



Buckinghamshire
Youth Offending Team

Youth Justice Plan

2001 - 2002

**Buckinghamshire County Council in partnership with the District Councils,
Thames Valley Police, Oxfordshire & Buckinghamshire Probation Service and
Buckinghamshire Health Authority.**

Introduction

This is the second Youth Justice Plan to be produced for Buckinghamshire. The first, submitted to the Youth Justice Board in December 1999, was produced before Buckinghamshire had fully developed its arrangements for Youth Justice services and as far as possible showed how the partners would tackle the new agenda. This showed considerable commitment to tackling youth crime among all the partner agencies.

The aim of this second Plan is to report back on those arrangements and the services provided by the partnership from April 2000, to evaluate the effectiveness of interventions, and to set out the planned services for the period 2001/2002. It is expected that the services outlined in this Plan will cross organisational boundaries and find joined-up solutions to local youth crime problems in support of the principal aim of the Youth Justice System, 'to prevent offending by children and young persons'.

The Buckinghamshire Youth Offending Team was officially launched on March 27th 2000 by Rob Allen, Director of Research and Development at NACRO and a member of the Youth Justice Board.

The YOT has been successful in establishing a cohesive multi-agency team over the past twelve months, which has embraced the challenge of implementing the far reaching reforms. This has been possible, largely through an emphasis on team building activities and training for both practitioners and managers. As with many other areas, the team was resourced at a point prior to the introduction of new National Standards and before the actual workloads were recognised. The team has struggled, therefore, to maintain a momentum of development whilst continuing to provide and co-ordinate services. As a consequence there are areas of service development which it had been hoped to achieve during 2000/01 which will be ongoing.

The Youth Offending Information System (YOIS) was purchased and installed prior to April 2000. This essential information management tool will enable Strategic Planning, Research, Monitoring and Evaluation and the Administration of the YOT. It has the capability of producing the Quarterly and Annual returns as required by the Youth Justice Board.

In reflecting over the past nine months the Youth Offending Team has made considerable progress in many areas against a background of a changing culture and a fast moving agenda. It has achieved an improved clarity of direction and clearer targets to measure performance, however there is also the recognition that there is still a long way to go.

Buckinghamshire Youth Offending Team

Equal Opportunities Policy

The Buckinghamshire Youth offending Team recognises its obligations under the Rehabilitation of Offenders Act 1974, the Sex Discrimination Acts 1975 and 1986, the Race Relations Act 1976 and the Disability Discrimination Act 1995, and is committed to achieving equality of opportunity. This commitment will inform all activities undertaken by the team and is equally valid in its role as employer of people and provider of services.

The team also acknowledges a responsibility to ensure that services provided by other agencies at its request should reflect this commitment.

The team recognises the potential for discrimination against groups or individuals on the basis of race, ethnic or national origin, language, disability, language, gender, sexual orientation, marital status, age, religious belief or literacy.

The Youth Offending Team believes that working with and managing diversity and difference is integral to achieving the aims and objectives of the Criminal Justice System, and as such to the success of the service. To this end the YOT manager in partnership with all members of the team will:

- Ensure issues relating to equality of opportunity are considered as an integral part of all services and are reflected in the team's literature and external communications
- Monitor partner agencies processes to ensure equality of access, service delivery of outcomes
- Ensure an equal opportunities dimension in monitoring the team's performance in respect of both service delivery and personnel practice
- Develop a workplace culture based on trust and mutual respect where people value each other and treat each other with dignity
- Develop appropriate training and support to ensure a high level of awareness and understanding of issues of discrimination, in order to inform practice
- Display an equal opportunities Policy Statement and actively ensure compliance by all visitors to the building

Executive Summary

Section one: Performance Management 2000/01

Key areas of work:

- The creation of the team and the implementation of the new orders and initiatives have been a major part of the YOT's activities throughout the nine months.
- A huge Investment of time for training and development of staff in order for them to work as an effective team and to carry out their new roles and responsibilities
- Developing the interface with other agencies in order to meet the statutory aim, highlighting gaps and identifying ways forward
- Developing practical partnerships to deliver joint work to young people
- A range of activities in relation to the six National Objectives have been developed and delivered
- Monitoring of performance data which shows the trends in the offending population and how young people were dealt with both pre court and in the court system. Highlighted is the actual workload of the team which is considerably higher than projected.

Section two: management, Structural and Staffing Arrangements for the Youth Offending Service

- The commitment of the Chief officers is reflected in the membership of the steering group
- The management arrangements for the team reflects the geographical nature of Buckinghamshire and the numbers of potential service users
- Staffing of the team is inconsistent with the workload demands
- The training plan once again reflects the importance of staff development within a limited budget

Section Three : Objectives

- This section outlines in detail the actions which the YOT and all partners will take in 2001/02 to meet the principal aim of preventing offending

Section Four: Resourcing of the YOT during the Financial Year


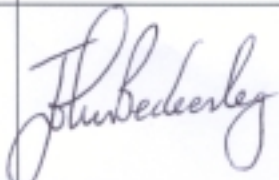
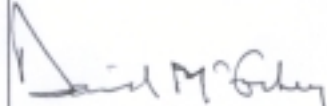
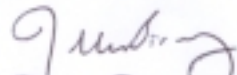
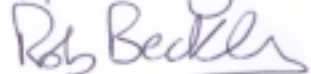
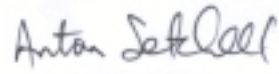



- The baseline budget has increased in line with inflation with some further use of balances. It has not increased to meet the additional workload demands
- There has been a lack of permanent National Funding to support the huge chance agenda and the expectations placed on the YOT

Section Five: Linkages with Other Plans

- All agencies have identified their current commitments and how they can improve and strengthen the partnership with the YOT

Approval of the Plan by Chief Officers (Table A)

The Buckinghamshire Youth Justice Plan has the commitment and agreement of the following Chief Officers and their agencies.

Agency	Name of Chief Officer	Signature	Date
Chief Officer of the Local Authority	Ian Crookall		26th Jan 2001
Buckinghamshire Social Services	John Beckerleg		24th January 2001
Buckinghamshire Education Department	David McGahey		29th Jan 2001
Thames Valley Police	Dave McBirney		24.1.01
	Rob Beckley		25.1.01
	Anton Setchell		25.1.01
Oxfordshire and Buckinghamshire Probation Service	Bruce Davison		30.1.01
Buckinghamshire Health Authority	Jackie Haynes		26.01.01
Representative from Buckinghamshire District Councils	Richard Cummins		24.1.2001

Population of the Youth Offending Team Area – Table 1

Total / Ethnic Classification

Ethnicity	Total Population	10-17 Population	Years
White			
British	* n/a		n/a
Irish	* n/a		n/a
Any other White background	* n/a		n/a
Total for White	433,153		44,620
Mixed	* Not available from the 1991 census		
White and Black Caribbean			
White and Black African			
White and Asian			
Any other Mixed Background			
Total for Mixed			
Asian or Asian British			
Indian	3,077		395
Pakistani	8,733		1,764
Bangladeshi	230		34
Any other Asian Background	1,145		139
Total for Asian or Asian British	13,185		2,332
Black or Black British			
Caribbean	4,396		457
African	537		79
Any other Black Background	1,170		225
Total for Black or Black British	6,103		761
Chinese or any other Ethnic Group			
Chinese	979		99
Other	2,778		550
Total Chinese or other Ethnic Group	3,757		649
OVERALL TOTAL	456,198		48,362

* n/a Not available

The way in which the ethnic data is collected in Buckinghamshire does not lend itself to the breakdown required in the plan

Section One: Performance Management: 2000/2001

This section of the Plan is reporting back on the performance of the team in the delivery of services and against National Standards. In order to achieve this fairly it is necessary first to consider the environment within which this work took place.

Although it was anticipated that a 'shadow' YOT would be in place from December 1999, this in practice was not possible due to the delay in identification and release of secondees from partner agencies. Staff in fact joined the team over a period of six months to May 2000. Those in post were faced with the task of providing ongoing services, with little time to prepare for the implementation of the new orders and initiatives.

Managing the huge change agenda is key to the success of the YOT within a totally reformed Youth Justice System. At the time of the official launch in April 2000 therefore, the team began to work within the new system without the complete foundation essential to this area of rapid development.

In addition the Youth Justice Board has continued to develop guidance and new initiatives during the past nine months, which has compounded the challenges faced by the YOT.

In order to meet our statutory responsibility the YOT has concentrated on the core services for which there is a responsibility to co-ordinate or provide.

Training Plan – 2000/01

- All youth offending team practitioners have attended the "Working Together" training, developed on behalf of the Board by The Trust for the Study of Adolescents and the Children's Bureau.
- In addition all staff have received training on the use of the asset assessment tool and have attended an initial Team Development training package facilitated by the Department of Applied Social Studies at Luton University
- To consolidate training on the use of asset and its implementation, two days training on the Assessment and Management of risk was requested from the probation service, who delivered the course to the full team.
- Through discussions with the Child and Adolescent Mental Health Teams across the County, a programme of training events has been arranged. The programme so far includes sessions on "Working with the Family", "Assessment in Child Mental Health," "Adolescent Development", and "Bereavement and Loss". Further sessions yet to be agreed will run next year.
- Four members of staff attended a week long Restorative Justice Course that included an element addressing victim care issues. This attendance brings the numbers of staff fully trained in restorative justice to eight.
- Three places have been requested on the Youth Justice board "work with victims and an introduction to restorative approaches" two-day course scheduled for February 2001.
- In house training, through full team meetings has focussed on the new orders and national standards.

- Two staff members have attended the principles of “group work” practice course delivered by the Youth and Community Service
- Human Rights training was delivered to the team in October 2000 by Bucks County Council Legal Section and will form the basis for continuing training in relation to this complex and far reaching piece of legislation.
- Two members of the YOT will be providing in house training to ensure all staff are properly trained to undertake the role of appropriate adult as defined in the “Police and Criminal Evidence Act”. Colleagues in Social Services have also been invited to attend to ensure all those with a responsibility for providing this service are trained appropriately
- In relation to information Technology, courses through Bucks County Council have been accessed by three administrative staff including Excel ,Skills screening and subsequent NT Outlook, Word and Internet training. The purchase of YOIS has necessitated a series of training events, which has involved administration, practitioners and managers.
- Social Services information data base (SSID) training for view only for all staff
- Access to courses within training schedules provided by the Probation Service and Bucks County Council have also been agreed for individuals within the team.

Management Arrangements for the Youth Offending Service

The membership of the steering group has been constant, with only two changes in personnel, one of the commanders from Thames Valley Police, and the representative from the District Council . The Chief Officer of the Council has chaired the meetings and continued to have an active role within the group.

There have been some discussions around the line management of the YOT manager and where this is best placed, however it has remained within Social Services.

In line with the feedback from the Annual Plan 2000/2001 the steering group were asked to consider the management structure. The YOT manager raised this with the steering group and provided evidence to support the need for a second operational manager. The current structure has one operational manager responsible for two bases one in Aylesbury and one in High Wycombe, 12 full time equivalent and, 3 part time equivalent practitioners and 2 full time equivalent and 2 part time equivalent Administrative staff.

It was agreed in July 2000 that such a post was needed. This post was to be funded during this financial year from within existing budgets. Despite two national advertisements it has not been possible to fill this post. The identified monies have been used however to support the operational manager.

In reaching agreement for the budget for 2001/2002 it has not been possible to identify funds so that this post can be permanent, however it has been agreed that a two year secondment / fixed term contract can be advertised, using monies from savings made during the setting up of the YOT

In order to meet the demand of referrals both at the pre court and court stages staff had to take on roles that they were not trained or familiar with. Since that time a lot of work has gone into structuring the service delivery to find a balance where staff have the knowledge and skills to deliver their part of the service, workloads are fair and supportive and that the referrals are managed more effectively.

Linkages with Other Plans

In the 2000/2001 Youth Justice Plan links were identified between the Youth Offending Team and those of our partner agencies. At this time the focus within the plan was somewhat vague and in the main looked at how the Youth Offending Team could assist the partner agencies, with little comment on how partner agencies would be assisting the work of the YOT. It was intended to address this issue and gain understanding and clarity of roles and responsibilities through liaison with partners represented on the Middle Managers Group and Chief Officers Steering Group. The steering group attended an away day which was devoted to looking at the strategic direction and cultural change required for the YOT.

Over the last nine months the experience of joint work with partner agencies within Buckinghamshire has been influenced by a number of constraints. In providing an overview of mainstream services within this section it is necessary to acknowledge the difficulties experienced by our partner agencies in relation to staffing and resources. Following an Asset assessment by the YOT, partner agencies have been receiving referrals from the YOT for specialist services. In some cases they are not able to offer a service and the needs of the young person are not being met. This has negatively affected the outcomes for young people within the Youth Justice System.

Criminal Justice System and Business Plans (1999 – 2000)

The YOT has worked to Home Office guidance and has worked towards meeting National Standards in all areas of its work. It has introduced strategies to consult with victims, inform them of outcomes in court and actively involve them in a restorative manner.

The YOT has forged links with all agencies central to the Youth Justice System in order to have an impact on reducing the delay. The YOT is a signatory to an agreement made by these agencies and submitted to the Board in October 1999. It has established links with partner agencies and concentrated on early identification of risk factors and interventions based on an 'Asset' assessment in order to impact on reducing the levels of crime and disorder and the cost, both in economic and human terms.

Crime Reduction Strategy

The YOT has developed links with community safety in the four District Councils and the County Council and has been involved in multi - agency planning days to promote the County Council's duty under section 17 of the Crime and Disorder Act.

The YOT manager has been a member of a newly formed countywide liaison group and the County liaison meeting with elected members. In addition several meetings have been set up with the community safety officers to discuss cross cutting themes e.g. Mentoring, parenting, homelessness, victims.

The team has also had representatives attending the local implementation groups in the District Councils

The information system purchased by the YOT will be able in time to produce valuable management information with regard to young people. The County Council is in the process of appointing a data officer to work with community safety. The links between this post and the YOT should prove valuable.

Behaviour Support Plan and Education Development Plan

The Youth Offending Team Education Welfare secondee has encountered difficulties accessing education provision for young people known to the team. Of particular concern is the inability of the Education Department to provide 25 hours educational input to young people sentenced to a Detention and Training Order, who are released from custody to spend the second half of their sentence on supervision within the community. This issue has been acknowledged by the Education Department which is striving to find a way to resolve it.

Joint working between the Education Welfare secondee and colleagues within the Education Welfare service has produced positive outcomes in relation to re-integration support. In general terms, however, the fact that a young person is an offender and known to the YOT has not attracted any particular services within the Education Department and there appears to be no additional provision for those excluded who are also offending. The young people known to the YOT who are attending the Pupil Support Unit receive only on average 2 half days education per week. Where education has been identified as a key risk factor the Education Welfare officer in the YOT tries to supplement this and support the young person as much as time allows.

