

DERBYSHIRE
YOUTH
OFFENDING
SERVICE

**YOUTH
JUSTICE
PLAN
2006-7**

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1. INTRODUCTION

Derbyshire Youth Offending Service was established by Section 39 of the 1998 Crime and Disorder Act which requires every Local Authority with Social Services and Education responsibilities to establish a Youth Offending Team. The service was launched when the Act was implemented on the 1st April 2000. The service is a statutory partnership comprising:

- Derbyshire County Council Social Services Department
- Derbyshire County Council Education Department
- Derbyshire Constabulary
- National Probation Service Derbyshire
- The National Health Service in Derbyshire

The Crime and Disorder Act also requires every Local Authority to publish an annual Youth Justice Plan outlining how Youth Justice Services will be delivered. This plan is the 7th annual Youth Justice Plan produced by Derbyshire Youth Offending Service.

2. REVIEW OF 2005-6 AND PLANNING FOR 2006-7

During 2005-6 Derbyshire Youth Offending Service continued to develop as an organisation. Significant performance and organisational developments in the last 12 months include:

- The service secured funding from the YJB to develop a preventative arm to the service led by a strategic manager
- Full engagement with developments in children's services and a high profile across all of the key partnerships and working groups
- A consistent top third placing in Youth Justice Board quarterly and annual performance league tables
- A "good" rating in the YJB Quality Assurance evaluation of ISSP
- A full assessment using "ASSET" was carried out on every young offender who received a service.
- A group of 8 staff completed the new Professional Certificate in Effective Practice designed by the YJB to give practitioners the skills and knowledge to deliver high quality effective services to young people.

The service will aim to improve performance in 2006-7 and develop the quality of face to face work undertaken with young people. It will implement a wide range of new preventative services and will extend existing work with parents and victims. The service will ensure that major structural changes in both children's services and the criminal justice system will lead to further improvements in services to young offenders. It will ensure that staff have a robust policy and procedure framework and that agreements and protocols are in place with all relevant partner agencies. It will implement new IT systems to manage preventative activity and seek service users views. A review will take place of premises and options for more flexible approaches to work the workplace will be explored.

3. PLANNING AND POLICY CONTEXT

Derbyshire Youth Offending Service is a partnership that ensures linkages with the plans and activity of a range of other organisations and partnerships including:

Derbyshire Partnership Forum- Community Strategy

The Community Strategy sets out a long term vision for Derbyshire that aims to improve the quality of life for all people by making Derbyshire a safer, healthier and more sustainable place to live, work and learn. The strategy focuses on the agreed highest priorities and seeks to co-ordinate joint working to improve services. Community Strategy targets include “to reduce the number of young offenders and offences committed by them by 2006”. The Head of Service is a member of Derbyshire Partnership Forum a Chief Officer Group that drives the Community Strategy.

Derbyshire Safer Communities Board

The Board is responsible for implementing the Safer Communities strand of the Local Area Agreement and will become the key coordinating group for community safety in the county. There are eight District Councils within Derbyshire and the Youth Offending Service is represented on each Crime and Disorder Reduction Partnership. The service works with the partnerships to ensure that youth crime and disorder issues are included in their strategies and the service assists in the implementation of programmes to reduce youth crime locally.

The Government’s Crime and Disorder Act review may provide opportunities to develop a more countywide strategic approach to community safety with a single point of contact on key strategic issues.

Children’s Trust

The Trust will oversee the development of a strategy for working in partnership to ensure effective integrated delivery of services in order to achieve the outcomes in Every Child Matters, the National Service Framework for Children and Change for Children.

A Steering Group, of which the Head of YOS is a member, will support the work of the Trust and will be responsible for ensuring that the Board’s vision is implemented. The service is represented on many of the partnership sub groups and has ensured that youth justice issues are fully taken account of in the planning process

Children’s Safeguarding Board

The Children’s Safeguarding Board represents most of the organisations providing services to children in Derbyshire. It is responsible for ensuring that children and young people in Derbyshire are safe from maltreatment and neglect. The Head of YOS is a member of the Safeguarding Board.

