenders receiving a DTO of 6 months or more. The possible implementation of drugs testing for young offenders will facilitate better targeting of local drugs services provided by the YOT and the Drug Action Team.

E.T.E provision is supported by Connexions personal advisers seconded to the team. A protocol has been agreed with the LEA, which prioritises young offenders vis education provision.

## **Constraints**

- Difficulty in recruiting specialist substance misuse workers and gaining access to CAMHS.
- Limited provision of appropriate ETE and housing opportunities for the target population.
- Difficulties in collaborating vis effective practice with the secure estate.

## **Links to agency partners**

- Police strategy for youth diversion.

### **Links to allied themes**

- Implementation of Effective Practice Guidance
- Links with ETE, CAMHS and housing provision.

### **Learning and Development Actions**

- Effective practice – implementation and development
- Improve assessment and planning skills

**Performance Measure III:** Increase the proportion of Final Warnings supported by interventions.

- Target: Proportion of Final Warnings supported by interventions:
- 70% by December 2003
  - 80% by December 2004

Data

Final Warnings	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
Total Final Warnings	99	—	59	—	—
Final Warnings with an intervention	77.7%	80% (local)	86.95%	70% (National)	80% (National)
%					

The number of pre-court decisions overall has fallen by 32% as compared to 2001. A number of factors may have contributed to this. Crime reporting generally has fallen by 4.5% as compared to 2001, the police have focussed upon priority offences, particularly robbery and burglary, and, finally, a positive charging policy has been implemented locally by the police for the offence of carrying knives or other bladed articles. This has resulted in a downturn in the pre-court population, while the court population, in terms of the number of offenders, albeit with a lower number of offences, have remained static.

**Actions to achieve the target**

The introduction of ‘bail-back’ in September 2001, whereby offenders are bailed to return in 21 days, allowing for a YOT assessment prior to the Final Warning or Reprimand being issued, has facilitated greater engagement in programme interventions. The low rate of re-offending (see Measure II) is indicative of the effectiveness of these interventions. Programmes will be further developed during 2003 by rigorous implementation of the YJB practice guidance (already in train), and deployment of the Victim Liaison Officer to engage victims in final Warning interventions. The VLO post is a recent development and initially court-directed work was prioritised for victim involvement.

As noted above, high-risk Reprimands are also offered interventions of 12 weeks. All Final Warnings are offered an intervention. The RJ pilot project at Walworth may further reduce the pre-court population through means of diversion. However, if successful, the scheme will entail greater numbers of offenders receiving voluntary interventions without a judicial disposal.

**Constraints**

- Police positive charging policy for certain offences.

- Delays in receiving notification of Warnings Reprimands issued in out-of-borough police stations, which reduces offenders motivation to engage in a programme of intervention.
- Victim reluctance to engage directly in RJ resolutions.

### **Links to partner agencies**

- Police commitment to measures of youth diversion.
- Links with Victim Support vis victim liaison and involvement approaches.
- Links to allied themes.
- Strategy to divert from criminal justice system through the use of RJ resolutions.
- Strategy to increase victim involvement and satisfaction.
- Strategy to provide early intervention to address risk factors and enhance protective factors.
- Links to LEA/Connexions objectives to increase the proportion of young offenders participating in E.T.E.
- Links to P.S.A target of increasing young peoples use of youth service and leisure activities by ensuring that all referrals are engaged in a constructive leisure plan.

### **Learning and Development Actions**

- Implementation of YJB Effective Practice Guidance, with particular emphasis upon assessment, planning of interventions and Restorative Justice resolutions.

**Performance Measure IV:** 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% by December 2004.

**Custody** – reduce the number of custodial sentences as a proportion of all court disposals to 6% by December 2004.

Data

<b>Outcome</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>
Remands %	68.57	60%	69.84	40%	30%
Custodial Sentences %	25.43	15%	17.14	8%	6%

Southwark has one of the highest rates of custody in the UK, although the rate in relation to custodial sentences has fallen as compared to the 2001 baseline. The custody rate can largely be explained in terms of the seriousness of offending within the borough, 54% of custodial sentences in 2002 were in response to offences against the person, and 12.5% for domestic burglary, often with aggravating circumstances. The number of offenders receiving a custodial sentence for breach of a statutory order fell from 14 to 6, which broadly reflects improvements in the rate of breach generally. This reflects a greater engagement of young offenders in programmes and a growing understanding on the part of young people that Court Orders will be rigorously enforced if not complied with.