The Education secondee has liaised with the Education Department with regard to parenting Orders for non-school attendance. The Education Department makes a referral to the YOT for a parenting assessment after the final pre court meeting. Of the 8 assessments to date there have been 6 where a parenting support programme is felt appropriate. The Education Department do not currently have the provision to run these groups and the YOT is having to adapt its core programme to try to meet the needs of these parents where often the issues are directly related to the school. We hope that through continued liaison with Education they will contribute to the programme of support by providing a specialist input.

Working relations between the careers service and the Youth Offending Team are excellent and we have in place a partnership agreement. The Education and Youth Service secondees have worked closely with the careers service to develop a group work programme initiative aimed at young people of school leaving age who are neither in training nor employment. This group programme will be delivered as a joint piece of work. Links with the learning gateway advisors is also well established with referrals for individual work being made on a regular basis and a swift and appropriate service forthcoming.

A bid for monies through Lifelong Learning has enabled the Education secondee to work with Continuing Education to develop basic skills screening project which will be piloted in the Aylesbury area.

The working relationship between the Youth Service and the YOT is positive. The Youth Service secondee has forged links within the Youth Service which has led to provision of service to young people known to the YOT. In addition the provision of training venues at a reduced cost and training courses have been made available.

Managers within the Youth Service are keen to explore and expand areas of joint work in relation to young people who offend or at risk of offending. These opportunities will be progressed through liaison in 2001.

Children's Services Plan and Quality protects management Action plan

A protocol for the working relationship between the YOT and the Social Services Department was drawn up with a review date set for October. This review is underway and is likely to make several changes to the agreement. The YOT agreed initially to have responsibility for some of the work involved in accommodation issues of the young people known to them.

It was felt that this would help social services to reorganise the responsibility for this work as previously the Youth resource team was involved in 14+ work as well as Youth Justice.

This has proved problematic for the YOT as boundaries have not been clear and it has consumed a lot of the time of the social workers in the YOT. The resources available to the YOT and high numbers of referrals will mean that the YOT will need to focus on its core responsibilities.

Social Services sessional workers have continued to be used to meet the requests for Appropriate Adults under PACE. Whilst the majority of requests have been met, there have been a number of occasions when no sessional worker has been available. It has also been difficult to get any management information relating to these sessionals as there is no system for recording. The YOT has been working towards a volunteer service for day time requests which will be available during 2001.

In relation to Remand services, placements within the existing pre trial foster care scheme have been used for welfare cases, and as such the needs of some young people remanded to the care of the local authority have been addressed by way of placement in Bed & Breakfast accommodation. The staffing situation within Social Services has not allowed for the provision of an adequate level of support for these young people. In order to reduce the risk of reoffending whilst on remand the YOT has attempted to meet the support needs of those young people placed in B&B which has placed an additional strain on the team members.

All parenting services for adolescents have been provided directly by the YOT although an initial mapping exercise was commissioned by the YOT, which identified a lack of services for adolescents it has not been possible to pursue preventative parenting services.

After some initial misunderstandings about the role and function of the YOT, liaison between the YOT and Social Services in relation to 'Looked After' children has been generally good. The work is ongoing, in particular building the links with the residential units and improving the communication.

Many young people who may be termed a 'child in need' for their offending behaviour may also have pressing welfare concerns. Unfortunately staffing and resource issues within Social services has necessitated that referrals from the YOT are deemed low priority. Ironically this view is often influenced by the fact that they are offending and known to the YOT. Particular areas causing difficulties for staff and young people within the YOT is access to services in relation to homelessness, support to young people living independently, leaving care services, and services to avoid family breakdown.

The new multi agency rapid response service (MARRS) should improve services to avoid family breakdown, and in Wycombe a member of staff has been given the remit of support to those young people living independently, and those who are care leavers.

The imposition of national standards each containing extremely tight deadlines, higher volume of referrals than anticipated and no possibility of increased staffing levels have necessitated a more focussed approach for the team with them being clear about their statutory responsibilities.

Drug Action Team and Health Improvement Programme

The post of substance misuse worker has been funded by the Drug Action Team and operated from within the YOT. This post has been supported by the DAT co-ordinator acting as the link manager and being a part of the middle managers group. In addition clinical supervision has been set up via the health authority to include the two posts in Bucks and Milton Keynes YOT's This takes place each fortnight for two hours.

In addition to carrying out assessments and programmes of work for young people known to the YOT, the post holder has been involved in developing some preventative work in conjunction with the Youth and Community Service, concentrating on the needs of young people and staff from the Residential homes and Pupil Referral units.

A protocol has been established for the referral of juveniles between the adult arrest referral worker and the YOT. There is not dedicated scheme for young people currently in Bucks.

The main Health Service contribution to the team has been via the Children's strategy manager and the Child and Adolescent Mental Health Team

The Strategy manager is a member of the middle managers group and has carried out the following work in support of the YOT.

- Briefing paper on Youth Justice Issues prepared and distributed to all relevant health service staff, to raise awareness and understanding of the role of the YOT
- A paper analysing health contribution to Youth Justice issues was prepared in order to identify, stimulate debate and propose possible contributions to the Youth Justice plan objectives. An analysis of the Health Improvement Programme was made to identify general contribution to wider aspects of youth offending, A paper was presented to the steering group, distributed to the middle managers group and widely across health service providers
- Collaboration with Child and Adolescent Mental Health Services to raise awareness and negotiate contribution within existing resources
- Work with Social Services and health colleagues to initiate an 18 month, fixed term contract for two part time specialist nurses to work in Bucks to begin to address the health needs of children in public care. Their work is likely to involve young people who come into the youth justice system.
- Identification of the need for an operational manager to join the middle managers group. The chief executive has written to the trusts and the primary care groups requesting co-operation. A bid is being prepared for extra resources which are needed to carry out the tasks effectively in addition to a full workload.

Quarterly meetings have taken place with CAMH managers, Health Authority Children's Strategic Manager, the YOT Manager and Operational Manager to discuss issues raised, build on good practice and effective working, identify gaps in service and consider possible ways forward. The following has been achieved:

- A monthly meeting set up between CAMH and the YOT to provide expert consultation and advice
- Agreement reached for provision of 9 monthly training sessions to raise awareness of and to increase knowledge and understanding of mental health Issues in order to inform those carrying out the initial Asset assessment. The aim is to ensure appropriate referrals are made and effective interventions are put into place.

The YOT still does not have a representative from health to work with the YOT in making more thorough assessments, and a system of referring on to an appropriate departments within the health service for specialist help in order to meet the needs of the young people.

This gap that was identified during the setting up of the YOT has continued to be discussed, including how such a post could be funded.

Probation Service National Plan

A joint protocol has been produced between the YOT and Probation. It outlines the service links and processes for the transfer of cases, which in the main have been managed without problems. The Probation Service has also provided an excellent two day training course for all YOT staff in the assessment and management of risk.

Annual Police Plan

The two police officers seconded to the YOT took up post in January and March 2000 respectively.

There are three police areas, which operate within Bucks, Aylesbury Vale, Chiltern Vale and South Bucks, each containing a separate management team and Restorative Justice Unit. This did cause some early frustrations during the development of an agreed process for Reprimands and Final Warnings. What made this more difficult was the timing of the revised guidance from the Youth Justice Board.

At this time a process had been agreed by all three areas, however following the guidance only Slough continued as agreed with the other two areas making changes in light of the guidance. This has now meant that we are operating in Bucks to two different frameworks. Fortunately from an operational point of view it is working effectively with a supportive and flexible approach being adopted by all agencies. We are also aware that this is not a consistent approach for the young people involved.

Work to develop the existing links with the Restorative Justice Units into a strong partnership has been extremely productive. Relationships with the Slough RJU will develop as we receive a greater number of young people referred to us from that area.

Restorative conferencing at the Final Warning stage is now mainly carried out by the YOT Police Officer, work which has gradually shifted over the last few months. Again this practice is flexible and the RJ Units have been very supportive when we have encountered large numbers of referrals or when the YOT has had staffing difficulties.

The awareness of Restorative Justice principles within the YOT has been raised through various training and the willingness of the Police Officers to share this approach with other members of the team.

Whilst there are still some difficulties in obtaining consistent quality information from the Police within agreed timescales, this is viewed by the YOT as understandable due to the size of the Thames Valley Police Force and its area structure. Mechanisms, which involve both the YOT and the RJ Units, have been developed to address, monitor and improve this issue over the next year.

Work to develop a comprehensive victim care service has begun, though the pace has been hindered by the high workloads being experienced by the team, which are in excess of those anticipated.

The majority of victims are contacted by the Police Officers on the team, and it is hoped to improve the level of victim satisfaction and have more face to face contact over the next year.

Performance against the objectives and targets set within the first Plan

At the time of writing the first plan local negotiations regarding the delivery of services and how the partner agencies would work with the YOT were at an early stage. The targets therefore were more general and not specific.

The following describes the action that has taken place to meet the objectives and feedback on any targets which were set.

National Objective 1

The swift administration of Justice so that every young person accused of breaking the law has the matter resolved without delay

A multi – agency Action Plan was submitted to the Youth Justice Board in October 1999. There have been regular meetings co-ordinated by the court to monitor the progress against the plan, The YOT managers have attended these meetings.

The baseline information provided in the plan for 2000/01 has since been found to be inaccurate. The courts have developed a more accurate system for collating this data now in conjunction with PA Consulting. This shows that there have been improvements in both Youth Courts for the time taken from Arrest to sentence for PYO's.

The latest figures produced in December by PA Consulting for the Thames Valley area, show that in quarter 3, Central Bucks has an average of 51 days and Wycombe and Beaconsfield an average of 114 days against the national average of 95 days. PA Consultants state that due to a relatively small number of sentencing occasions, these figures relate to a particularly small sample size and may be an unreliable indicator of performance.

The YOT has agreements in place with Thames Valley Police regarding the provision of the details of persistent young offenders, however there is still some work to do to ensure that young people are identified correctly and the information reaches the YOT within the timescales agreed.

All information received from the police has systematically been entered onto the Youth Offending Information System (YOIS)

The YOT is currently using an existing sessional worker scheme for the provision of Appropriate Adults managed by Social Services.

The development of a volunteer scheme is underway which will be co-ordinated and managed by the YOT.

Discussions are taking place with the racial equalities councils with regard to recruitment of volunteers to ensure we have regard to the ethnic diversity of the young people.

Systems have been put in place to encourage the presence of parents as Appropriate Adults. When a request is made by the police the young person's family is contacted immediately, in order to secure attendance wherever possible.

If the YOT has acted of behalf of the parent they will be contacted afterwards to ensure they know of any return date to the police station or court date and ensure that the young person surrenders to bail

Where persistent young offenders have been identified, the YOT has provided Pre-Sentence reports in line with the National Standards.

A Youth Justice Service agreement has been written in partnership with the court which includes the use of recent reports and the use of stand down reports to avoid unnecessary delay. This document will require full implementation in both the court and the YOT to achieve its objectives.

The Remand Co-ordinator has been in post since August 2000 and has been involved in developing Bail support and supervision programmes. These have been offered to the court since November 2000.

The current remand carers' scheme is managed by Social Services, originally there were 4 carers but now only one wishes to continue.

The Remand management co-ordinator is currently looking at the accommodation needs of the young people and how these might best be met.

Quarterly reports have been submitted to NACRO and Luton University who are evaluating the project.

National objective 2

Confronting young offenders with the consequences of their offending, for themselves, their victims and the community and helping them to develop a sense of personal responsibility

Prior to the implementation of Reprimands and Final Warnings in June, the YOT had in place agreements with the Restorative Justice units in Aylesbury, High Wycombe and Slough as to how these disposals would be implemented in a restorative manner and what systems would be in place for communication between the units and the YOT.

In November 2000 we reviewed the processes in our agreement and have managed to reduce the timescales and any duplication of work.

Training in restorative conferencing has now been undertaken by three additional YOT staff, four having already undertaken this training. The capacity of those staff to undertake this work at the pre court stage has been difficult due to the high numbers of reports and orders they are dealing with in court, however the training covered basic restorative justice principles and victim awareness which needs to be reflected in every intervention plan.

A victim/offender mediation scheme is still being developed in partnership with the local community mediation teams. The YOT has agreed to provide some conversion training for up to eight community mediators in February/March 2001. It is envisaged that the mediation will be used as part of a Reparation, Action Plan or Supervision Order.

Several new community reparation projects have been developed across the county, with the majority of the work coming from a residential home for adults with learning and physical difficulties. The nature of the work here has been gardening, painting and light cleaning work. Other placements have largely been conservation type work.

Liaison with victim support is ongoing. They have expressed an interest in working with the YOT and we have identified some areas where victim support could be involved. Any agreements we reach will form part of the victim care protocol.

The YOT practitioners have been encouraged to consider victims issues as an integral part of every intervention plan and two members of staff have been identified to consider possible work methods.

All data received by the YOT has been input into YOIS since April. This also contains a gazetteer, which will enable the YOT to report on what types of offences are committed and in what areas. This has not been possible to date, as the administrative staff have had to concentrate on the inputting of data and producing the quarterly returns.

All staff have had basic training in the use of the assessment tool "Asset". In addition through negotiation with the health trusts they have provided a series of training to assist staff in completing the health part of the assessment with a greater understanding and knowledge.

Meetings have also taken place with the attendance centre co-ordinators in order to make the programmes more effective and consider what input we might have into these.

In order to establish this assessment as a useful risk management tool which will help focus the YOT resources, a two day risk assessment and risk management course was arranged through the Oxon and Bucks Probation Service.

National Objective 3

Interventions which tackle the particular factors (personal, family, social, educational or health) that put a young person at risk of offending and which strengthens "protective Factors"

This area of work has been discussed at length at the middle managers group which is represented by all partner agencies.

There is currently a lack of management information amongst the partner agencies to inform the service needs relating to young offenders. Although the YOT has implemented the use of Asset, which should provide this information until we have achieved this electronically referrals are made on an individual basis and we have not been able to aggregate these.

Liaison networks have been established with all partner agencies, however the ability of those agencies to provide access to services has been limited.

The group have agreed that we should carry out an analysis of the case histories of young people who are known to the YOT in order to identify health issues, patterns of behaviour, life events and whether appropriate intervention were available at the time. The group feels this piece of work could provide invaluable information for strategic planning of inter-agency services.

Identifying who could take this work forward has hindered the progress of this initiative, however the YOT manager intends to look at the possibility of a research student to work with identified staff from each agency.

In trying to maximise intervention options the Youth and Community worker in the YOT has mapped out existing community resources. Contact has been made with various local resources eg. Skidz (Motor Project), Learning Gateway (Careers Service), Breakthrough (Adult Education Project), Way In (Youth and Community Counselling Service.)