Derbyshire Drug and Alcohol Action Team (DAAT)

The DAAT coordinates the effective delivery of drug and alcohol services throughout the County. A young peoples plan will be produced in 2005 which will outline how prevention education and treatment services for young people including young offenders will be delivered. The service is represented on both the strategic and operational sub groups.

Local Criminal Justice Board

The Head of Youth Offending Service is a member of the Local Criminal Justice Board. The Board brings together the chief officers of each criminal justice agency in the area to provide coordination to a number of cross cutting criminal justice system targets including reducing arrest to sentence times for persistent young offenders narrowing the justice gap and improving public confidence in the criminal justice system.

4. GOVERNANCE

The service is a complex multi-agency partnership which will be affected by fundamental changes in structure in both children's services and the criminal justice system due to take place in 2006-7. Within the County Council the service is located within the Chief Executives Department and the Head of Service is managed by the Assistant Chief Executive. The Head of YOS is based within the Safer Derbyshire Unit in the County Council alongside the DAAT Coordinator and the County Community Safety Manager

A management board comprising senior officers of partner agencies chaired by the Assistant Chief Executive of the County Council is in place. The Management Board reports to Derbyshire Partnership Forum comprising Chief Officers and Elected Members of key agencies in Derbyshire.

In 2006-7 the Management Board will:

- Ensure that the service has robust governance arrangements which ensure adequate resources, clear lines of accountability and a local performance management regime
- Ensure that the YOS has clear links with the Children's Strategic Partnership and other children's structures and that it is involved in the re-shaping of children's services
- Ensure that the YOS has clear links with Criminal Justice System and Community Safety Partnerships
- Review its functioning to ensure that the YOS is fully supported and performs effectively
- Self assess its own functioning against inspection standards, good practice guidance and any other guidance produced by the YJB or others
- Ensure that the YOS is well prepared for the inspection due in 2007

5. RESOURCES

The Youth Offending Service receives funding from three sources; the statutory partner agencies, the Youth Justice Board and bids to a range of funders. Partner agencies provide resources to the service in a number of ways; seconding staff, a cash contribution to the running costs of the service and other direct support such as the provision of premises, management support and financial personnel services. Contributions for the year (subject to final confirmation) are proposed at:

Source	Costs of Seconded Staff (£)	Contributions In kind (£)	Contribution to pooled budget (£)	Total (£)
Derbyshire County Council	645,787	16,480	484,825	1,147,092
Derbyshire Constabulary	156,648	0	57,271	213,919
National Probation Service Derbyshire	103,400		54,000	157,400
NHS (Chesterfield, Erewash and Tameside & Glossop PCTs)	77,620		43,959	121,579
DAAT Young Peoples Partnership Grant			101,298	101,298
Youth Justice Board			915,752	915,752
Derbyshire Local Area Agreement (Safer Communities)			86,000	86,000
Total	983,455	16,480	1,743,105	2,743,040

The County Council provided an additional £50,000 to the service in 2005-6 to upgrade the IT infrastructure. The service will review its use of premises and information technology during 2006-7. The service will implement two new IT systems. Viewpoint, a user consultation system, will provide valuable feedback from young people on the quality of services provided and UMIS will provide electronic case management for new preventative services. Further IT developments to be evaluated in 2006-7 will include “digital pens” as a means of streamlining data collection at key points e.g. in assessment interviews with young people and courts.

The County Council has undertaken a review of property and it is proposed to re-locate the North East Team into new premises. New working arrangements will be considered such as encouraging more home working and flexible office arrangements including hot desking. The service will explore co-location opportunities in population centres where there is no YOT office. This may include part time staffing of offices alongside Connexions and new co-located youth support services.