The situation vis Remands has not improved. However, in both 2001 and 2002 the figures were affected by the Damilola Taylor murder investigation and trial. In the first half of 2002 the increased focus upon street crime and the expectation of custodial sentences being imposed inflated the remand figures. Moreover, young offenders charged with robbery often do not meet the criteria for classification as a persistent young offender, which excluded them from ISSP bail provision until the criteria were changed in April 2002. The local ISSP only increased its capacity to cope with the new demand by September 2002. It is, therefore, reasonable to assume that ISSP provision will have a greater impact on Remands, and sentencing to custody during 2003.

**Actions to achieve the target**

The manager responsible for work allocation in the Court Operational Service alerts the ISSP to any offenders at risk of bail refused, or a custodial sentence. The last quarter's data illustrates a greater usage of ISSP, but a correspondingly higher rate of rejections of the proposals by magistrates on the grounds of seriousness or persistence of offending.

ISSP staff have made links with YOTS and ISSPs in court areas where Southwark young offenders appear, to ensure that they are assessed for bail ISSP or bail



supervision if at risk of being remanded into the secure estate. Also the allocations manager flags offenders at risk of custody for enhanced PSR quality assurance. Discussions with Youth Court Magistrates indicate that more detailed recommendations for community-based interventions linked to the assessment are necessary to reduce custodial sentencing. In-house training is being provided for PSR authors. Magistrates have been briefed as to interventions available and their effectiveness. A YOT open day will be organised in the new financial year to further promote community-based interventions.

A senior officer has been appointed to manage court duty and co-ordinate a more proactive approach to bail assessment.

P A Consulting are presently reviewing practice on behalf of the YJB in all high-custody areas and will assist in the development of an action plan.

### **Constraints**

- Seriousness of offending profile in the borough, particularly in relation to priority offences, and offences of violence, including gun crime.
- Sentencing guidelines for magistrates that promote increased use of the secure estate.
- Demand for ISSP and bail supervision, both provided by NACRO for Southwark, Lewisham and Greenwich, that exceed the available supply of resources.
- Local inter-agency tensions between the need to provide effective rehabilitative programmes and the need to protect the public from offending and be seen to be providing proportionate punishment.

### **Links to partner agencies**

- Links with Borough Criminal Justice Group to improve the efficiency of the judicial process.
- Police tactics vis reducing priority offences and targeting serious/prolific offenders.

### **Links to allied themes**

- Research suggests that the prevention of re-offending is more effectively achieved by community-based rather than custodial interventions.
- Role of Risk Management Panel in narrowing the justice gap and protecting the public is often at variance with the target of reducing rates of custody.

### **Learning and Development Actions**

- Implementation of YJB Effective Practice Guidance. Effective practice training vis STAR programme. In-house training vis PSR writing and court skills.

## **Performance Measure V: Use of Restorative Justice Process.**

- Target: Ensure RJ processes are used in:
- 60% of disposals by December 2003
  - 80% of disposals by December 2004

### Data

<b>R J Process</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>
%	52%	60%	58.8%	60%	80%

### **Actions to achieve target**

The local target for 2002 was a stretch target and the outturn illustrates that we are on course to exceed the national target for 2003. The Victim Liaison Officer (VLO) was only appointed in the summer of 2002, and a specialist R J Worker was not appointed until early in 2003. These recruitment difficulties compounded the problems of engaging victims directly in a restorative process. A significant proportion of victims are themselves young people, who attend the same school or live on the same estate as the perpetrator, increasing their discomfort and that of their parents with direct reparation. A young victims project has been established to deal with the effects of victimisation but some of the issues raised by young people are contra-indications for victim-offender mediation. However, Youth Offender Panels have achieved a measure of victim involvement and the work of the VLO is beginning to have a measurable impact.