A range of interventions have been developed within the YOT in partnership with other services. These are aimed to positively support the risk factors as reflected in Asset. The services that have taken an active role are the Careers Service, Youth and Community Service and Continuing Education

National Objective 4

Punishment proportionate to the seriousness and persistence of the offender, to build confidence in the Youth Justice System

A gate keeping process has been developed and put in place. It requires the report writer to discuss the report and the proposed recommendation at the team allocation meeting. Another YOT member also reads each report and a quality assurance form is completed to ensure the report is in line with National Standards.

The congruency rate for the first 6 months rose from 77% as reported in the last audit of youth justice to 80%. For the period from 1.4.00 – 31.12.00 it is 76.5%

All disposals are currently available to the court however the programmes will need to continue to be developed and strengthened. In particular the more intensive programmes for persistent young offenders which should be offered if the court is considering custody.

A pattern of meetings has been agreed at the combined court user group, they ensure that the YOT has representation at both the strategic and operational level. These are outlined in the Youth Justice Service Agreement

- Combined Court User Group Meeting (Outlined in National Standard 6) YOT Manager to attend.
- Youth Panel Meetings in each Petty Session Area. Operational Manager and team to be invited.
- Youth Panel informal meetings between the clerks the YOT courts officer and the operational manager to facilitate local problem solving.

The YOT has been involved in training exercises with the court and has delivered training to the youth panel and new magistrates. Future training events focussing on sentencing exercises have been agreed between the YOT and the court.

It has been agreed that the YOT will have a standing item at the combined court user group meeting to provide the court with information and evaluation as to the sentencing patterns of the Youth Court. The information produced for the quarterly reports for the Board will form the basis of this reporting.

National Objective 5

Encouraging reparation to victims by young offenders

An agreement has been in place since June with the Restorative Justice Units of Thames Valley Police. This was revised in November to avoid unnecessary delay and duplication of work by the Restorative Justice units and the YOT.

Through the training they have received staff have a growing awareness of Restorative Justice principles.

Work is currently being developed looking at appropriate programmes with discussions taking place with the Racial Equalities Council in Wycombe to ensure the programmes meet the cultural needs of all young people.

In order to understand and build victim care the YOT manager has been involved in a Thames Valley wide forum looking at the issues of victim care. In addition the police secondees in the team who have the lead responsibility in this area have attended a support group for staff working with victims.

All intervention programmes now contain an element to address victim care.

Victim/ offender mediation has been pursued in partnership with the local community victim mediation scheme. It is planned that eight mediators will attend a conversion training course and deliver victim/offender mediation in post court interventions. This will include both direct face-to-face mediation and other forms eg. Shuttle mediation.

National Objective 6

Reinforcing the responsibility of parents

Systems and processes have been put in place to ensure that parents are involved in all areas of the criminal justice system as per national standards.

Parents are routinely contacted when we receive a request from the police to act as Appropriate Adult at the police station. A monitoring form is completed after each PACE interview, which will enable us to monitor the whole episode including the non attendance of parents.

Parents are routinely involved in discussions with staff when a report is being prepared and have access to the report in advance of the court date. They are also encouraged to attend court. They are invited to attend all regular reviews of any community or custodial sentence.

At the time of writing this report an information leaflet for parents and young people explaining the system from arrest to sentence is being finalised. This will then be printed and produced in appropriate languages other than English.

A piece of work outlining the current parenting support provision in Buckinghamshire was commissioned using grant monies from the Development Fund from the Youth Justice Board. This was completed in May. It identified that there was a lot of work taking place across the County, but this was mainly for the younger age group and was not co-ordinated in any way between the agencies involved.

To consider how some work could be taken forward to ensure a range of resources are available for parents of adolescents, it has been discussed regularly with the middle managers group and a report submitted to the steering group. It has also been put on the community safety agenda and that of the meeting of Chief Executives.

In order that the YOT could meet its statutory duty to provide for parenting orders, YOT staff have set up a parenting support group in each of the YOT bases. Staff who have run these groups undertook training in a parenting package called “ Staying Connected” organised by the Youth and Community Service. Both staff involved had previous experience of working with parents. These groups have been used for voluntary support for parents as no parenting orders have been made. From the experience of running these groups the staff have developed a better understanding of the support needed, which parents have identified through feedback mechanisms and the programme will be adapted to take account of this.

Other Local Objectives

The YOT are using the 2001 census ethnic classifications as required by the Youth Justice Board and these are entered onto YOIS (Youth Offending Information System). One of the unresolved issues which has arisen has been when information is passed by the Police whose indication of the young person's ethnic background is not based on self classification.

There is a Home Office directive for Police to adopt the 2001 census classifications and to adopt the method of self-classification, however this may well take several years to achieve.

In an attempt to recruit staff to reflect the ethnic diversity of the community, all external and internal advertisements have reflected the desire to appoint from all sections of the community.

Anti-discriminatory practice has been a clear factor in all training that has been organised by the YOT and is contained in all working protocols written by the YOT.

In an attempt to recruit volunteers and sessional staff from the local ethnic community discussions have taken place with the Racial Equalities Council in Wycombe. The recruitment campaign to take place in the new year (2001) will focus on the recruitment of staff from the ethnic minority communities.

YOIS (Youth Offending Information System) has been installed and information inputted since April 2000. Systems have been developed to ensure all information is recorded on YOIS. This has been a staged implementation. In addition checks have taken place and data cleansed to ensure accuracy of data.

Administrators have received four days inputting training, administrators and managers two days of output training and practitioners and administration two days of case management training. In addition several days of on site support have been purchased to support staff in all parts of the system.

The Performance Data

The information contained in the tables below has been obtained by a mixture of reports from YOIS, the YOT database, and manual feedback from staff within the team and other agencies.

The responsibility for inputting into the database fell on an administrative team who had no background in the youth justice system and struggled with processes and terminology. A turnover in administrative staff has extended these initial difficulties and the individuals continue to experience gaps in their knowledge base.

The second phase of implementation which began in October 2000 was the introduction of the case management system within YOIS, the responsibility of practitioners within the team, not all of whom were particularly confident in their IT skills.

The package is extensive, complex and includes the electronic version of Asset. The need for a staged implementation quickly became evident.

This area of development requires a huge time commitment from staff, who have felt that this conflicts with the equally enormous demands from other areas of work, not least of which is the face to face work with young people. It is understandable, therefore, that despite best efforts there are gaps in the essential information needed for these statistics.

It was decided from the onset not to import historical information from the Social Services database as this could not be validated. It has subsequently been realised that there are large gaps in the information held on that database in relation to Cautions. As a result of these issues it has not been possible, to date, to establish sound historical information which is essential for some of the statistical tables below, particularly in relation to data on persistent young offenders.

Whilst a steady flow of information into the YOT has been established, the Police accept that persistent young offenders are not routinely being identified in all areas and that they cannot at present guarantee the YOT has been notified of every young person arrested over the past nine months. This situation obviously has an implication of most of the tables below, not only in relation to Police decisions, but also in relation to the number of offences committed etc.

The YOT is also aware that not all information from Courts other than regular local youth courts is being routinely received and input, which casts some doubt over data in relation to Court appearances, remand decisions and sentencing exercises.

As part of the development of the YOT, and the implementation of the IT systems within the team, the issues above are being addressed and mechanisms implemented to improve quality and consistency of information being received and input onto YOIS. Future plans should benefit from statistical information which extends beyond informed estimates, which would describe much of the following.

Table 2: Offending

Data Period: 01.04.2000 – 31.12.2000

OFFENCE	10 yrs		11 yrs		12 yrs		13 yrs		14 yrs		15 yrs		16 yrs		17 yrs		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Violence against Person	1	0	0	0	1	0	3	8	23	3	25	4	16	2	6	3	75	20
Sexual Offence	0	0	0	0	0	0	0	0	2	0	1	0	0	0	0	0	3	0
Death or Injury by Reckless Driving	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	1	0	0	0	2	0	3	0	3	0	0	0	9	0
Burglary	1	0	0	0	4	0	3	0	6	2	7	0	15	0	5	1	41	3
Vehicle Theft	0	0	0	0	0	0	3	1	13	1	17	2	12	1	10	0	55	5
Theft & Handling	1	0	4	1	8	2	22	7	25	11	30	7	42	10	20	22	152	60
Fraud & Forgery	0	0	0	0	0	0	0	0	3	0	0	0	6	1	5	3	14	4
Arson & Criminal Damage	2	0	4	0	7	1	10	4	20	4	19	1	17	4	9	0	88	14
Drugs Offence	0	0	0	0	0	0	0	0	4	0	2	2	6	3	9	2	21	7
Public Order	0	0	0	0	1	0	1	1	1	2	9	0	11	2	4	1	27	6
Other	0	0	0	0	4	0	7	1	29	0	45	0	93	12	125	7	303	20
Racially Aggravated Offences	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	2	0
Breach of Statutory Order	0	0	0	0	0	0	0	2	7	0	4	1	15	0	16	1	42	4
TOTAL	5	0	8	1	26	3	49	24	136	23	163	17	237	35	209	40	832	143

Table 2 Whilst it is too early, to comment on identifiable trends in offending, there are some points within these tables worthy of mention.

Of particular concern is the number of violent offences over this nine month period, most prevalent amongst the fourteen and fifteen year old age group, with a relatively high number of females offending in this way.

Whilst breach of statutory orders seems high, this figure includes breaches of bail, including failure to surrender. It is also worth noting that there are two offences which have been charged as racially aggravated. The YOT will pay particular attention to the trends which emerge over the next year in comparison with this initial baseline figure.

Table 3: Offending (by ethnicity)

Data Period: 01.04.2000 – 31.12.2000

OFFENCE	White	Mixed	Asian or Asian British	Black or Black British	Chinese or other Ethnic	Not Known	TOTAL
Violence against Person	73	1	9	10	0	2	95
Sexual Offence	2	0	0	1	0	0	3
Death or Injury by Reckless Driving	0	0	0	0	0	0	0
Robbery	5	0	2	2	0	0	9
Burglary	34	0	3	6	0	1	44
Vehicle Theft	39	0	7	12	0	2	60
Theft & Handling	158	0	21	16	2	15	212
Fraud & Forgery	11	0	2	3	0	2	18
Arson & Criminal Damage	86	0	5	8	1	2	102
Drugs Offence	22	0	1	4	0	1	28
Public Order	26	0	2	4	0	1	33
Other	246	0	37	16	0	24	323
Racially Aggravated Offences	2	0	0	0	0	0	2
Breach of Statutory Order	31	0	9	6	0	0	46
TOTAL	735	1	98	88	3	50	975

Table 3 The identifiable trend within this table shows a disproportionate number of offences being committed by young people from the non white ethnic population, as compared to the percentage they represent. Breaking this down further, the number of offences committed by black young people shows an even greater disproportionality.

Table 4: Persistent Young Offenders (PYO's)

Data Period: 01.10.2000 – 31.12.2000

CALENDAR YEAR	OCT – DEC 2000
Number of Persistent Young Offenders	13
Number of Offences * Attributed to PYO's	24
Average Number of offences per PYO	1.8

* With a substantive outcome

The number of young people categorised as Persistent Young Offenders has been extracted from the Court case monitoring system as the Youth Offending Team does not at this point have historical information on their database.

Table 5: Appropriate Adult Requests

Data Period: 01.04.2000 – 31.12.2000

REQUEST + ETHNICITY	10 yrs		11 yrs		12 yrs		13 yrs		14 yrs		15 yrs		16 yrs		17yrs*		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White																		
Mixed																		
Asian or Asian British																		
Black or Black British																		
Chinese or Other Ethnic Group																		
Not Known																		
TOTAL																		

* When assessed by the Police as vulnerable adults.

Table 6: Transfers to Local Authority Accommodation under Police and Criminal Evidence Act 1984 (PACE)

Data Period: 01.04.2000 – 31.12.2000

DECISION	10 yrs		11 yrs		12 yrs		13 yrs		14 yrs		15 yrs		16 yrs		17yrs		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Transfer to LA Accommodation																		
Secure Accommodation																		
Police Custody																		
TOTAL																		

Table 7: Transfers to Local Authority Accommodation under Police and Criminal Evidence Act 1984 (PACE) by ethnicity

Data Period: 01.04.2000 – 31.12.2000

DECISION	White	Mixed	Asian or Asian British	Black or Black British	Chinese or other Ethnic	Not Known	TOTAL
Transfer to LA Accommodation							
Secure Accommodation							
Police Custody							
TOTAL							

Tables 5, 6 and 7 In order to prioritise development opportunities the YOT has continued to access the existing Service Support Team within Social Services for provision of appropriate adults. Whilst demand has generally been met there have been an increasing number of occasions when the Service Support Team have been unable to assist.

The YOT considers it beneficial to provide a focussed responsive service which it can fully monitor and from which it can obtain appropriate management information. A PACE volunteer scheme is therefore currently being developed.

The statistical information required for this plan in relation to tables 5, 6 and 7 is not available from either the service provider or the Police.

Table 8: Pre Court Decisions

Data period: 01.06.2000 – 31.12.2000

DECISION	10 yrs		11 yrs		12 yrs		13 yrs		14 yrs		15 yrs		16 yrs		17yrs		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Police Reprimand	4	0	3	1	4	3	17	9	21	11	19	12	24	12	20	5	112	53
Final Warning	0	0	3	0	2	0	8	1	15	6	18	3	17	5	15	10	78	25
TOTAL	4	0	6	1	6	3	25	10	36	17	37	15	41	17	35	15	190	78

Table 9: Pre Court Decisions (by ethnicity)

Data Period: 01.06.2000 – 31.12.2000

DECISION	White	Mixed	Asian or Asian British	Black or Black British	Chinese or other Ethnic	Not Known	TOTAL
Police Reprimand	127	0	7	15	2	14	165
Final Warning	82	0	8	9	0	4	103
TOTAL	209	0	15	24	2	18	

Tables 8 and 9 The actual number of final warnings is 29% above the projected estimate made by the Partnership. This, along with the realisation that the whole assessment process takes considerably longer than initially estimated has resulted in excessive workload demands on those practitioners working primarily in this area.

There is a disparity between the two Police areas in relation to the number of final warnings as opposed to reprimands.

Of those reprimanded, it should be noted that almost 50% were female, as opposed to 25% of those given a final warning.

All victims are routinely contacted as part of the final warning assessment process and in appropriate cases are invited to attend a restorative justice conference, giving the opportunity for young offenders to make reparation directly to their known victims. The number of victims willing to participate has been disappointing. One major factor is felt to be the fact that the Youth Offending Team does not have the resources to develop the face to face contact with victims necessary to secure their engagement.