6. WORKFORCE DEVELOPMENT

A training manager post has been established for the first time within the service and they will be responsible for developing and implementing a detailed training plan that combines national and local developments.

The YJB have developed a range of qualifications for staff operating in the Youth Justice sector and the qualification framework now consists of three elements:

- The Effective Practice Unit Award EPUA aimed at volunteers and sessional staff. The service expects to support eight individuals to undertake the EPUA in 2006-7.
- The PCEP which 16 staff from Derbyshire have either completed or are currently undertaking
- Two foundation degree in youth justice places have been allocated to Derbyshire

In addition the Board have also produced INSET training comprising of a number of distinct modules in a range of topic areas. Training planned for 2006-7 includes:

- Training in the understanding of diversity issues will be delivered to the whole staff group
- Further training in assessment and supervision planning subject to the findings of an audit of practice due to take place in May 2006.
- Training in effective practice in a preventative context will be identified

The service will also jointly commission INSET training on a regional basis subject to the agreement of common priorities by the East Midlands YOTs.

The service will implement the Investors in People (IIP) scheme in 2006-7. The Personal Development Plan (PDP) element of IIP will serve the function of an appraisal and development scheme for the service and will be used to identify training needs. In touch arrangements will be maintained for seconded staff to ensure that they remain up to date with developments in their parent agency. A review of the service structure will be undertaken to ensure that it is consistent with latest guidance and recognises the emerging qualification framework.

A programme of training for volunteers and sessional workers runs throughout the year and comprises of 10 one day events on topics such as health and safety, dealing with young peoples behaviour and drug awareness.

7.SERVICE DELIVERY

7.1 Prevention

In November 2005 the YJB announced significant prevention grants to Youth Offending Teams with an allocation to Derbyshire of £269,072 in 2006-7 and £363,011 in 2007-8. The service will use the funding to establish a preventative arm which will be led by a strategic prevention manager.

The service will use the development of a Youth Inclusion and Support Panel (YISP) as the key means of identifying likely future offenders. Derbyshire has not previously developed YISPs (e.g. through the Children's Fund) and has produced an implementation plan based on a countywide service with centralised management and support with local delivery. The Panels have gained a high degree of support from partner agencies with all eight Derbyshire Crime and Disorder Reduction Strategies supporting developments. Panels will be implemented on a phased basis during 2006. There are also a range of resources including two Children's Fund Youth Inclusion Programmes that will be available for young people identified by the YISP as needing support in their communities.

There is a prevention performance target to achieve a 2% reduction in new entrants i.e. young people entering the youth justice system for the first time. Monitoring information indicates that in the 12 month period Oct 2004 to September 2005 there were 1,241 first offenders in Derbyshire compared with 1,030 in the same period two years earlier. The peak age was 14 years and 72% were male and 28% were female. Historical data indicates that achieving reductions in number of new entrants to the youth justice system will be challenging. Derbyshire Constabulary have been effective in meeting government targets to bring more offences to justice (OBTJ) and this is believed to have resulted in a significant increase in the number of young people entering the youth justice system. Other possible explanations for the apparent increase in numbers of first offenders include improved notification systems from the Police to the YOS resulting in better data capture.

Overall reported crime in Derbyshire is falling and there is no evidence to indicate that youth crime is not also falling however it is impossible to disaggregate reported youth crime from overall reported crime

Offending Levels of Looked After Children have also risen in recent years. There is no clear explanation for the increase however a significant proportion of offences take place within the residential establishments. The YOS and Children's Services have worked together to:

- Provide updated guidance for staff in involving the police in dealing with incidents within residential establishments
- Develop training for staff using material adapted from parenting programmes

- Delivering programmes for young people on offending and its consequences

Derbyshire has a large number of private childrens homes managed by a number of providers. These establishments take young people from all over the UK and many have committed serious offences and present challenging behaviour to their carers. The service will negotiate to determine whether Derbyshire guidance on dealing with incidents within establishments can be applied to the independent providers. The Head of Service has lead responsibility for reducing offending of Looked After Children within the Children's Plan.