The Community Reparation Scheme, however, has been very successful in engaging young offenders in a range of activities provided by Council and voluntary sector agencies, under supervision by trained volunteers. However, increasing victim involvement, where possible, is a key objective for the next 2 years.

The aforementioned R J Project, piloted in Walworth, is aimed at increasing victim involvement at an early stage in the process. Also, the specialist worker will liaise with Schools Beat Officers in relation to the delivery of RJ resolutions in schools vis peer conflicts.

### **Constraints**

- Victim reluctance to engage either through fear of reprisals or disillusionment with the Criminal Justice System.

### **Links to agency partners**

- Collaboration with the police in relation to the R J Project and the Safer Schools Partnership.

- Partnership with Victim Support and the Witness Support Service vis support for and involvement of victims in the justice process.

### **Links to allied themes**

- Development of victim support services, to facilitate narrowing the justice gap by encouraging participation as witnesses in proceedings, and encouraging victim involvement in RJ resolutions as an effective practice tool and a support for victims themselves.
- Development of Safer Schools Partnership with police and local schools.

### **Learning and Development Actions**

- Implementation of RJ effective practice guidance. Specialist training vis victim-offender mediation for key staff and independent supervision provided by Victim Support for the Victim Liaison Officer.

**Performance Measure VI:** *Proportion of victims who have been either consulted or who have participated in restorative processes, are either satisfied or very satisfied with the outcome*

Target: 70% of victims satisfied or very satisfied by December 2004

Data

	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
%	12%	30%	26%	50%	70%

Data Analysis

Unfortunately the target does not differentiate between victims’ satisfaction with the service they have received from the YOT and their satisfaction with the judicial process. The rate of discontinued proceedings at Camberwell Youth Court, due to witness withdrawal is indicative of victims’ general lack of satisfaction with the process.

The recruitment difficulties noted under Measure V have also affected performance in relation to this target.

**Actions to achieve target**

A group of staff dedicated to victim issues has been established, including a Victim Liaison Officer, whose sole function is to support victims; a mediation worker, and two staff employed to deliver the R J Project being piloted presently. This will facilitate greater consultation with victims, greater involvement in restorative processes, and the provision of a service dedicated to deal with their issues as victims of crime. The Young Victims Project, noted in Section II, will also assist in resolving issues of victimisation.

In 2003, YJB general funding will be used to provide dedicated administrative support to the RJ workers. This will improve the efficiency and timeliness of victim consultation and involvement and release the VLO and YOT police officers to provide more direct support to victims.

Victim impact assessments are included in PSRs and Referral Order reports.

**Constraints**

- Victim dissatisfaction with the Criminal Justice System in relation to delays, ‘cracked’ trials, and a belief that punishment is not proportionate to the offence.
- Delays in receiving victim details from the police and CPS, thereby further reducing the time available to consult victims vis their views as to the process and outcomes desirable.

### **Links to agency partners**

- Police Crime Management Unit dedicated to informing and supporting victims.
- Victim Support and the Witness Support Service.
- Use of RJ resolutions within the Safer Schools Partnership.

### **Links to allied themes**

- L.P.S.A target to reduce youth victimisation.
- Development of Safer Schools Partnership.
- Public reassurance vis community safety and the effectiveness of the Criminal Justice System.

### **Learning and Development Actions**

- Implementation of Effective Practice Guidance vis RJ interventions.