Table 10: Remand Decisions / Episodes

Data Period: 01.04.2000 – 31.12.2000

REMAND	10 yrs		11 yrs		12 yrs		13 yrs		14 yrs		15 yrs		16 yrs		17yrs		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Unconditional Bail	0	0	3	0	7	0	11	4	17	8	28	8	51	3	46	6	163	29
Conditional Bail	0	0	0	0	2	1	2	1	7	1	12	2	19	1	26	6	68	12
Bail Supervision and Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Local Authority Accommodation	0	0	0	0	0	0	0	0	0	0	2	0	4	0	0	0	6	0
Court Ordered Remand	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Remand in Custody	0	0	0	0	0	0	0	0	0	0	0	0	2	0	7	0	9	0
TOTAL	0	0	3	0	9	1	13	5	24	9	42	10	76	4	79	12	246	41

Table 11: Remand Decisions / Episodes (by ethnicity)

Data Period: 01.04.2000 – 31.12.2000

REMAND	White	Mixed	Asian or Asian British	Black or Black British	Chinese or other Ethnic	Not Known	TOTAL
Unconditional	133	0	20	16	4	15	188
Conditional Bail	51	0	14	8	2	5	80
Bail Supervision and Support	0	0	0	0	0	0	0
Local Authority Accommodation	3	0	2	1	0	0	6
Court Ordered Remand	0	0	0	0	0	0	0
Remand in Custody	6	0	1	2	0	0	9
TOTAL	193	0	37	27	6	20	283

Tables 10 and 11 The recruitment of the Remand Management Co-ordinator was initially offered as a secondment within Social Services. After an agreed start date was twice put back it was decided the post would be advertised externally. The post was finally filled from August 2000, with the potholder's initial focus being induction, training and development work. As such the Buckinghamshire Youth Offending Team is only now able to offer a formal bail supervision and support scheme to the Court, such work historically being offered on an ad hoc basis within the county.

The current figures will provide a base line upon which future trends can be monitored.

Whilst there is no evidence of disparity in relation to remand decisions based on ethnicity, our figures indicate that 50% of young people remanded to Local Authority Accommodation, and 30% of those remanded to custody were from the Black or Asian community.

Table 12: Offending During Remand (Usually Resident)

Data Period: 01.04.2000 – 31.12.2000

REMANDS	NUMBER OF REMAND EPISODES IN PERIOD 01.04.2000 – 31.12.2000	NUMBER CHARGED WHILST SUBJECT TO REMAND
BAIL SUPERVISION & SUPPORT	0	0
REMANDS TO LOCAL AUTHORITY ACCOMMODATION	5	2

Table 12 None of the five young people remanded to Local Authority Accommodation were placed with Pre Trial Foster carers as these beds were occupied by Children in Need as assessed by the mainstream Social Services Children & Families Teams. Of the two people re-offending, one was placed in out of County Bed & Breakfast accommodation, the other in a local residential unit.

Table 13: Reports for Referral Order Panels & the Courts

Data Period: 01.04.2000 – 31.12.2000

TYPE OF REPORT	NUMBER OF REPORTS SUBMITTED
Referral Order Panel Reports	0
Action Plan Report	12
Reparation Report	9
Pre Sentence Report 1 Persistent Young Offender	41
Pre Sentence Report 2 – General Court Population	104
TOTAL	166

Table 13 The Youth Offending Team was aware that the demand for court reports would increase due to the fact that more young people were likely to come before the courts with the end of repeat cautioning, and the introduction of the new orders requiring written reports, however, the workload in this area has actually doubled.

The introduction of the Asset assessment tool, which informs all reports, whilst assisting consistency, has also increased the time commitment necessary for each report.

The extent to which the team has prepared pre sentence reports within the time limits stipulated within National Standards for both persistent young offenders and population and the general population is recorded in Table 24 within this plan.

Table 14: Sentence Reports – Congruence Rate

Data Period: 01.04.4000 – 31.12.2000

OUTCO. PROP.	DEF	DIS+BO	FIN	CO	REP	APO	ACO	SPO	SP+CO	PO	PO + CO	CSO	COM	DT+TO	CFO	CUS	TOT
DEF	2															1	3
DIS+BO		6										1					7
FIN			1	1				1									3
CO		1		0								1					2
REP					18	1											19
APO					4	17		4								1	26
ACO							3					1					4
SPO	1							36								6	43
SP + CO									1								1
PO										9						2	11
PO+CO											0					1	1
CSO				1								11	3				15
COM												1	0				1
DT+TO														0			0
CFO								1	1						2		4
CUS																5	5
TOTAL	3	7	1	2	22	18	3	42	1	10	0	15	3	0	2	16	145

KEY: -

DEF:	Sentence Deferred
FIN:	Financial Penalty
REP:	Reparation Order
ACO:	Attendance Centre Order
SPO / SO + CO:	Supervision Order - / + Conditions
PO / PO + CO:	Probation Order - / + Conditions
CSO:	Community Service
DT + TO:	Drug Treatment & Testing Order
CUS:	Detention and Training Order & Section 53 sentences
CFO:	Curfew Order
DIS + BO:	Discharges + Bind Overs
CO:	Compensation Order
APO:	Action Plan Order
COM:	Combination Order

Table 14. There were two occasions when custodial sentences were imposed without a report, both of these relate to young people already serving custodial sentences.

A quality assurance process has been established for all court reports. This process will be discussed with the Court User Group alongside the findings from these tables.

This table also shows that 18 Action Plan Orders and 22 Reparation Orders were made based on pre sentence reports which may indicate a reluctance on the part of the Court to order Sentence Specific Reports.

Table 15: Sentencing by Age and Gender

Data Period: 01.04.2000 – 31.12.2000

DISPOSAL	10 yrs		11 yrs		12 yrs		13 yrs		14 yrs		15 yrs		16 yrs		17yrs		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Referral Order	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sentence Deferred	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0
Absolute Discharge	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0
Conditional Discharge	0	0	0	0	3	0	3	1	2	3	6	0	5	2	10	0	29	6
Fine	0	0	0	0	0	0	1	0	4	0	10	0	15	2	31	0	61	2
Bind Over	0	0	0	0	0	0	0	0	0	0	0	0	1	0	3	0	4	0
Compensation Order	0	0	0	0	1	0	0	0	1	0	0	0	0	0	4	0	6	0
Reparation Order	0	0	1	0	1	0	2	2	4	0	5	0	4	0	4	1	21	3
Action Plan Order	0	0	0	0	0	0	1	1	5	0	5	2	9	0	2	2	22	5
Attendance Centre Order	0	0	0	0	0	0	0	0	0	0	1	0	1	0	2	0	4	0
Supervision Order	0	0	0	0	2	0	5	0	9	2	19	0	10	1	1	0	46	3
Supervision Order and Conditions	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
Probation Order	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	3	8	3
Probation Order and Conditions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Service	0	0	0	0	0	0	0	0	0	0	0	0	6	0	10	0	16	0
Combination Order	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	3	1
Drug Treatment & Testing Order	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Curfew Order	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0
Detention & Training Order	0	0	0	0	0	0	0	0	0	0	4	0	7	0	6	1	17	1
Section 53	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	1	0	7	0	12	4	25	5	50	2	66	5	84	8	245	24

Table 16: Sentencing by Ethnicity

Data Period: 01.04.2000 – 31.12.2000

SENTENCE	White	Mixed	Asian Asian British	or	Black Black British	or	Chinese or other Ethnic	Not Known	TOTAL
Referral Order	0	0	0		0		0	0	0
Sentence Deferred	0	0	1		2		0	0	3
Absolute Discharge	2	0	0		0		0	0	2
Conditional Discharge	24	0	3		4		0	4	35
Fine	43	0	9		4		0	7	63
Bind Over	4	0	0		0		0	0	4
Compensation Order	4	0	0		1		0	1	6
Reparation Order	17	0	5		1		1	0	24
Action Plan Order	23	0	0		4		0	0	27
Attendance Centre Order	3	0	0		0		0	1	4
Supervision Order	37	1	4		7		0	0	49
Supervision Order and Conditions	1	0	0		0		0	0	1
Probation Order	9	0	0		2		0	0	11
Probation Order and Conditions	0	0	0		0		0	0	0
Community Service	12	0	1		2		0	1	16
Combination Order	2	0	2		0		0	0	4
Drug Treatment & Testing Order	0	0	0		0		0	0	0
Curfew Order	2	0	0		0		0	0	2
Detention & Training Order	12	0	2		4		0	0	18
Section 53	0	0	0		0		0	0	0
TOTAL	195	1	27		31		1	14	269

Tables 15 and 16 Since the commencement of the new orders the number of Absolute and Conditional Discharges has understandably steadily fallen. In the second quarter, 1 July to 30 September fifteen Conditional Discharges were made, in the third quarter from 1 October to 31 December only seven were made. This is in comparison to the base line figure produced in the Local Audit of Youth Justice, which recorded 79 imposed during 1998.

It was anticipated within the Youth Justice field that the Action Plan and Reparation Orders may replace not only the Conditional Discharge, but also some Attendance Centre and Supervision Orders.

In Buckinghamshire Attendance Centre Orders have fallen from 13 made in 1988 to 4 made between April and December 2000. There is no Attendance Centre within Buckinghamshire, the nearest being Milton Keynes or Slough. This may go some way to explaining low numbers as transport is complex and distance may exclude some young people. Discussion have taken place between the YOT and both Attendance Centres as to the programmes currently used and future developments. This liaison will continue during 2001/2002.

The number of Supervision Orders has increased from 36 in 1998 to 50 in the period April to December 2000.

Pre sentence reports on 17 year olds and some 16 year olds were historically produced by the Probation Service. The YOT is now responsible for all reports relating to this age group. The rise in Supervision Orders is matched by a reduction in Probation, Combination and Community Service Orders in line with recommendations made in reports to the court.

It was difficult to accurately predict the numbers of Reparation and Action Plan Orders, however, greater numbers were expected. This is particularly so in respect of Reparation Orders.

The vast majority of Action Plan and Supervision Orders have contained an element of reparation, this being in the main community based. This, coupled with the actual Reparation Orders has placed considerable strain on resources in relation to both placements and supervision of young people on placement.

The Audit encountered problems in identifying number of young people sentenced to custody during 1998, as both Social Services and Probation held data sets which proved difficult to separate, with Social Services recording 11 and Probation recording 18. It is not possible to confirm any overlap between these figures. It is therefore not possible to comment on the changes in the pattern of the use of custodial disposals.

It is worth noting that 6.7% of young people were sentenced to custody in Buckinghamshire in comparison to a 7.5% national average.

Table 17: Other Orders

Data Period: 01.04.2000 – 31.12.2000

TYPE OF ORDER	NUMBER IMPOSED
Parenting Order (Crime)	0
Parenting Order (Education)	0
Parenting Order (Other)	0
Child Safety Order	0
Reparation Order and Community Penalty	0
Compensation Order (Parent)	5
Compensation Order and Other Sentence (Child/Young Person)	5
Bind Over (Parent)	1
Fine (Parent)	14
Anti Social Behaviour Order	0

Table 17 To date there have been no Parenting Orders made in any court.

An early discussion with the youth Court produced agreement that it was beneficial to engage parents on a voluntary basis rather than as part of a criminal order. Every parent is assessed in relation to the criteria for a parenting order. Those meeting this criteria have been offered voluntary parenting support.

The Education secondee from the YOT has agreed with the Education Department to assess each parent for whom they are considering a parenting order as part of the prosecution.

Within Buckinghamshire there has been a parenting group established in each of the YOT base areas in order, as a minimum, to meet statutory obligations. Alongside the group a number of parents have received support on a one to one basis. The team is aware of the need, in partnership with other agencies, to develop a wide range of parenting support services to meet the differing needs of individual parents. Initial research into existing resources has been completed, which highlighted the lack of parenting provision for parents of adolescents. Partners will look at their current provision for opportunities to develop resources to meet the needs of this group.

Table 18: Detention and Training Orders – Most Serious Offence (By Ethnicity)

Data Period: 01.04.2000 – 31.12.2000

OFFENCE	White	Mixed	Asian or Asian British	Black or Black British	Chinese or other Ethnic	Not Known	TOTAL
Violence Against Person	1	0	1	0	0	0	2
Sexual Offence	0	0	0	0	0	0	0
Death or Injury by Reckless Driving	0	0	0	0	0	0	0
Robbery	1	0	0	0	0	0	1
Burglary	2	0	0	3	0	0	5
Vehicle Theft	3	0	0	0	0	0	3
Theft & Handling	3	0	0	1	0	0	4
Fraud & Forgery	0	0	0	0	0	0	0
Arson & Criminal Damage	0	0	1	0	0	0	1
Drugs Offence	0	0	0	0	0	0	0
Public Order	1	0	0	0	0	0	1
Other	0	0	0	0	0	0	0
Racially Aggravated Offences	1	0	0	0	0	0	1
Breach of Statutory Order	0	0	0	0	0	0	0
TOTAL	12	0	2	4	0	0	18

Table 18: The apparent instances of custodial sentences being imposed for offences which attract lower gravity scores has been noted and will be monitored over the next twelve months. At present this could be attributed to a number of factors, not least of which may be errors of inputting information by the new administrative staff within the YOT.

It is worthy of note that one third of all custodial sentences made were on young people from the Asian or Black community.

Table 19: Programme Interventions

Data Period: 01.04.2000 – 31.12.2000

INTERVENTION	REPAR ORDER	ACTION PLAN ORDER	SUP'VN ORDER	PROB ORDER	COMB'N ORDER	DET'N & TR'G ORDER	TOTAL INT'VN
COGN'VE BEHAVIOUR							
MENTORING							
VICTIM AWARENESS							
EDUC. TR'NING & EMPL							
REPAR'N							
DRUGS*							
PARENT PROG'S							
MOTOR PROJECT							
CONSTR'V LEISURE PROG'S							
POSITIVE FUTURES **							
YOUTH INCLUSION PROG'S **							
OTHER +							
TOTAL ORDERS AS PER TABLE 15							

Table 19 It is not possible to provide the information as required by this table, however, all YOT staff have now received training in the YOIS case management system and the staged implementation of this package will enable completion of the table in future.

Table 20: Re-offending following Pre Court Decisions

POLICE DECISION	COHORT Number in 3 month period i.e., Oct - Dec
Police Reprimand	79
Final Warning	44
TOTAL	123

Table 21: Re-offending following Sentence

SENTENCE	COHORT Number sentenced in 3 month sample i.e., Oct - Dec
Referral Orders	0
Absolute Discharge	1
Conditional Discharge	7
Fine	14
Bind Over	0
Compensation Order	3
Reparation Order	8
Action Plan Order	13
Attendance Centre Order	1
Supervision Order	12
Supervision Order + Conditions	1
Probation Order	3
Probation Order + Conditions	0
Community Service Order	5
Combination Order	1
Drug Treatment & Testing Order	0
Detention & Training Order	7
Section 53	0
TOTAL	76

Tables 20 & 21: these are establishing a cohort by which recidivism rates will be measured on an annual basis

Table 22 and 23: Cases concluded with a substantive outcome in the Youth Court and Crown Court

Data Period: 01.10.2000 – 31.12.2000

The Information for these tables is not available in the format requested. The Court has implemented and maintains a case tracker system as suggested by PA Consulting. The following table gives the relevant information in the format in which it is monitored.