In 2006-7 the service will:

- Implement a county wide YISP scheme
- Fully participate in the implementation of the PPO strategy in Derbyshire
- Contribute towards the development of the Children's Strategic Partnership preventative strategy
- Implement a youth crime prevention strategy group
- Develop a strategy for reducing offending by Looked After Children

7.2 Assessment

The service was able to ensure that every young offender referred had an assessment carried out using the YJB assessment tool, ASSET during 2005-6. A two day risk management training programme was delivered to all practitioner staff and risk management procedures were updated in accordance with latest YJB guidance. In 2006-7 the service will seek to improve the quality of assessment to ensure that the needs of young people are identified at an early stage in their intervention. The service will undertake a review of its assessment, planning and intervention practice in May- June 2006. The review will examine ASSET and Supervision Plan quality and further training may be commissioned in light of the review.

In 2006-7 the service will:

- Undertake a review of ASSET and Supervision Plan quality
- Continue to meet the YJB performance target of 100% ASSET completion
- Produce analysis of aggregated ASSET scores to identify needs and trends of young offenders in the County and produce an annual report to the YOS Management Board on aggregated ASSET scores
- Ensure additional assessment tools for Restorative Justice, Education, Parenting, Mental Health are used appropriately and to implement the features of YOIS system that allow internal referrals (i.e. from caseholders to specialist) to be done electronically
- Ensure that managers monitor ASSET completions for quality of assessment
- Continue to review the service risk management strategy to ensure that young people who are assessed as posing a risk to themselves or their

communities are properly supervised and that practice is consistent with the 2003 Criminal Justice Act and recent YJB guidance.

7.3 Community Supervision and Reducing Re-offending

In 2002 all practitioner staff in the service undertook training in Pathway, a cognitive behavioural programme designed for young offenders. An evaluation indicated that it was initially used by some staff in both group work and individual settings but had more recently fallen out of use. However it was recognised that the skills element of the training had proved valuable. Offending behaviour programmes are undertaken across the full range of interventions ranging from two contacts on a final warning programme to substantial programmes for those on ISSP and a range of material is available to staff. The service is evaluating Teen Talk which has emerged as a popular programme in many areas of the country.

The service performed well in the 2005 national standards audit and was ranked 22nd out of 155 in the country. Areas of weakness in the audit included maintaining contact levels for young people on higher level orders and follow up of unexplained absences.

The service has developed an allocation matrix which matches ASSET score and risk of re-offending to the experience and qualification level of the caseholder. The system ensures that young people are matched with a supervisor who is best able to identify and address their risk factors.

Performance information for the most recent re-offending cohort (i.e. 2003) indicates that some re-offending rates improved in the period whilst others deteriorated. The key group of young people subject to community penalties offending after 12 months showed an 18.4% improvement however there were other areas where performance appeared to deteriorate e.g. pre-court interventions. Benchmarking with YOTs in the family group of all disposals after 24 months show a range from 36.7% to 55.1% with Derbyshire at 54.3%. Preliminary data from the 2004 cohort indicates a significantly improved position with reductions in re-offending across all categories.

In 2006-7 the service will:

- Ensure that all young offenders referred to the service undertake offending behaviour work which adheres to principles of effective practice
- Ensure that a range of programmes are available to staff to enable them to work with a range of offender characteristics
- Ensure that all practitioner staff have access to well designed offending behaviour programme material
- Review offending behaviour programmes used by the service and develop resource directories at each operational site
- To review offending behaviour programmes with young people receiving Final Warnings and evaluate feasibility of programmes being delivered by sessional staff

- Focus management attention on the national standards requiring greater compliance levels

7.4 Custody

A small number of young offenders exhibit behaviour that is so serious that they have to be placed in custody on remand or at sentence. Generally the Youth Offending Service offers the courts a community option in court reports however in a small number of cases it will propose custody. The YJB have targets to ensure that custody is only used on those young people who present the most risks to their communities. In 2005 the YJB introduced local targets which may be above or below the national targets depending on recent performance. ISSP which provides intensive programmes to the most serious and persistent offenders is one of the key strategies for ensuring the custody target is met.