**Performance Measure VII: Parental satisfaction (statutory and voluntary parenting programmes)**

Target: 70% of parents leaving parenting courses complete the course  
70% of those completing programmes are either satisfied or very satisfied

Data

Measure	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% completing programmes	91%	95%	96.67	97%	98%	98%
% Satisfied or very satisfied	N/A	75%	100%	95%	97%	98%

*[NB: Baseline data for parent satisfaction is not available for 2001 as this was subject to external evaluation, and the rate of response from parents to evaluators was low]*

The number of statutory orders imposed during the reporting period was low, 12 as compared to 17 during 2001. All of the orders were imposed in the last quarter of 2002 and were not, therefore, concluded during the reporting period. The data presented above, therefore, reflects only those parents engaged in voluntary programmes. The target for satisfaction levels has, therefore, been lowered as compared to the 2002 outturn to allow for the impact of more compulsory programmes in future. While the success of voluntary programmes may be a contraindication for more statutory orders, it is also true that a more proactive approach to parenting assessments included within PSRs in the last quarter of 2002 generated 12 orders, as compared to zero in the previous 3 quarters. This more proactive approach was enabled by the successful recruitment of a dedicated parenting worker in July 2002.

**Actions to achieve target**

Proactive approach to parenting assessments in PSRs to increase the number of statutory orders.

Maintenance of a core group of staff with training in the delivery of individual and group parenting programmes, both statutory and voluntary.

Continued collation of user-feedback to develop practice to maintain and improve levels of successful completion and parent satisfaction.

Publicity materials reflecting the positive benefits of parenting groups to counter perceptions of stigmatisation and constraints.

Reduced number of statutory orders due to parental non-attendance in court, which can only be addressed at the expense of delaying sentence.  
Parental resistance to engagement in response to fear of stigmatisation.

### **Links to agency partners**

- L.E.A use of Parenting Orders attached to education proceedings.
- Anti-Social Behaviour Unit engagement of parents vis ASBOs imposed upon young people.
- Children's Partnership Board and Children's Fund Partnership development of family support strategy.

### **Links to allied themes**

- Development of local multi-agency preventative strategy.

### **Learning and Development actions**

- Implementation of effective practice guidance in relation to assessment, planning and working with parents.
- Refresher training for staff delivering parenting programmes.
- YOT capacity to deliver interventions.

**Performance Measure VIII:** Ensure Asset is completed for all (100%) young people subject to community disposals and custodial sentences.

Target:

- **Community disposals:**  
100% at assessment and closure stage
- **Custodial sentences:**  
100% at assessment, transfer to community and closure stages

Data

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

Table 24a in the annual data return indicates that 124.7% of start Assets and 120% of end Assets were completed. Clearly, this is incorrect, and reflects the fact that a backlog of outstanding Assets from 2001 was entered onto the database early in 2002.

Measure Custody	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% Assessments completed	100%	100%	67.78%	90%	100%	100%
% Transfer completed	100%	100%	100%	100%	100%	100%
% Closures completed	19%	70%	73.85%	90%	100%	100%

Transfer Assets have been completed in 100% of cases due to the fact that 2 workers are dedicated to working with prisoners serving DTOs. The Assessment Asset completion is more problematic as many of the offenders are persistent young offenders requiring PSRs to be completed within 10 rather than 15 working days. Time pressures sometimes entail that Assets are not fully completed prior to sentence. Prison Service procedures not infrequently delay initial training plan meetings and visits further impacting upon the assessment process. Closure Assets are sometimes overlooked as, particularly in the case of 4-month DTOs, little change has occurred since the transfer Asset.



## **Actions to achieve the target**

All staff have recently received refresher training in Asset completion and the YJB Effective Practice Guidance will be fully implemented by June 2003 vis Assessments.

The appointment of a manager to co-ordinate Court Services, PSR allocation and completion has increased quality control vis assessment and planning.

All staff are undertaking training in the use of Careworks database to reduce delays caused by reliance on over-stretched administrative support staff.

## **Constraints**

- Difficulty in arranging access visits and training meetings with serving prisoners, combined with restrictions upon the use of available video-conferencing facilities.
- The volume of Court-directed work stretching team capacity and generating a tension between statutory work and the local commitment to preventative work.

## **Links to partner agencies**

- Work in partnership with the Courts to tackle delays in the administration of justice.
- Delivery of effective training plans to reduce rates of re-offending of young offenders sentenced to custody in partnership with the secure estate, housing, education and Connexions.