Cases concluded with a substantive outcome in the Youth Court

Data Period: 01.10.00 – 31.12 2000

STAGE: YOUTH JUSTICE SYSTEM	TOTAL NUMBER OF DAYS GENERAL POPULATION N = 105	TOTAL NUMBER OF DAYS PERSISTENT YOUNG OFFENDER POPULATION N = 14
Arrest to Charge	1584	94
Charge to Ist List	944	84
Ist List to Completion	5176	737
Arrest to Completion	7704	915

The average number of days from arrest to completion for the General Population is 73 days and for Persistent Young Offender Population 65 days.

It should be noted that these figures are different from the ones given earlier in the plan as these figures are taken from the information taken from the court and the earlier figures are taken from the Police national computer.

Table 24: Workload Measures & Performance Indicators for Youth Offending Teams

WORKLOAD MEASURES / PERFORMANCE INDICATORS	RELATED TABLE	NUMBER
Offending		
The number of children and young people “usually resident” offending during the previous calendar year	28 & 29	556
The number of children “looked after” offending (Usually Resident) as per the Quality Protects counting rules	28	25
The number of “children in need” offending	29	107
The number of children “looked after” (as per the counting rules for Table 28) offending	28	Not available
Pre Court		
The number of Final Warning Programmes concluded in the period	8 & 9	38
The number of young people successfully completing Final Warning Programmes in the period (i.e., those involving young people who have fully co-operated with the interventions provided)	8 & 9	36
The number of Final Warning Assessments completed in the period	8 & 9	103
The number of victims consulted during Final Warning Assessments in the period	8 & 9	39
The number of young people in the period involved in: (a) Indirect Reparation	8 & 9	6
The number of young people in the period involved in: (b) Direct Reparation with the victim	8 & 9	16
Court Remands		
Total number of young people receiving a remand episode(s) in the period	10 & 11	287
Total number of Court appearances scheduled in the period	10 & 11	1308
Total number of attendances at scheduled Court appearances in the period	10 & 11	1165
Total number of appearances scheduled by young people subject to either Bail Supervision and Support or a Remand to Local Authority Accommodation in the period	10 & 11	54
Total number of attendances at scheduled Court appearances by young people subject to either Bail Supervision and Support or a Remand to Local Authority Accommodation in the period	10 & 11	54
Total number of young people subject to either Bail Supervision and Support or a Remand to Local Authority Accommodation in breach for non compliance in the period	10 & 11	0

WORKLOAD MEASURES / PERFORMANCE INDICATORS	RELATED TABLE	NUMBER
Court Remands continued		
Total number of young people in the period charged with an offence allegedly committed during a remand episode	12	46
Reports		
Congruence Rate for the general population (i.e., agreement between the main proposal – the most restrictive – and the main outcome – the most restrictive) as per Table 14a	14	76.5%
Number of Reports prepared on the general Court population submitted (i.e., presented to the Court) within the number of working days of request as detailed by National Standards	13	118
Number of Reports prepared on the Persistent Young Offender population submitted within the number of working days of request as detailed by National Standards	13	13
Court Orders – Community Based		
The number of victims consulted in the period (01.10.00 to 31.12.00) during Reparation Order process –	15 & 16	24
The number of young people in the period (01.10.00 to 31.12.00) on Reparation Orders involved in: (a) Indirect Reparation	15 & 16	12
The number of young people in the period (01.10.00 to 31.12.00) on Reparation Orders involved in: (b) Direct Reparation with the victim	15 & 16	3
Number of Community Penalties concluded during the period	15 & 16	54
Number of Community Penalties concluded successfully (i.e., without further offending) in the period	15 & 16	32
Court Orders – Custodial		
Number of Detention and Training Orders concluded in the period	15 & 16	8
Number of Detention and Training Orders concluded successfully in the period	15 & 16	8
Number of Supervision Plans for Community penalties agreed between the young person and a YOT worker during the period	15 & 16	70
Number of Training Plans for Detention and Training Orders agreed in the period	15 & 16	15
Number of Training Plans for Detention and Training Orders agreed within the working days detailed in National Standards, in the period	15 & 16	8

WORKLOAD MEASURES / PERFORMANCE INDICATORS	RELATED TABLE	NUMBER
Enforcement of Court Orders		
Number of cases in the period which have resulted in Breach proceedings being instigated for unacceptable absences (as per National Standards) with respect to: (a) Reparation Orders	2, 3 15 & 16	1
(b) Action Plan Orders	2, 3, 15 & 16	5
(c) Community Penalties	2, 3, 15 & 16	13
(d) Detention and Training Orders	2, 3, 15 & 16	0
Career Pattern of Offenders Taken to Court in the Period		
Direct Entrants (i.e., those with no previous Reprimands, Final Warnings or convictions)		219
First Timers (i.e., those with only a previous Reprimand and/or Final Warning)		40
Those with one previous sentencing occasion		79
Those with two or more previous sentencing occasions (but who are not “persistent young offenders”)		58
Those who are “persistent young offenders”		65
Parenting Orders		
Number of Parenting Orders completed in the period		0
Number completed successfully (i.e., parent(s) in the period		0
Number completed without child/young person re-offending during the course of the Order in the period		0

Table 24: With regard to the performance indicators relating to National Standards, workload pressures forced the YOT, with agreement from the Steering Group, to introduce Local Standards by which to measure some areas of work.

It is encouraging to note the proportion of young people successfully completing their Final Warning programmes and the high numbers of direct reparation with the victim.

From this table it would appear that reports are not consistently produced within National Standards. Firstly, the essential information on which YOIS calculates this figure has not been routinely entered, secondly, the timing for reports is affected by both Court listing issues and the fact that persistent young offenders are not always identified to the YOT.

It is also encouraging to note that all Detention and Training Orders concluded in the period were done so successfully.

During the next year the figures within this table will be used to inform discussions both within the team and with the Court in relation to sentencing patterns. In addition, the information will provide a baseline by which to evaluate the work of the team and implement improved working practices as part of the ongoing development process.

Section Two: Management, Structural and Staffing Arrangements for the Youth Offending Service

(i) The Steering Group

The Chief Officer of the County Council has chaired the steering group meetings from the outset and has been actively involved in engaging with all partners to secure their commitment and encourage effective working across the agencies. As from January 2001 the Chief Officer will be leaving his post. The chair for the YOT steering group will be the Director of Social Services.

The YOT manager meets on a monthly basis with the Chief Officer to set the agenda for the following meeting and discuss any relevant issues.

The group met initially on a monthly basis. In July it was decided the YOT having been established would meet quarterly, however to enable the chief officers to be involved in the planning process, meetings were scheduled for November, December and January. It is anticipated that from January onwards the meetings will be every two months.

In order to monitor the progress towards the implementation of the Youth Justice Plan the YOT manager has produced reports for every steering group meeting with financial statements and report produced quarterly.

The membership of the group has remained unchanged since April. The only changes in personnel being one of the Area commanders from Thames Valley Police, and the representative from the District Councils.

The following is an assessment by the chairman as to the performance of the steering group .

“ The steering group has been in operation for two years, initially in shadow form. It has met regularly under my chairmanship. The first task was to understand our role and to appoint the YOT manager from March 1999. This involved a considerable amount of preliminary work, drafting a job description, obtaining some pump priming funding and generally getting the steering group together with a realisation of the common purpose.

The recent major tasks since the appointment of the YOT manager have been

- 1) To ensure an adequate level of resources, cash, information technology and people and to arrange for the transfer of these resources from the agencies concerned including pump priming support.*
- 2) To set up new offices and bases which were themselves a challenge in finding suitable accommodation.*
- 3) To agree a process for the appointment or secondment of staff to get the adequate team which was needed*
- 4) To take an active part in the preparation of the first Youth Justice Plan including a working day with Middle managers.*

The work of the group is now concentrating on preparing next year's budget and also preparing the second Youth Justice Plan in the light of revised guidance. In particular, members of the group have taken specific responsibility for each national objective and I have been pleased with their support.

My impression is that this challenging time has met with a strong response from all members of the group. There has been a good deal of cohesion but equally there has been challenge on how much each party should contribute to the budget.

That challenge has been handled in a mature way by all members of the group and there has been a willingness to coalesce activity around agreed purposes.

My overall impression is that I would count the two years of activity as a success but there is still a great deal of further work to do. Undoubtedly the main challenge has been the very substantial expectations of the work which the Youth Offending team can do compared to the very limited resources which are available given the pressures on the existing agencies budget. The level of support from the Youth Justice Board, especially in the form of tapered grants, has not been adequate to meet the expectations.

The final piece of work is to ensure that there are deliverable outcomes coming from the work. Unfortunately too much of the performance data concentrates on inputs and outputs where what we really want to know is whether we are making a difference. The data is not yet available to judge that success and we must pursue that rigorously.

The membership of the group does not reflect the ethnic mix in the local population. Most of the representatives come from the white community but we do have one substitute who comes from an ethnic background. It has been equally difficult to ensure a balance of gender in the group although we do have more women supporting the group. Frankly I do not know what steps can be taken to enhance the ethnic mix until such time as the Police, Social Services, Education, Probation are prepared to appoint senior officers who have control of budgets who come from a ethnic background.”

Table B: Membership of the Steering Group

Name	Agency Represented	Post Held in Agency	Ethnicity	Gender
Ian Crookall (Chairman)	Bucks County Council	Chief Officer	White	Male
Pauline Camilleri	Bucks YOT	Team Manager	White	Female
John Beckerleg	Bucks Social Services	Director	White	Male
Clive Lee	Bucks Social Services	Assistant Director	White	Male
David McGahey	Bucks Education Department	Director	White	Male
Dave McBirney	Thames Valley Police	Area Commander, Aylesbury Vale	White	Male
Rob Beckley	Thames Valley Police	Area Commander, Chiltern Vale	White	Male
Bruce Davison	Oxon & Bucks Probation	Director of Service Delivery	White	Male
Richard Cummins	Representative of Bucks District Councils	Chief Executive, Wycombe District Council	White	Male
Jackie Haynes	Bucks Health Authority	Chief Executive	White	Female
Philip Knowles	Bucks Youth Court	Clerk to the Justices	White	Male
Mr M Bell	HM Prison Service	Governor	White	Male
Geraldine White	Bucks County Council	Community Safety Liaison Officer	White	Female

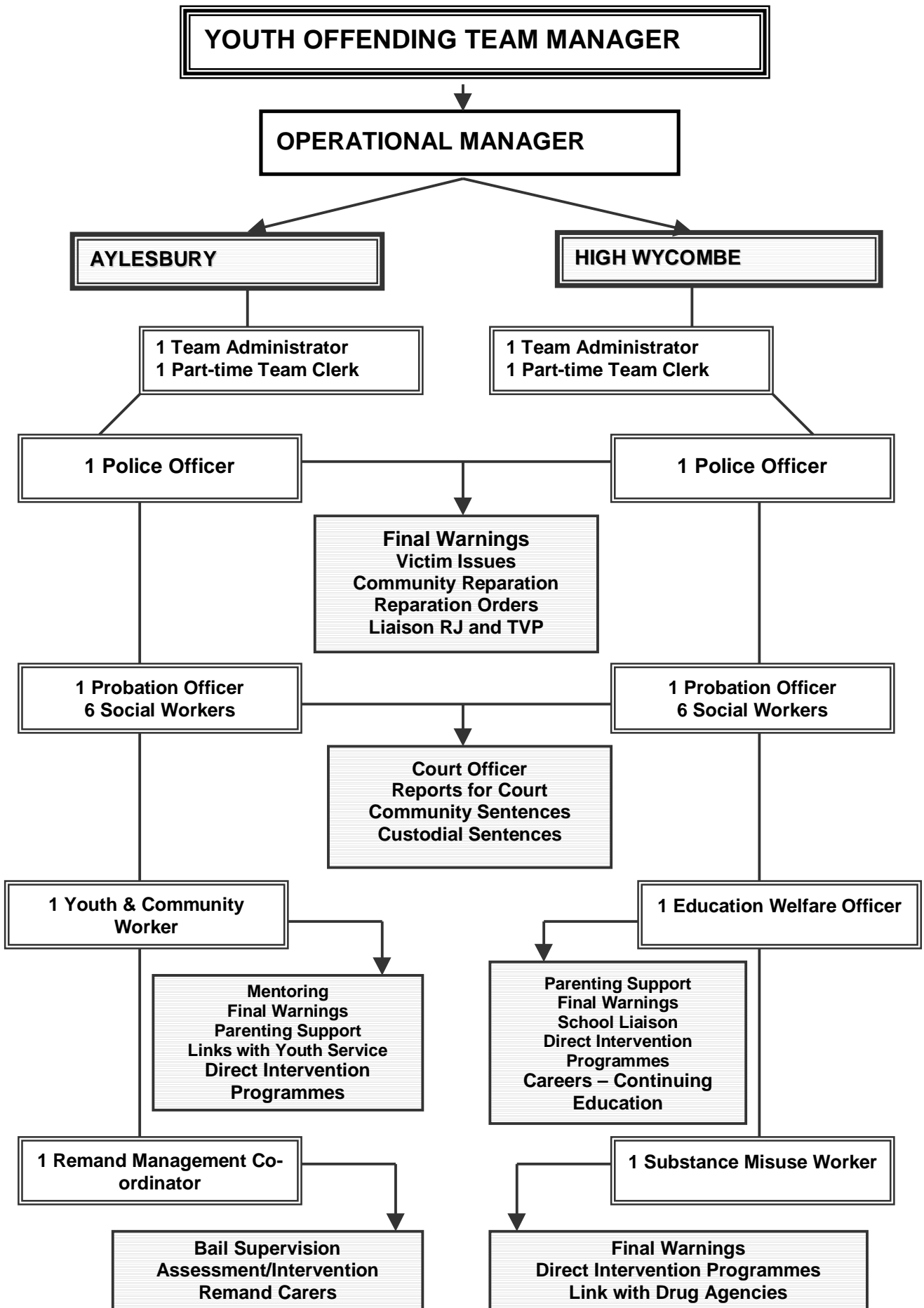
The Buckinghamshire Middle Management Group is comprised of the following members and agencies: -

Name	Agency Represented	Post Held in Agency	Ethnicity	Gender
Clive Lee (Chairman)	Bucks Social Services	Assistant Director	White	Male
Pauline Camilleri	Bucks YOT	Team Manager	White	Female
Chris Mills	Bucks Social Services	District Service Manager	White	Male
Denise Butt	Oxon & Bucks Probation	Senior Probation Officer	White	Female
Lesley Galloway	Bucks Education Welfare Service	Education Welfare Service Manager	White	Female
Sandy Rowles	Bucks Health Authority	Children's Services Strategy Manager	White	Female
Mike Petford	Thames Valley Police– Chiltern Vale	Inspector, Community Safety	White	Male
Lesley Johnston	Drug Action Team	Drug Action Team Co-ordinator	White	Female
Liz Lawrence	Youth & Community	Assistant Education Officer	White	Female
Jean Chinnery	Aylesbury Vale District Council	Community Safety Officer	White	Female
Laurence Yearley	Thames Valley Police – Aylesbury Vale	Inspector Community Safety	White	Male

(ii) Line Management of the Youth Offending Team Manager

Name	Agency Represented	Post Held in Agency	Ethnicity	Gender
Clive Lee	Bucks Social Services	Assistant Director, Children & Families	White	Male

(iii) The management Arrangements for the team



The present structure for the YOT can best be described as a geographically distributed specialist service.