The service is negotiating with Foston Hall Prison to provide staff to the new juvenile girls unit due to open in September 2006.

In 2006-7 the service will:

- Work towards ensuring that custodial sentencing remains below the national YJB target of 5% and the target locally agreed with the YJB of 4% of all sentences
- Aim to meet the local target for remands to the secure the estate i.e. less than 36.5% of all those who are not subject to conditional or unconditional bail.
- Ensure that the initial reviews of those young people sentenced to custody take place within 10 days of their arrival
- Ensure that the Intensive Supervision and Surveillance Programme (ISSP) will continue to provide high intensity programmes to serious and persistent offenders
- Publicise the effective work undertaken by the service with young offenders to build the courts confidence in community sentences
- Review the operation of bail support programmes to ensure that young people at risk of custodial remand are identified and services are offered.
- Develop the post custody panel to review custodial decisions and identify alternative options
- Build relationships with custodial establishments to ensure that liaison is in place that results in prompt setting up of initial reviews
- Provide staff at Foston Hall prison if commissioned to do so

7.5 Ensuring the Swift Administration of Justice

As a member of the Local Criminal Justice Board the Youth Offending Service has joint responsibility for achieving an average time from arrest to sentence for persistent young offenders (PYOs) of 71 days. Recent performance data indicates that after a period of consistently meeting the target there has been a dip in performance to 86 days for the last quarter of 2005. The YOS

contribution to the meeting of the target is ensuring that Pre Sentence reports are written to national standard requirements i.e. within 10 working days for PYOs and 15 for others. Occasionally the court adjournment period is longer and reports are produced outside the National Standard timescale but are submitted to court on time.

In 2006-7 the Service will:

- Ensure that all court reports are produced within adjournment periods
- Develop information for courts that allow them to identify the extent to which adjournments are made for periods longer than required by National Standards for Youth Justice

7.6 Education Training and Employment

The Service works primarily with the Local Education Authority and Connexions to maximise education training and employment opportunities for young people. Derbyshire Education Department second three Education Welfare Officers (EWO) to the service. The Effective Practice Quality Assurance (EPQA) audit undertaken in 2003 identified that those staff were not used to full effect and that their work was uncoordinated and inconsistent. In November 2003 Derbyshire Connexions agreed to second a manager to the YOS for 15 months to implement the EPQA improvement plan. A range of practice and system improvements were achieved including protocols with the LEA , Connexions and a number of education providers. A snapshot of the type of educational provision of school age young people receiving a YOS intervention shows:

**ETE Provision of Young People of School Age
Oct - Dec 05 - Type of Education Provision**

Provision	No.	%
At School	97	60.3
At School (PRU)	12	7.5
At School (Alternative Prog.)	18	11.2
At School (Special Ed. Unit)	4	2.5
Home Tuition	2	1.2
Other (Incl. Education in Custody)	15	9.3
At School (Non attendee)	7	4.4
At School (Perm Excluded)	6	3.7
Total in Education	148	92
Total out of Education	13	8
TOTAL	161	

The figures show that, although 92% of the school age cohort are in education, only 60% are in mainstream schooling. This information is regularly presented to LEA senior management teams who have asked the service to identify whether the proportion of young offenders in mainstream schooling

can be increased and to identify attainment levels of young offenders using methodology developed for Looked After young people.