## **Links to allied themes**

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

## **Learning and Development Actions**

- Implementation of Effective Practice Guidance vis assessment and planning and key staff to attend YJB Effective Practice Modular training. (See Section E).

## **Performance Measure IX: Pre-Sentence Reports**

Target: Ensure that 90% of pre-Sentence Reports are submitted within the timescales prescribed by National Standards (10 days for P.Y.O's, 15 days for the general offender population)

### Data

<b>% PSRs completed</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>	<b>2005 Target</b>
P.Y.O	40%	45%	44.44	60	65	70
General	75.1%	80%	98.03	98	98	98
Overall rate of completion within timescales	71%	80%	83.17	89.2	90%	93%

The overall rate of completion shows satisfactory progress towards the 90% target. However, the rate of completion within prescribed timetables for PYO population is a cause for concern. Certainly, staff turnover, sickness, and workload pressures contribute to shortcomings in performance. However, these factors overall impact upon performance is negligible. Analysis suggests principal causes for delay.

Delayed notification of PSR requests from out-of-borough courts, which in the case of PYOs leaves insufficient time for completion

PYOs failure to attend scheduled appointments, which given the risk of custody, obliges the YOT to request an adjournment to complete a thorough assessment.

Courts not infrequently request PSRs for dates outside timescales to maintain continuity of the bench or Judge hearing the case.

Sentencing is sometimes delayed to facilitate CAMHS assessments, Social Services input vis care planning, or to enable other outstanding matters before the Court to be dealt with.

### **Actions to achieve target**

If offenders fail to attend scheduled PSR appointments, 'best possible' reports are submitted unless the risk of custody is high.

Use of bail supervision and bail ISSP to reinforce attendance of scheduled appointments.

Allocation of all committals to Crown Court to a tracking worker to ensure timely notification of PSR requests.

A proactive presence in the Youth Court, and further developed links with the Inner London Crown Court to inform the Court of timescales prescribed by National Standards, and to facilitate the provision of stand-down and specific sentence reports.

Partnership agreements with Social Services and CAMHS to reduce delays in communicating mental health assessments or care plans to the court as appropriate via the YOT. Asset data illustrates that PYOs frequently have difficulties in family relationships.

### **Constraints**

- Inability to sustain a regular YOT presence in Crown Courts.
- Inability to control the speed and quality of information flow from out-of-borough courts vis PSR reports.
- Courts preference for 'all options' PSRs.

### **Links to agency partners**

- Shared targets with other agencies in relation to the swift administration of justice pursued through the Borough Criminal Justice Group.
- Links with CAMHS and Social Services.

### **Links to allied themes**

- The swift administration of justice.
- The delivery of timely, holistic interventions to reduce re-offending.

### **Learning and Development Actions**

- Implementation of Effective Practice Guidance in relation to assessment and planning.
- In-house training and staff development vis PSR writing and court skills.

**Performance Measure X:** *Ensure that all 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

	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>	<b>2005 Target</b>
%	86.2	90	76.67	85	95	100

The downturn in performance is largely attributable to the pressure being experienced by the Prison Service. There are frequently delays in arranging initial planning meetings with the custodial establishment. Southwark is piloting video-conferencing, but guidelines agreed by the Prison Service have limited its usefulness in relation to information exchange and planning. Sometimes there are delays in notifying the YOT of offenders' dispersal from Feltham YOI to other establishments post-sentence.

**Actions to achieve target**

Deployment of two workers to supervise DTOs.

Installation of video-conferencing facilities.

**Links to agency partners**

- Shared planning with the secure estate.
- Involvement in release planning of Education and Connexions Service vis E.T.E, and housing services vis suitable accommodation.
- Social Services involvement vis Children Looked After and In Need population.
- Involvement of Specialist Substance Misuse worker (YOT) and RAPT (Drugs Agency) vis assessment and intervention as appropriate.

**Links to allied themes**

- Prioritisation of accommodation provision and E.T.E provision for young offenders released from custody.
- Drug and Alcohol Action Team strategy to reduce the proportion of young people using controlled drugs and alcohol.