Buckinghamshire is a large county stretching from the doorsteps of London and the banks of the Thames, up through the Chiltern Hills to the Vale of Aylesbury. Nearly a third of New Buckinghamshire is covered by the Metropolitan Green Belt, with relatively large concentrations of population within urban areas.

The County comprises of four District Councils: Aylesbury Vale, Chiltern, South Bucks and Wycombe.

The decision to locate the YOT in the two bases was as a result of the findings and recommendations from the Local Audit of Youth Justice compiled by NACRO in the summer of 1999. When considering the structure of the team and the way in which services would be developed the findings of this research was also used, together with the research from Sheffield and Hull universities on the pilot YOT's, commissioned by the Board. In addition individual liaison with other YOT manager colleagues about their proposed structures and models.

The geographical extent of the county and the numbers of potential service users dictated that more than one operational unit was required. The distribution of the population, the concentrations of deprivation and patterns of offending suggested it was most appropriate to site the units in Aylesbury and Wycombe, in addition using premises belonging to the partner agencies in other areas of relatively high population density. This would have the effect of reducing travel time for both service users and staff and enhancing the amount of time for direct work between staff and the young people.

This geographical split also reflects major referral bases and is in line with other agencies i.e. Courts, Probation, Health and Police. It has allowed the team to form strong local links and begin to meet local need. This was the model identified to deliver best value in terms of service delivery.

The staff in the team are split into those providing a local service to those having a Countywide brief. The one operational manager has been responsible for all staff across these two units which are 18 miles apart in addition to other operational duties.

Where more than one member of staff has been seconded from an agency and professional background it has been possible to divide these staff on a geographical basis to link closely with the local Court, Police station and Restorative Justice unit. This has included staff from Social Services, Probation and the Police.

The remaining staff, whilst having a base in one of the units all have a countywide brief. These staff include, the Substance Misuse worker, Remand Management Co-ordinator, Education Welfare Officer and Youth Worker.

Within that overall structure staff have defined roles and responsibilities within specific areas taking into account the level of demand for that area of work and their knowledge and skills.

Apart from Sessional Workers to act as Appropriate Adult the team does not currently have any commissioning power for the provision of services, neither does it have specialists within the team appointed to deliver on key areas e.g. Mentoring, Reparation, Mediation, Mental Health.

One member of staff, the Remand Management Co-ordinator, has been appointed through bidding for Development Fund Money. Matched funding was not available for other bids.

Funding for this post is only agreed at this time until the end of the financial year.

Staffing of the Youth Offending Team

In September the YOT reviewed how they provided services and the pressures staff were experiencing, as the extent of the workloads in each area became more evident. Staff generally felt their work spanned too many areas and wanted to concentrate on more specific areas. Changes were implemented in line with this, which gave staff some stability for a short while, however the main challenge is that the demands of the workload is greater than the staffing compliment and there are many areas of work which are still waiting to be developed and staff are not able to meet National Standards.

The purchase of an information system (YOIS) and the provision of quarterly returns to the Board has greatly increased the workload of both practitioners and Administrators. The present level of administrative is not sufficient to support such a system and complete all other duties.

The steering group has been made aware of the situation regarding lack of operational Management, Administrators and practitioner staff. They are also aware of the Referral orders which will again make demands on their contributions.

Agreements have been made to appoint one part-time team clerk for one year from April 2001 and an Operational Manager for two years from April 2001 to be funded from a carry forward underspend in the budget.

There are no plans to fund any additional posts as partner agencies are all experiencing constraints and budget reductions from within their own services and the expectations placed on the YOT nationally has not been supported by extra permanent Government funding.

The Steering Group has agreed to look at the funding needs of the YOT over a three year period in March 2001. In the meantime the YOT manager has been asked to prioritise work within existing budgets.

Table 25:**Staffing of the Youth Offending Team (as at 01/01/2001)**

Position	Number of full time equivalent posts	Number of posts line managed within the YOT	Gender		Ethnicity
			M	F	
YOT Manager	1	N/A		1	WHITE
Deputy Manager	N/A	N/A			WHITE
Unit Manager(s)	1	1		1	WHITE
Education Service	2	2		2	WHITE
Health Authority	1	1	1		WHITE
Police Service	2	2	1	1	WHITE
Probation Service	2	2	1	1	WHITE
Social Services	6	6	2	4	WHITE
Administration Support	3	3		3	WHITE
Remand Management Co-ordinator	1	1	1		WHITE

Training Plan

The YOT will profile the needs of the individuals seconded to the team and ensure:

- Access to parent agency training relevant to their jobs and designed to keep them in touch with their professional peers and background.
- Individual needs are met to enable them to undertake their specific role within the YOT

The YOT manager and Operational Manager will consider any training provided on behalf of the Youth Justice Board and relevant managers courses provided by the County Council.

There will be opportunities for all staff to access external training courses or conferences in order to keep abreast of research, developments and the changing environment in which the YOT operates.

All staff will also be involved in the following:

- General information and technology training, accessed via the County Council
- Support and training for administrators, practitioners, and managers in data inputting, reporting and case management of YOIS (Youth Offending Information System) provided by Social Software.
- Three day training programme on 'Working with Difference' and anti-discriminatory practice provided by Youth Crime Training and Consultancy Services.
- Victim awareness course provided by local victim support services
- One day courses in Restorative Justice principles, effective practice and 'What Works', Detention and Training Orders, provided by the National Association for the Care and Resettlement of Offenders.
- Report writing skills and court presentation skills to be commissioned.
- Participating with the Youth Court on sentencing exercises

The training budget for the team in 2001/2002 is £ 6,650 which if divided equally between all staff amounts to £ 332 per staff member per annum

Section Three: Objectives

The objectives outlined in the following section have been shaped by all partner agencies. In some cases it is therefore the responsibility of those agencies to implement the Action / Service Strategy, to have in place a system of monitoring the targets, give regular feedback to the steering group and provide a summary of performance for the next Youth Justice Plan. The responsible agency is identified in the Action / Strategy column and linkages columns.

OBJECTIVE 1 – Swift administration of justice

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
<p>The YOT will develop an Appropriate Adult Scheme through the recruitment and training of local volunteers.</p> <p>The presence of parents and defence solicitors will be encouraged by the YOT</p>	<p>Appropriate adults recruited having regard for the ethnic diversity of the young people.</p> <p>Appropriate Adults to attend the police station by a mutually agreed time</p> <p>To facilitate early defence preparation and plea to be taken at first hearing.</p>	<p>Establishment of the scheme 10% recruited from ethnic minority communities</p> <p>Within 2 hours of request in 75% of cases</p> <p>Baseline data to be established</p>	<p>June 2001</p> <p>July 2001</p> <p>April 2001</p>	<p>Speeding up Youth Justice Action Plan</p>
<p>Police officers to complete all files in accordance with TVP case submission guidelines</p>	<p>Young offender case files to be completed and submitted within set timescales</p>	<p>80% of all files</p>	<p>June 2001</p>	<p>Area Police Plan</p>
<p>Police to administer restorative reprimands and final warnings expeditiously, taking into account the needs of victims</p>	<p>Greater impact on the young person and early victim satisfaction</p>	<p>90% of all reprimands and 80% of all final warnings to be administered within 28 days of receipt of file by the RJ unit</p>	<p>June 2001</p>	<p>Area Police Plan</p>

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
<p>Police to provide identification of PYO's</p> <p>Youth Justice Service Agreement between the YOT and the Court.</p>	<p>Early notification of pending court procedures for the YOT</p> <p>Avoid delays in sentencing PYO's</p> <p>Reduce the number of unnecessary adjournments by offering stand down reports or recent PSR's</p>	<p>90% of PYO's to be identified by the police and notified to the YOT within 24hrs</p> <p>PSR's produced within time limits set by National Standards in at least 80% of cases</p> <p>Consider use of existing or stand down reports in 90% of cases</p>	<p>April 2001</p> <p>April 2001</p> <p>October 2001</p>	<p>Area Police Plan</p> <p>Speeding up Youth Justice Action Plan</p> <p>Youth Justice Service Agreement</p>
<p>YOT to provide a Bail Supervision service</p>	<p>Young people on bail supervision to appear for court appearances</p> <p>Offending on bail is reduced</p>	<p>80% to attend for court appearance</p> <p>Establish a benchmark</p> <p>Seek to improve by 25% reduction in offending</p>	<p>April 2002</p> <p>April 2001</p> <p>April 2002</p>	<p>Youth Justice Service Agreement</p>
<p>Courts to maintain a Court Tracker system</p>	<p>Knowledge of speed through the system from arrest to sentence. Problems identified and action taken to reduce time taken</p>	<p>Monthly updates from both courts</p> <p>To improve on the National Target of 71 days</p>	<p>Ongoing</p>	<p>Speeding up Youth Justice Action Plan</p>
<p>Police to ensure warrants issued for non-attendance at court are speedily executed</p>	<p>Young people brought back to the courts to avoid delay</p>	<p>Initial attempt made to execute all warrants within 7 days</p> <p>All warrants to be allocated to an individual officer</p>	<p>May 2001</p> <p>May 2001</p>	<p>Area police plan</p>

OBJECTIVE 2 – To confront young offenders with the consequences of their offending

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
<p>The YOT and Police to develop a range of restorative options for use in all areas of Youth Justice process including: -</p> <ul style="list-style-type: none"> ▪ Reprimands and final warnings delivered in a restorative manner ▪ YOT Practitioners to be trained in restorative conferencing ▪ Victim/offender mediation scheme. ▪ New community reparation schemes ▪ Provision of RJ input into already identified ‘failing schools’ ▪ Provision of RJ trainer within Wendover House School ▪ Liaison with Victim Support regarding victim awareness and ‘surrogate’ victims. 	<p>An increase on the number of victims confirming that their hurt has been ameliorated</p> <p>To increase the number of conferences facilitated by non-police members of the team.</p> <p>The delivery of mediation schemes to be used as the direct reparative element in appropriate court orders.</p> <p>Range of appropriate reparation placements</p> <p>Appropriate staff to be trained in conflict resolution.</p> <p>Staff to understand RJ principles and apply them.</p> <p>Involvement of Victim Support in addressing victim issues in interventions.</p>	<p>Benchmark to be established</p> <p>50% to be trained</p> <p>Conversion training for 8 community mediators.</p> <p>2 new placements in place</p> <p>50% of all staff</p> <p>Training offered to 100% Uptake 75%</p> <p>To discuss and agree a plan</p>	<p>December 2001</p> <p>November 2001</p> <p>May 2001</p> <p>December 2001</p> <p>April 2002</p> <p>April 2001</p> <p>May 2001</p>	<p>Area Police Plan</p> <p>Education Behaviour Support Plan</p> <p>Community Safety Plan</p> <p>Health Improvement Plan</p>

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
The YOT will develop effective individual and groupwork offending behaviour programmes.	<p>Asset to be used to assess risk factors and ensure appropriate intervention</p> <p>Targeted programmes to meet individual need and reduce re-offending</p>	<p>Programmes delivered in line with Youth Justice Local Standards in 80% of cases</p> <p>Establish benchmark</p> <p>Seek to reduce offending by young people supervised by the YOT in 25% of cases through effective assessment and intervention</p>	<p>December 2001</p> <p>April 2001</p> <p>April 2002</p>	Community Safety Strategy
Enforcement procedures by the YOT	To reinforce the order of the court and secure compliance with it	90% of orders enforced in line with Youth Justice National Standards	December 2001	
The YOT to ensure exit questionnaires will be used for young people completing programmes together with 'View Point' an interactive software package designed for this purpose.	<p>Obtain the views of young people on:</p> <ul style="list-style-type: none"> ▪ the intervention of the YOT ▪ the impact of the programmes used <p>in order to:</p> <ul style="list-style-type: none"> ▪ assess likelihood of the young person re-offending. ▪ Evaluate the programme 	<p>Use exit questionnaire with all young people following intervention</p> <p>50% of young people to use 'View Point'</p>	<p>December 2001</p> <p>April 2002</p>	

OBJECTIVE 3 – Interventions which tackle particular factors which put the young person at risk of offending

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
<p>The YOT will make assessments using the ASSET tool</p>	<p>To ensure all interventions are based on an analysis of need</p> <p>Address the factors linked with risk of re-offending on final warning change programmes and Court Ordered interventions.</p> <p>Ensure that appropriate referrals are made to mainstream agencies based on Asset assessment.</p>	<p>In 100% of cases Asset completed at the beginning of a final warning change programme</p> <p>In 100% of cases Asset completed at the beginning, and at the end of all court ordered interventions</p> <p>The YOT will ensure 100% of intervention plans will be informed by Asset</p> <p>The YOT will monitor take up rate of referrals to main stream agencies in 100% of cases</p>	<p>April 2001</p> <p>April 2001</p> <p>October 2001</p> <p>From April 2001 – March 2002</p>	
<p>Joint protocol between the YOT and Health</p>	<p>To improve referral mechanisms and access to services</p>	<p>Agreements made, protocol written</p>	<p>July 2001</p>	<p>Health Improvement Plan</p>

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
Education to provide Behaviour Attendance & Exclusions Group	Attendance and exclusions issues are overcome by a multi-agency co-ordinated response	Reduced exclusions 46 41	2000/01 2001/02	SEN Strategy Behaviour Support plan
Education Reintegration Group	Young people are found educational placements quickly	No child without identified appropriate placement for more than 20 school days 15 school days	2000/01 2001/02	Behaviour support plan
Pupil Support by Educational Welfare Service, first day contact Programme of truancy sweeps by Education Detailed register checks Targeted intervention in schools	Reduce unauthorised absence. Increase level of attendance	Secondary Schools 0.13% 0.1% 90%	2001 2002 2001	Behaviour Support Plan Education Development Plan
Health to establish operational manager input into YOT middle managers group	To facilitate communication with service providers	To have a representative to join the group	October 2001	Health improvement Plan
Child and Adolescent Mental Health services training and consultancy	Raised awareness of mental health issues, improved assessments.	All YOT staff to have attended a minimum of 6 training sessions out of 9 being delivered by CAMH team Case consultancy to be delivered once a month	May 2001 Ongoing	Health Improvement Plan