A number of new resources have been developed including "Skills for Life" in conjunction with FE colleges at Chesterfield and Ilkeston. The schemes use European Social Funds to develop provision for 16 year olds to improve their literacy and numeracy. The service is also in preliminary discussions with the Learning and Skills Council to ensure that OLASS (Offenders Learning and Skills Strategy) developments which will be of principle benefit to young people returning to the community from prison will be available for young people in Derbyshire.

Derbyshire is piloting targeted youth support services in the north east of the county and it is anticipated that integrated, co-located services for young people will develop in the pilot area.

In 2006-7 the service will:

- Ensure continued coordination of ETE activity by identifying one of the seconded EWOs as a lead practitioner
- Develop systems to identify educational attainment levels of young offenders
- Identify reasons for young people receiving their education in non mainstream settings
- Continue to commission Read on Write Away to provide a literacy mentoring scheme in the north of the county for approximately 30 young people per year
- Develop links OLASS to ensure that young offenders benefit from the initiative

7.7 Substance Misuse

The service employs three substance misuse specialists located in each of the geographical teams. In the north teams they are able to undertake screening interviews with all young people subject to court orders to the YOS. They will also take referrals from young people on Final Warnings where a need is identified. As a result of workloads and geography the south team worker takes referrals across all case types when a need is identified by the case manager. The service undertakes audits to ensure equality of outcome (i.e. that all young people in need receive a substance misuse intervention across the service.)

In January 2006 the Drug and Alcohol Action Team (DAAT) commissioned Drugscope to undertake an evaluation of young people's drug services and identified good working relationships between treatment services and the YOT with the YOS being the largest source of referrals to treatment. The YOS substance misuse workers are effectively linked into local services and are members of the DAAT Young People's Advisory Group. The Head of Service is a member of the DAAT Board and Young Peoples Commissioning Group.

Service performance indicates that, of those young people with identified needs, 99.2% (119 out of 120) received an appropriate specialist assessment within 5 days. 99.5% (193 out of 194) of cases received early intervention and treatment services within 10 working days.

Substance Misuse will be the subject of an Effective Practice Quality Assurance (EPQA) review in 2006.

In 2006-7 the service will:

- Continue to screen every young person referred to the YOS.
- Maintain the Service Level Agreements in place with the young peoples drug treatment services in the county.
- Continue to be a member of the Drug and Alcohol Action Team (DAAT) and ensure that the Service is represented on appropriate DAAT subgroups

7.8 Mental Health Services

There are currently two health workers in the YOS, an adolescent mental health nurse covering both the northwest and northeast teams and a general nurse in the south team. There are four separate CAMHS teams operating within the county and referral routes and working arrangements are in place with each team. The YOS has negotiated with the lead commissioning trust in the north of the county to increase the staff secondment to two posts.

Negotiations will also take place with the commissioning trust in the south to review the type of secondment as a result of a change in personnel. The option of changing the post from a general nurse to adolescent mental health nurse linked to a CAMHS team will be explored. Further developments in 2006 will include the establishment of a CAMHS Assertive Outreach Team in the north of the county. It is anticipated that the new team will be particularly valuable resource to the YOS because it will specialise in young people in crisis and who present challenging behaviour.

The Service has implemented the YJB mental health screening tools (SQIFA and SIFA) and referral routes are in place to ensure that case holders identify mental health issues using ASSET and that timely referrals are made to health workers within the service and to community based CAMHS services. The Head of Service is an active member of the County CAMHS Strategy Group. A key priority for the strategy group is ensuring that a full range of CAMHS services are available for 16 and 17 year olds.

Performance information indicates that for the period April to December 2005 the service had 5 acute cases all assessed within the target period of 5 days and 27 non acute cases of whom 25 were assessed within the target timescale of 15 days. Mental Health practice will be the subject of an Effective Practice Quality Assurance (EPQA) review in 2006.

In 2006-7 the service will:

- Develop links with the new Assertive Outreach Team in the north of the county
- Review the seconded health worker role in the south of the county
- Review recording systems to ensure that the work of the health workers is fully captured on the case management system
- Review systems for prioritising work to ensure that high need cases are referred quickly to CAMHS services.