## **Learning and Development Actions**

- Implementation of Effective Practice Guidance in relation to assessment and planning.
- One DTO working is seconded part-time onto the Diploma in Social Work course to improve their assessment and intervention skills.

## **Performance Measure XI: Education, Training and Employment**

Target: To ensure that the young offenders who are supervised by the YOT are either in full-time education, training or employment:

- 80% by December 2003
- 90% by December 2004

### Data

<b>E.T.E</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>
%	63.3	75	76.92	80%	90%

Southwark has a school age population of 35,000 with an exclusion rate of 0.55% per 1000 (the highest rate within the Central London Connexions Partnership area, which includes 7 boroughs). The rate of truancy is higher than the London average, at 1.7% of days lost, compared to the London average of 1% - 85% of truants are boys. Approximately 20% of Southwark pupils are educated in out-of-borough schools. The targets, jointly agreed by the Youth Justice Board and the Connexions Service National Unit, are, therefore, demanding in the local context but steady progress has been made.

Asset data reinforces the belief that E.T.E is a significant concern for all young offenders.

### **Actions to achieve target**

The YOT has agreed a protocol with W S Atkins Education, the contracted provider, which specifies that:

- All offenders of school age sentenced to custody must have a named school or alternative provision at the point of release.
- All offenders supervised by the YOT in the community must have education provision available within 15 days of referral.

The data indicates that nearly 90% of offenders concluding community penalties are participating in full-time E.T.E, and 84.7% of youngsters completing Final Warnings are involved in E.T.E, as compared to only 43% of those completing DTOs.

The distance at which offenders are placed in custody inhibits forward planning with education and training providers. Video-conferencing facilities will be used to facilitate this in a cost-effective way. However, the ISSP has been effective in engaging this population in E.T.E provision with enhanced support.

The L.P.S.A has set demanding targets for youth engagement generally, and a working group has been established to develop the 14-19 years curriculum. The local

Connexions Management Committee has agreed that young offenders are a priority group for service delivery.

The Connexions Service has seconded one full-time personal advisor, and 0.5 careers advisor's time to address these needs.

The LEA have agreed to the YOT upgrading the Education Welfare Officer post. This will reduce the complement from 2 officers to one, but improve the quality of service provided. Compensatory savings will be used to fund sessional tutors, providing basic skills tuition, as literacy and numeracy difficulties are instrumental in reducing school attendance.

The YOT Steering Group have agreed to negotiate with the Learning and Skills Council vis enhancing the availability of training opportunities for 16 and 17 year olds.

The YOT is already engaged in a range of activities vis disaffected pupils and secondary transfer issues, and this will be further supported by the establishment of the YISP, and expansion of YIP provision. The YOT's Early Intervention Team has linked with the BEST teams operating in 4 secondary schools and their feeder primary schools. (see Section II).

The Behaviour Improvement Strategy in schools is firmly embedded and receives multi-agency support. A Safer Schools Partnership has been established to improve pupils' sense of safety within schools, to promote attendance and learning. This is supported by the Victims Project, and various YOT group-work programmes (see Section II). The police-led Karrot Project is currently being evaluated with a view to rollout across the MPS area. The Project uses a variety of innovative means to reward pupil attendance and behaviour.

### **Constraints**

- Difficulty in engaging local management within schools.
- Lack of training and employment opportunities available within the borough.

### **Links to partner agencies**

- Police in Safer Schools Partnership and Karrot scheme.
- Local schools vis tackling truancy, schools-related crime and anti-social behaviour, behaviour improvement strategy, and reduced permanent and fixed-term exclusions.
- Connexions Service and LSC vis the provision of E.T.E, and, local regeneration partnerships.

### **Links to allied themes**

- Reduction in youth victimisation and offending.

- Improved education attendance and attainment.
- Use of constructive leisure opportunities to promote inclusion and citizenship and discourage offending and anti-social behaviour.

### **Learning and Development Actions**

- Implementation of Effective Practice Guidance in relation to E.T.E provision for all practitioners and managers.