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
Multi-agency project group	Increased understanding of local need for early assessment and effective intervention, identifying risk factors	Retrospective analysis carried out and recommendations made	October 2001	Community Safety Strategy
Primary care teams Children and Adolescent Mental Health	Information gathered to inform risk assessments re: suicide and self harm amongst young people	Report produced and strategy agreed	May 2001	Health Improvement Plan
Health to provide training for relevant community, hospital and primary care staff	Successfully implementing effective multi-agency assessments of children in need and children in need of protection	Appropriate health staff to have attended training in the new assessment framework	October 2001	Health Improvement Plan
Health improvement team School Health services Community health staff Obstetric and midwifery services Primary care teams	Improved general health outcomes for children and young people	Implementation of teenage pregnancy strategy and sexual health strategy To achieve national target of reduction in children who smoke from 13% to 9% To achieve national target of reduction in pregnant women who smoke from 23% to 15% Local targets to be set in February 2001	January 2002 By 2010 By 2010	Healthy schools action plan Teenage Pregnancy Plan Health Improvement Plan Our Healthier Nation Youth Support Team Plan (Y & C Service) Connexions

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
School health service of South Bucks NHS Trust and East Berks NHS Trust joint initiative	Increased awareness of patterns of mental health distress/ behaviour problems leading to better provision	Evaluation of evidence for mental health screening at 3 yr check produced along with action plan	April 2001	Health Improvement Plan
Establish joint Education/ Social Services team for Education of Children in Public Care (ECPC)	Improved life chances for children looked after and care leavers Improved access to educational services, reduction in school exclusions and improved educational achievement for looked after young people	National targets to be met 50% of care leavers to have 1 GCSE or equivalent Increasing to 75%	by 2001 by 2003	Children Services Plan Quality Protects MAP Connexions
Social Services and the YOT to reduce offending rates for children looked after.	Safer care and improved life chances for looked after children.	To meet (and where possible exceed) the national performance target for children looked after for more than 12 months aged ten years, and over who are already subject to a final warning or conviction. 20% 14% 12% 10% Local targets to be determined	By 31.03.01 By 31.03.02 By 31.03.03 By 31.03.04	Children's Services Plan. Quality Protects Management Action Plan

ACTION /SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
Joint Protocol between Social Services and District Councils	Increased level of joint assessment Reduced level of homelessness for vulnerable 16/17 yr olds	Improved access to suitable accommodation services Local targets to be determined	Reviewed annually by Housing, Centre point and Social Services	Leaving care services (Quality Protects MAP) Special needs housing strategy
Health to provide specialist Nurses for looked after children	Improve the health of Looked After children in Bucks	Audit of local provision 80% of routine immunisations up to date 80% dental checks carried out 90% of children and young people having their annual health assessment	March 2001	Health Improvement Plan
DAT to commission more services for young people in line with recommendations of needs assessment	Appointment of Young persons drug worker to provide counselling service and take onward referrals eg. From the YOT.	To be notified	2001/2002	Drug Action Plan Health Improvement Plan
Joint initiative, YOT substance misuse worker Drugs Prevention Education Awareness project(DPEAP)	Programme of training and support for staff and young people in pupil referral units and residential homes	30% of PRU population and 30% of residential population	April 2002	Drug Action Plan Youth & Community Service Plan

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
DAT Young persons sub group	To take forward recommendations from young persons' need assessment	To be notified Report to be written	2001/2002 Spring 2001	Drug Action Plan Youth Support Team Plan (Youth & Community)
Youth Enquiry service including Check Out sexual health service in Wycombe Way In - Chesham Develop 2 new points of delivery for above services for Young people in Aylesbury and South Bucks	Young people will have support, counselling, information and advice including a sexual health project Increase service availability across Bucks	10% increase in numbers accessing the service Current numbers April – Dec.2000 Wycombe – 691 Chesham 167 2 new points of delivery opened and operating for young people in those areas	April 2002 March 2002	Youth & Community Service Plan Youth & Community Service Plan
“Face to Face” working with young people course – for young people	Young people will recognise their existing skills and gain new skills and experiences of working with young people. Formal qualification through Open College Network	Deliver course to 20 young people	March 2002	Youth & Community Service Plan

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
Managing conflict training	To provide opportunities for young people to explore what happens to them when they face conflict situations and help them to identify ways forward that will help them resolve situations constructively	All training delivered on request to Youth and Community service	Ongoing	Youth and Community Service Plan
Thames Valley Police to develop a database for senior schools in AVDC area to establish patterns of offending/ offences	To identify priorities for action	All offenders/ offences to be recorded and a report on priorities for action prepared	September 2001	Area Police Plan

OBJECTIVE 4 – Punishment proportionate to the seriousness of offending

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
All youth files submitted to the RJ units to be assessed and decisions made according to charging standards – TVP	Proportionate and consistent decisions made using gravity factors	Decisions on 90% of all files submitted to the YOT accepted	June 2001	Area Police Plan
Police to invite Addiction Counselling Trust (ACT) to be present at reprimand conferences	Identification of need and advice where relevant ie. drugs offences or recognised addition contributing to offending	All appropriate cases referred to ACT	December 2001	Area Police Plan
All custody sergeants to receive training re charging standards - TVP	To achieve commonality of charging standards in accordance with national guidelines.	100% of custody sergeants to receive training	April 2001	Area Police Plan
YOT to provide Final Warning interventions	Intensity of intervention to reflect seriousness of offending	All programmes to be agreed by final warning group.	April 2001	

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
Quality assurance process for court reports -YOT	Ensure adherence to National Standards and proposals that reflect an assessment of the risk factors based on a knowledge of the offender and the seriousness and persistence of the offending	Quality assurance to be undertaken . 100% of reports	June 2001	Youth Justice Service Agreement
Joint meetings at strategic and operational levels with the court and other criminal justice agencies	<p>To involve the court in reviewing the congruency rate between proposals made in reports and disposals of the court including a review of sentencing patterns. This will also include any apparent disparity in the outcomes for young people from ethnic backgrounds</p> <p>The YOT to ensure credible programmes are in place in relation to all disposals available to the court and gain the confidence of the court.</p>	<p>Reports will be produced by the YOT to show the sentencing patterns of the two court areas</p> <p>To achieve and maintain a congruency rate of 80%</p>	<p>Each quarter from April 2001</p> <p>April 2002</p>	Youth Justice Service Agreement
Joint Training, YOT and Court	To increase the understanding of each other's roles and expectations	To have an input into the training of all new magistrates to the Youth court, ongoing general training for the Youth Panel and joint training with the YOT.	Ongoing	

OBJECTIVE 5 – Encouraging reparation to victims by young offenders

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
YOT staff to be trained in restorative justice principles and victim awareness	Greater understanding for staff and increased confidence in addressing victims issues To achieve the making good of harm done to individual victims	Training to be offered to 100% of staff	December 2001	Community Safety Strategy
Reprimands and final warnings to be delivered by level 1 trained staff – YOT & TVP	Delivery in accordance with TVP guidelines	90% of all reprimands/final warnings to be administered in a restorative justice manner.	April 2001	Area Police Plan
<p>The YOT to develop a strategy for victim care in partnership with Victim Support</p> <p>The YOT to develop a Victim/offender Mediation Scheme</p>	<ul style="list-style-type: none"> • Increase the level of victim contact and involvement in Youth Justice Services • Increase local services available to engage with victims • Level of victim satisfaction identified. • Establish a core victim awareness component in all court base interventions • Victims to be offered involvement (direct or via representation) at delivery of reprimand or final warning <p>Increase the opportunities for direct reparation to victims as part of a court order</p>	<p>50% of all victims to be seen face to face 25% to be actively involved Reach agreement with Victim Support</p> <p>Establish procedures</p> <p>80% of those subject to APO's and supervision to complete core programme 90% of all victims to be contacted and invited to a conference</p> <p>25% of all reparation to be direct to victims</p>	<p>April 2002</p> <p>December 2001</p>	<p>National and local Probation Plan</p>

OBJECTIVE 6 – Reinforcing the responsibility of parents

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
The YOT to encourage Parents to attend as Appropriate Adults at PACE interviews.	<p>Parents/primary carer to be present at PACE interview</p> <p>Establish a procedure by which to monitor attendance.</p>	<p>10% of all requests from the police to the YOT for an AA to be carried out by a parent/primary carer</p> <p>Baseline figures in place to set future targets</p>	<p>April 2001</p> <p>December 2001</p>	
YOT staff to be involved in custody staff training	Custody staff to be better informed as to the benefits of parents attending as Appropriate Adult	All custody staff to be trained	December 2001	
The YOT to encourage parents to attend court with their children and monitor attendance	<p>Increase proportion of parents who attend court hearings</p> <p>Establish a procedure by which to monitor attendance.</p>	<p>10-16 yr olds 75% of attendance by parents/primary carers at point of disposal</p> <p>Baseline figures in place to set future targets</p>	<p>April 2002</p> <p>December 2001</p>	
YOT to Involve parents in supporting the young person subject to bail supervision	<p>Parents to have conditions of bail supervision explained to them by the YOT</p> <p>Parents 10 to 16 year olds to sign bail supervision agreement.</p>	<p>90% of parents</p> <p>50% of parents</p>	<p>April 2002</p> <p>April 2002</p>	

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
The YOT to involve parents in the planning and reviewing process for community or custodial orders.	10-16yr olds. All parents to be consulted by inviting and encouraging them to attend planning and review meetings Parents to have their views heard	50% attendance at meetings To develop a way of getting parents' views who fail to attend	December 2001 April 2002	
The YOT to provide information to parents regarding the process from arrest to sentence. To also be produced in appropriate languages other than English	Greater understanding of the criminal justice process and subsequent support to young people.	Copies to be made available to all young people and carers in the Police Station and at Court.	December 2001	Speeding Up Youth Justice Action Plan
Parent /primary carer to be invited to all reprimands and final warnings – YOT & TVP	Parental involvement in restorative process	Invite to conference 100% of parents/carers	April 2001	Area Police Plan
The YOT to ensure access to appropriate interpreting services for young people on intervention programmes	To facilitate parental participation and understanding in relation to all YOT processes.	Interpreters involved in 100% of cases where the parent does not understand English.	April 2001	Ethnic Minorities Action Plan Local Authority response to McPherson report Council Plan

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
YOT to provide parental support services statutory and voluntary for parents of young people in the court process	YOT to provide parenting support groups to parents subject to parenting orders made by the court or those wishing to attend voluntarily	Provision to be made available in 80% of appropriate cases.	June 2001	
Development of a County Wide, Inter- Agency Parenting Strategy - All Partners	To develop the services currently available for parental support for adolescents.	Strategy in place	April 2002	
Drugs Prevention Education Awareness (DPEAP)	Parents and other adults involved with young people gain knowledge and confidence in matters related to drugs and young peoples behaviour	30 Parents evenings across county. 3 stage 1 courses	April 2002	Youth & Community Service Plan
“Staying Connected” Parenting skills course	Parents/ primary carers to have more knowledge and confidence in parenting roles	Facilitators Training Course (10 people)	October 2001	Youth & Community Service Plan

ACTION / SERVICE STRATEGY	OUTCOMES INTENDED	THE TARGETS	TIMESCALES	LINKAGES
Multi-agency Rapid Response Service (MARRS)- Health, Social Services, Education	<p>Increased preventative work with families in crises</p> <p>Reduced admissions to Social Services accommodation</p>	<p>Better and faster access to services for families and young people at risk</p> <p>Performance targets to be established following 6 months of project activity</p>	First project evaluation due by April 2001	Children Services plan CAMHS Strategy Drug Action Plan Connexions
Youth Enquiry Service and Way In – Confidential counselling, information and advice services for young people and adults concerned with young people’s welfare – Youth and Community	Parents/primary carers have access to information, advice and support	10% increase in numbers accessing the service	April 2002	Youth and Community Service Plan

Section Four: Resourcing of Youth Offending Teams during the financial year 2001/02

Table 26: Services planned for the Financial Year 2001/02

CORE ACTIVITY	SERVICE PROVIDER IF NOT SOLELY THE YOT	TOTAL BUDGET / PROJECTED COST TO THE YOT
PREVENTIVE SERVICES	All partner agencies *	£ 14,882
PACE SERVICES	n/a	£ 6,642
PRE COURT	n/a	£55,217
COURT BASED SERVICES	n/a	£114,997
REMAND SERVICES	Social Services **	£91,432
COMMUNITY BASED DISPOSALS	Probation Service ***	£160,117
THROUGH CARE / AFTER CARE	n/a	£33,080
PARENTING ORDERS	n/a ****	£3,280

* All partner agencies would see elements of preventative work within their main stream provision

** Social Services provide the placement and funding for some young people who are remanded to Local Authority Accommodation and the funding contribution for young people subject to Court Ordered Secure Remands. There is not a set budget set aside for this but it is paid for when the need arises. To date there have been no Court Ordered Secure Remands made in Bucks.

*** The Probation Service provides and supervises Community Service placements and provides any Bail Hostel provision for 16 and 17 yr olds. To date Bail Hostels have not been used for this age group.

**** No parenting orders have been made to date. This budget is also used to provide voluntary parenting programmes.

The 2000/01 Plan stated that the prediction of the workload implications of the Crime and Disorder Act had been made from current available knowledge and a number of assumptions as to the operation of the new statutory orders. All involved in budgetary decision making have done so on the basis that it was a realistic starting point and set in place mechanisms by which to collect information to inform future budgets.

Management information and reports on the staffing levels have been produced for and discussed by the Steering group. They have shown that the predicted workload has been exceeded and that staff cannot achieve National Standards. They have therefore had to agree local variations to these standards and prioritise work to the resources available. This report however had to be produced reporting on a period of 6-7 months since the YOT started and 4-5 months since the commencement of the new orders. Some use of balances was made to provide some temporary additional support to the operational manager and the administration team

The baseline budget for 2001/2002 has increased in line with inflation. In addition some further use of balances has been agreed and is outlined after table 27.

Table 27: Youth Offending Team Budget 2001/02 – Sources

AGENCY	STAFFING COSTS	DIRECT SERVICES	OTHER DELEGATED FUNDS INC	TOTAL
	£	COST	STAFF	
		£	£	
POLICE	61,850	16,180	30,371	108,401
PROBATION	63,654	12,385	23,247	99,286
SOCIAL SERVICES	223,839	49,939	93,739	367,517
EDUCATION	52,515	14,282	26,809	93,606
HEALTH	31,817	7,091	13,311	52,219
LOCAL AUTHORITY CHIEF EXEC.	0	0	0	0
ADDITIONAL FUNDING (TABLE 27a)	10,030	0	0	10,030
USE OF BALANCES *	0	0	72,372	72,372
TOTAL	443,705	99,877	259,849	803,431

* The following has been agreed for the use of balances over the next two financial years

- Operational manager (2 yr secondment/ fixed term contract)
- Part- time Administrator (1 Year)
- Matched funding required for the Remand Management Co-ordinator (1 Year)
- Additional costs relating to one of the premises (1 Year)

In agreeing the above it is acknowledged that there are very serious concerns as to the level of funding needed to meet the increased national expectations beyond this financial year. This includes the knowledge of the impending new Referral Orders. In addition, the above does not take any account of the present staffing levels or workload of the practitioners, the achievement of National Standards or core areas of work still to be developed.