## **Performance Measure XII: Accommodation**

### Target:

- All YOTs have a named accommodation officer.
- All (100%) young people either subject to community interventions or on release from custody from the secure estate have satisfactory accommodation to go to.

<b>Accommodation Officer</b>	<b>Name: Yvonne Davies</b>
Young people supervised by the YOT	197
Of the above, those that have satisfactory accommodation to go to at either the conclusion of community intervention or release from the secure estate	140
%	71.4

Ms Davies is a Practice Supervisor in the Prevention and Pre-Court Operations Group and has assumed the Accommodation Officer role on an interim basis to lead on inter-agency negotiations with the Housing Department, Supporting People /Strategic Group, housing providers and the Connexions Service. As a result of these efforts, a 0.5 Housing Officer post will be seconded to the YOT by the Housing Department, funded by the Connexions Service from April 2003. The provision of suitable accommodation remains problematic (see Constraints below), however, the position has improved vis offenders released from custody with 97% having satisfactory accommodation upon release, as compared to 76% in 2001.

### **Actions to achieve target**

Planned secondment to the YOT of a Housing Officer to facilitate housing needs assessments and progress chasing of applications for housing. The process often bewilders young people unless they are provided with dedicated support.

Development of a 5-bed supported housing scheme for 16 and 17 year old offenders in need of accommodation, run by NACRO and funded through the Supporting People initiative, due to open in April 2003.

Links have been forged with the Social Services 16 Plus Service as a number of offenders, particularly those released from the secure estate, have a personal history that makes them eligible for services pursuant to the Leaving Care Services Act.

Focus upon working with the families of offenders as a significant number of domestic arrangements breakdown during the life of the intervention due to relationship difficulties and family dynamics.

## **Constraints**

- The effect of the extensive programme of regeneration within the borough has placed pressure on the available housing stock causing delays in allocating suitable accommodation.
- Limited funds available vis supporting people to develop priority accommodation for young offenders.
- Public concern at housing young offenders on estates already experiencing problems in relation to crime and the fear of crime.

## **Links to agency partners**

- Social Services 16 Plus and Leaving Care Services and, also, Children Looked After terms vis accommodating offenders under 16 years who are in need of appropriate care, control and satisfactory accommodation.
- Special needs housing services vis prioritising offenders in need of accommodation for supported housing.
- Links with Connexions Service as lack of suitable accommodation impacts upon targets concerning participation in E.T.E.

## **Links to allied themes**

- Reducing rates of recidivism by promoting social inclusion.
- Council L.P.S.A focusing upon positive outcomes for Southwark young people vis education, employment and reducing involvement in and the fear of crime.
- CDRP strategy to increase victim involvement in the criminal justice process.
- Joint YOT/Connexions target vis increasing the proportion of young offenders involved in E.T.E.
- Effective practice development.
- Development of Restorative Justice resolutions and increased victim involvement and satisfaction.

## **Learning and Development Actions**

- YJB Effective Practice Learning and Development programme and related learning materials will be utilised, particularly in relation to assessment, offending behaviour, Restorative Justice and E.T.E. A number of staff will receive training in the delivery of the STAR programme.

## **Performance Measure XIII: Mental Health**

Target: All young people, by 2004, who are assessed by Asset as manifesting:

- Acute mental health difficulties to be referred by YOTs to the Child and Adolescent Mental Health Services (CAMHS) for a formal assessment commencing within 5 working days, with a view to their accessing Tier 3 service or other appropriate CAMHS tier services 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.

<b>% Assessments commenced within timescale</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>	<b>2005 Target</b>
Acute	55%	60%	18%	70%	100%	
Non-Acute	55%	70%	58.8	80%	100%	

The strategic health authority agreed to second one F.T.E Community Psychiatric Nurse to the YOT to facilitate the provision of mental health assessments and interventions. Two part-time workers were appointed who spent 50% of their time at the Bloomfield Clinic as it proved difficult to recruit to a full-time post entirely divorced from a clinical setting. However, one C.P.N left in July and the Health Trust were unable to replace them due to financial pressures. This has now been resolved and recruitment should progress early in the new financial year. However, in the interim, we have received CAMHS support for only 1 day per week due to pressures on CAMHS services generally. Future arrangements are presently being re-negotiated with CAMHS.

### **Actions to achieve target**

Re-negotiation of the health contribution to the YOT of 1 F.T.E Community Psychiatric Nurse to conduct mental health assessments and refer to specialist CAMHS services as appropriate.

Two YOT workers have been trained in the use of the Mental Health Asset, which is currently being developed to assist the mental health screening process.

Provision of psychiatric consultancy to the Early Intervention Team by Child and Family Guidance Services, and links to CAMHS services through the establishment of BEST teams in 4 secondary schools and their feeder primary schools.

Planned discussions with Social Services and CAMHS in relation to the targeted use of additional CAMHS funding recently announced.

Agreed mental health input by a consultant psychiatrist to the Risk Management Panel and the Youth Inclusion and Support Panels, to be piloted in 2003/4.

### **Constraints**

- Shortage in London of skilled and experienced mental health professionals.
- Difficulty for CAMHS in meeting level of need in the borough within available resources.

### **Links to agency partners**

- CAMHS provision within the borough with targets for the provision of services and the development of mental health promotion.
- Implementation of BEST approach through the Behaviour Improvement Fund with links to YOT Early Intervention Team.
- Planned development of multi-agency teams within Social Services utilising health professionals to implement the local family support and prevention strategy.

### **Links with allied themes**

- Reduction in rates of recidivism and rate of custodial sentencing by provision of needs-led interventions.
- Early intervention strategy.

### **Learning and Development Actions**

- Staff training in the use of Asset to appropriately identify young people with acute and non-acute mental health concerns.

# **SECTION E:**

Learning and Development

## **SECTION E: Learning and Development**

A Performance Appraisal system is already in place and managers have attended the Council's training programme in relation to its use. All YOT staff work to an annual workplan, which is reviewed after 6 months and appraised at the end of the financial year. Individual targets relate to the key objectives of the local Youth Justice Plan and are supported by Personal Development Plans, which inform the service training plan. Workplans for 2003/4 are in the process of being agreed now, but, in the future, will reflect the requirements of the action plan(s) to implement the Effective Practice Guidance. The requisite self-assessment process is already planned for April and May.

The key training priorities for 2003/4 are driven by the need to reduce the use of custody, improve assessment and planning and sustain and improve upon the delivery of offending behaviour programmes:

- 12 YOT staff to be trained in delivery of the S.T.A.R. programme by autumn 2003.
- In-house training for key staff vis PSR writing to improve upon the process of assessment and planning for community penalties for offenders at risk of custody (see Measure IV). New staff in the pre-court operations group will receive in-house training vis assessment for Final Warnings and Reprimands.
- 6 staff to receive victim-offender mediation training and all staff to receive victim awareness training by March 2004.
- 6 staff to receive groupwork skills training by March 2004.
- EIT staff to attend modular Child Protection Training programme by July 2003.

## Learning and Development Plan 2003/4

Number of staff required to attend modules of Effective Practice Programme (available from Sept 2003)	6	Number of volunteers undertaking training – e.g. NVQ (20 have completed the accredited course)	9
Number of staff requesting to undertake learning leading to nationally accredited qualification (available from Sept 2003)	2	Number of managers undertaking YJB Management Programme	0
<b>Local Recruitment Plans:</b> (Refer to Section C)			
<b>Any formal links with local LSC to support staff training:</b> The Central London YOT cluster is now in a position to foster effective links with the LSC during 2003/4.			
<b>Any formal links with higher education institutions:</b> 2 staff are currently seconded to attend the DiPSW (P/T for 3 years) at Bromley College.			
<b>Local and regional support to produce training plans:</b> The YOTs in London are formed into a regional consortium. At a local level, the Social Services Training Section assist with the development of training plans.			
<b>Links with secure establishments:</b> Joint training with staff at Orchard Lodge occurs as and when appropriate and is planned for 2003 vis offending behaviour programmes.			