The partners on the Steering group are not able to make any further contributions and are looking to the YOT manager to prioritise work within the resources the agencies can currently afford. Nationally this needs to be addressed by additional, permanent funding. It is acknowledged and accepted by the partners that the YOT may not be able to provide all that is expected of it.

Table 27a: Additional Sources of Funding for the Financial Year 2001/02

ADDITIONAL SOURCE	AMOUNT £
SINGLE REGENERATION BUDGET	n/a
EUROPEAN FUNDING	n/a
YOUTH JUSTICE BOARD	10,030
USE OF BALANCES	72,372
TOTAL (for inclusion in Table 27)	73,402

Table 27b: Pooled Budget for 2001/02

AGENCY CONTRIBUTING	AMOUNT £
POLICE	46,551
PROBATION	35,632
SOCIAL SERVICES	143,678
EDUCATION	41,091
HEALTH	20,402
LA CHIEF EXECUTIVE	0
TOTAL	359,726

Table 27c

The partner agencies have made the decision not to supply information for this table. It is felt that the parameters of the work which they should include are not clearly defined and they also cannot resource the gathering of this information.

Table 27d: Contribution to Youth Offending Team by Health Service by Source

HEALTH CONTRIBUTION: FUNDING SOURCE	AMOUNT £
Buckinghamshire Health Authority	52,219
TOTAL	52,219

Section Five: Linkages with Other Plans

(i) Criminal Justice Cluster

The Criminal Justice System Strategic and Business Plan

The two main aims identified within this Home Office Plan are;

- To reduce crime and the fear of crime and their social and economic costs
- To dispense justice fairly and efficiently and to promote confidence in the rule of law

These aims translate into eight key objectives, from which emerge three common themes which shape the work of the YOT. The needs of victims, reducing delay in the Criminal Justice System and reducing offending.

The YOT will work to Home Office guidance and aim to meet National Standards, which set quality standards and inform a clear set of operating procedures and programmes to address offending behaviour. Early identification of risk factors, intervention based on assessment and effective working links with other agencies will have an impact on reducing the level of crime and disorder and the costs, both in economic and human terms.

Crime Reduction Strategy

The Crime Reduction Strategy established in the four district areas of Buckinghamshire – Aylesbury Vale, Chiltern, High Wycombe and South Bucks, has undergone evaluation and consolidation following audit reports and area based consultation with NACRO and Crime Concern.

Whilst the Community Safety targets vary in each area, a number of targets have been set in common to those contained within the Youth Justice Plan. These are in the main not specific to young people and the links have been made on the basis that they apply equally to this group. The targets focus on:

- Community Safety and the reduction of crime and revictimisation
- Leisure – increasing usage of existing resources as well as identifying possible areas of development
- Community development which addresses health, education, employment, welfare benefits, and community development

There has been however, the introduction of national targets around car crime, violent crime and domestic burglary and Community Safety Strategy groups have agreed on a more geographical focus, based on identifiable need, for the development of inter-agency work to reduce crime and the fear of crime. This involves preventative work and a range of initiatives have been identified from all four strategies including a Junior Citizen Safety project in South Bucks and geographical multi-agency projects at Walton Court and Quarrendon in Aylesbury.

In order for data to be exchanged between the Youth Offending Team and other agencies, an inter-agency umbrella protocol for information exchange has been agreed between local authorities, the Police, Health and Probation. Joint multi-agency training for agency information officers has taken place.

The Youth Offending Team manager sits on the county wide liaison group and has held in depth consultations with community safety managers concerning work on an area basis. In addition the YOT manager plays an active role in the County liaison meeting for community safety where elected members discuss the work of the YOT, Community Safety, Drug Action Team, Connexions and County Council.

The YOT also has representatives who attend appropriate strategy and implementation meetings held in the districts.

Probation Service National and Local Plan

Home Office circular 76/98 requires the probation service to contribute to the two key Home Office aims.

- Delivery of justice through effective and efficient investigation, prosecution, trial and sentencing and through support to victims
- Effective execution of the sentences of the court so as to reduce re-offending and protect the public

The Youth Offending team will support the achievement of these aims by ensuring the provision of high quality information to the courts and other relevant parties and by the provision of effective and challenging programmes of supervision for young offenders. Clear policies on enforcement will be established and implemented vigorously. The Oxfordshire and Buckinghamshire Probation Service has a three year integrated strategy which commits it to the development of restorative approaches which aims to help victims recover from the effects of youth offending as well as to confront young people with the consequences of their behaviour.

The activity of the YOT will promote the expansion of restorative approaches in line with the above objective.

In recent years the Probation Service has established specialist teams to focus on work with young offenders, including young adults. Close links will be maintained between the YOT and these teams, promoting consistency of approach and greater continuity of planning. This is, in part, in recognition that a significant minority of 18-20 year olds supervised by the Probation Service are 'Care leavers' and have similar criminogenic needs to the older adolescents supervised by the YOT.

The Probation Service has also taken the lead in the services and strategies for the Drug Testing and Treatment Orders which will be available for 16 and 17 year olds.

The YOT is currently responsible for all Detention and Training orders, which might well include young people who become young adults of 19 or 20 years of age during their period of their sentence. The YOT is not set up to work with adults and will therefore be linking with the Probation Service around the training needs of staff and their expertise about interventions and services to tackle adult offending behaviour and the associated risk factors.

Annual Policing Plan

The Force objectives in relation to youth crime issues are:

- To deal speedily and effectively with young offenders and to work with other agencies to reduce offending and re-offending.
- To develop further the application of Restorative Justice Principles to policing and multi-agency work

The YOT and the police are both working towards the action plan to reduce delays in the Youth Justice System. The agreements made for the processes to deal with Reprimands and Final Warnings will be monitored jointly to ensure that young people are dealt with speedily and effectively

The team will support the Thames Valley Police initiative to address the fear of crime by working closely with the Restorative Justice Units to meet the needs of victims in the system. To support this the YOT will develop effective links with victim support to explore ways of involving victims at every stage of the process. The YOT will take steps to increase victim satisfaction by including victim's needs and views when monitoring and evaluating processes and programmes.

Joint performance improvement Plan / Youth Justice Service Agreement

Work will continue in collaboration with other agencies within the criminal justice system to reduce the delays in processing young people from arrest to sentence. This will be progressed and monitored through the Combined Court user group which meets quarterly and is currently supported by PA Consulting.

The Youth Justice Service agreement, which sets out the commitments made by the YOT and the Court, will also be monitored by way of the Combined Court User Group

In order to promote confidence in the Criminal Justice System the YOT is committed to provide a service which aims towards National Standards and is developed from a research based 'what works' perspective resulting in credible and effective programmes of intervention at all stages of the process.

(i) Social Services

The interface between the Children's Services and the YOT has been defined in a protocol. These include the management of young people remanded to local authority accommodation, the provision of Appropriate Adults and other emergency services, the responsibility for the assessment and accommodation of young people known to both services and the funding of externally purchased services and placements. This protocol will be reviewed and amendments made during the year.

Key links to develop are with the looked after children population, to reduce the level of offending in general and from within the residential establishments.

In partnership with other agencies Social Services and the YOT will be involved in looking at the provision for parenting support in Buckinghamshire and how it can be shaped and targeted to meet the needs of parents of adolescents.

Lack of appropriate accommodation for adolescents is a primary concern for the YOT. Further links will be explored with both Social Services, the District Housing Authorities and other Voluntary Organisations in order to meet the needs of the young people with whom the YOT are involved.

The YOT manager will continue to be a member of the Steering Group for the Multi-agency Rapid Response Service (MARRS) and attend monthly meetings with the Social Services management team for Children and Families.

Table 28: Rates of Offending by Looked after Children

Data Period: 01.10.99 – 30.09.2000

POPULATION 10-17 YEAR OLDS	NUMBER	NUMBER OF POPULATION OFFENDING	PERCENTAGE OFFENDING
GENERAL POPULATION			
LOOKED AFTER POPULATION			

Table 29: Offending by Children in Need and those “looked after”

Data Period: 01.04.2000 – 31.12.2000

POPULATION 10-17 YEAR OLDS	NUMBER	NUMBER OF POPULATION OFFENDING	PERCENTAGE OFFENDING
GENERAL POPULATION			
CHILDREN IN NEED POPULATION			
LOOKED AFTER CHILDREN / YOUNG PEOPLE			

The data for the above tables is currently not available in a form that can be aggregated. Since the formation of the YOT, Social Services no longer keep information relating to all offenders on their information system. The YOT is currently working with Social Services to ensure that the data sets are complimentary and can report on the above.

(iii) Education

The Education representative on the YOT has been a member of the re-integration group and has been successfully involved in supporting the re-integration of young people jointly with the Education Welfare service. The Education Department is now going to employ an officer to deal specifically with this area of work which will strengthen the links between Education and the YOT.

Education in partnership with the police are continuing to instigate a programme of truancy sweeps to ensure those young people who should be in school are attending.

The YOT has been invited to be a member of the Education, Behaviour, Attendance and Exclusions group which is looking to provide a multi - agency response to attendance and exclusion issues.

The YOT has developed effective links with schools for the provision of education information required for court reports. It will be developing its links in relation to parenting Orders made for non school attendance, in order that the school can be involved in addressing any specific issues there might be between the parents and the school.

Other preventative work involving the education representative on the YOT, has been the provision of sessions about offending to year 10 pupils as part of their Personal Health and Social Education (PHSE) lessons. To date this has successfully taken place in two schools and an invitation sent to all other schools to be involved.

One of the special schools is currently running a Restorative Justice project within it for managing conflict resolution. The YOT is represented on the steering group of this project.

(iv) Health

Drug Action Team Action Plan

The DAT has in place an action plan relating to drugs and alcohol use. This outlines how commissioners and providers in the DAT area will take forward the key objectives in the national drugs strategy relating to young people, communities treatment and availability, by setting out the local priorities for each objective.

In partnership with Health the DAT has funded for two years the post of Substance misuse worker in the YOT. The post holder started in March 2000.

The substance misuse worker attends the Drug Reference Group ,young persons' subgroup which meets quarterly. Once a second YOT operational manager is in post it will be possible for the YOT to be represented at the joint Drug Reference Group.

The Health Authority has commissioned a substance misuse treatment needs assessment which should be completed by June 2001. This assessment will provide information to develop a strategy in conjunction with the Youth Offending Team to meet treatment targeted prevention needs for young people in Buckinghamshire.

The YOT will complete an Asset assessment profile on all young people prior to any intervention, at the pre-court stage or court stage. This will include a focus on drug and substance misuse. The risk factors will then be addressed in individual programmes co-ordinated by the YOT substance misuse worker.

The YOT will collate aggregated information on the nature and extent of drug and substance misuse amongst young offenders arising from the Asset assessments and use this information to inform the DAT strategy.

The service framework proposed by the joint DPAS & SCODA "Drugs and Young Offenders" suggests certain services are made available The following is the DAT's response to the guidance:

Counselling

- Provision of brief focussed intervention with young offenders by the YOT substance misuse worker (up to six weeks)
- Plans to commission a young persons' counsellor with specialist services to take onward referrals from the YOT and other agencies for more 'in depth' work and to support through detox or methadone maintenance
- Onward referrals currently available via the Youth and Community providers.

Substitute Prescribing

- Available through community drug teams
- Consideration of appointment of a CPN to work specifically with young people
- Option for GP prescribing available

Detox

- Lack of four tier services nationally
- No inpatient facilities available across Bucks
- Community detox available across the country

Relapse Prevention and Rehabilitation

- Lack of four tier services nationally
- Access to rehabilitation via Social Services Panel
- Harm minimisation advice can be provided by YOT substance Misuse Worker
- Needle exchange currently supplied by the pharmacy and specialist services. This is to undergo a review. The DAT will consider the issues for the YOT.
- Self help support groups can be established by the YOT substance Misuse Worker.

Health Improvement Programme

A wide range of work which contributes directly and indirectly to Youth Offending issues has progressed within the Health Improvement Programme and is currently under review as part of the planning for next year.

In recognition of research findings which clearly indicate adolescent mental health as a major factor in offending we will continue to find a way of establishing appropriate and timely mental health assessment opportunities for young people within the Youth Justice System.

The YOT will use the Asset assessment tool to monitor and report back on the health needs of young people with whom they are working.

Links will also be established with the newly formed Primary Care Groups and other sections of the Health Authority, e.g. Health visitors and school nurses so that the general well being and health of the young people known to the YOT can be addressed.

The YOT manager will continue to be a member of the steering group for the Multi-agency Rapid Response Service (MARRS) which brings together staff from Social Services, Health and Education to provide a service to families in crises, and to develop the operational links for referrals from the YOT.

The YOT will be involved with health in two specific areas of multi agency work. The first will be to establish a multi agency project group, to provide some retrospective analysis intended to increase the understanding of the need for early assessment, identifying risk factors and effective intervention. The second will be to work towards the development of a countywide parenting strategy, to maximise the current opportunities in a co-ordinated and targeted way.

Conclusion

At the time of producing this plan the YOT has been operational for only nine months.

Although much has been achieved in a relatively short space of time, there are still many areas which need to be developed to implement the far reaching reforms brought about by the Crime and Disorder Act 1998

The Chief Officers Steering group have expressed some concern over the prescribed format, Youth Justice Board guidance and required frequency of production in relation to the plan. It is felt, considering the short interval since the last plan, that this has been a huge investment of time which may have been more productively used.

There is also concern that expectations placed on YOT's nationally have not been supported by additional permanent funding. The partner agencies who have all shown commitment to the YOT realise that it is under resourced, however they are experiencing constraints and budget reductions within their own services.

Priority Actions during 2001 will include:

- Development of intervention programmes for effective use at all stages of the Criminal Justice System
- Development of a victim care protocol in partnership with local victim support services
- Development of victim/offender mediation in partnership with local community mediation schemes.
- Development of the use of 'Asset' to identify need and target appropriate interventions
- Work with all partners to establish and maintain an effective interface with the YOT
- Development of monitoring , and quality assurance systems to aid evaluation of work .
- Establishing a three year plan for the resourcing of the YOT.
- Working towards the achievement of National Standards
- Preparations for the new Referral orders.

The last nine months can certainly be described as a challenge and it is important to recognise the significant achievements that have been made. These would not have been possible without the contributions and commitment made by all partner agencies.

In particular I would like to record my thanks to the team members who have worked tirelessly to implement these complex and far reaching reforms, striving to maintain a best practice approach within an environment of constant change and increasing demands. The success to date is a result of their hard work and diligence.