7.9 Parenting

The service is committed to working with parents to assist them in supporting their children who have offended. The service has developed a range of assessment tools and intervention programmes that will ensure that needs are identified and appropriate services delivered. The service undertook a review of parenting practice under the EPQA process and an improvement plan was published in May 2004 and reviewed in 2005. An element of the YJB prevention grant has been allocated to fund a Parenting Coordinator and it is anticipated that they will take up post in June 2006.

In 2006-7 the Service will:

- Deliver high quality parenting programmes that meet the needs of parents and carers of offenders and to ensure that 75% of parents participating in parenting interventions are satisfied
- Meet the YJB target that 10% of parents of young people with a community disposal should receive an intervention
- Ensure parents of young offenders referred to the YOS are screened using a simple assessment tool to determine whether they require a more detailed assessment of their parenting skills
- Undertake an assessment of parents who are identified as likely to benefit from a parenting intervention
- Develop a range of parenting interventions including weekly parenting programmes, one off events for parents and programmes of individual work
- Produce an information leaflet including details of a complaints procedure for parents
- Deliver parenting programmes in house and with a range of local agencies
- Participate in the Children's Strategic Partnership Parenting sub groups as they emerge

7.10 Accommodation

Provision of suitable accommodation is a pre-requisite of effective work with young offenders. The service combines the role of bail supervision officer and accommodation officer in each of the three operational teams. Those staff work with local housing authorities to develop referral routes, suitable accommodation options and support services for young offenders living

independently. The service works closely with a number of agencies e.g. social services leaving care team, Supporting People, Connexions and the DAAT to develop new accommodation services for vulnerable young people.

In 2006-7 the service will:

- Work with statutory and voluntary partner agencies to develop a wider range of placement options and support services for young offenders
- Work towards meeting the YJB target that all young offenders are placed in satisfactory accommodation
- Develop the role of the Bail Supervision and Accommodation officer in each team to ensure clarity of role
- Develop and maintain links with each of the eight District Council Housing Departments
- Work with the developing integrated young peoples housing advice service in conjunction with Connexions, DAAT, Social Services and Supporting people
- Maintain membership of Derbyshire Young Persons Housing Forum
- Contribute to the development of a regional resettlement strategy through a secondment of a staff member to the Youth Justice Board

7.11 Restorative Justice

The Youth Justice Board target is that 75% of victims of youth crime are offered the opportunity to participate in a Restorative Process. Activity might include receiving an apology from the offender, attendance at a Referral Panel or proposing some reparation for the young person to undertake. The Derbyshire Criminal Justice Board undertook an independent survey of victims and witnesses which showed that 68% satisfaction rate however the service's own surveys show satisfaction rates of nearer to 100%. A relatively small number of victims express a wish to meet directly with the offender however many will ask for information and the service victim liaison officer continues to provide information to victims of youth crime. The service has historically ensured that reparation activity is normally part of Referral Order contracts and is also available for other orders. A review of reparation will be undertaken to ensure that it is targeted where it has most benefit for victims and offenders.

In 2006-7 the service will:

- Ensure that 75% of victims of youth crime are offered the opportunity to participate in a restorative process
- Ensure that 75% of victims of youth crime are satisfied with the process
- Continue to review its systems and referral routes to ensure that the Restorative Justice team make contact with victims of youth crime in a timely and sensitive manner
- Review the use of reparation to ensure that it is cost effective and delivered to young people where benefit is likely to accrue

7.12 Tackling discrimination

In 2005 the YJB required every YOS to undertake a Race Audit. The Derbyshire Audit identified that the County has a low Black and Minority Ethnic (BME) population at 1.5% for all ages and 2.5% for 10-17 year olds. Among 10-17 year olds mixed race was the largest group followed by Asians with small numbers of other groups. The audit sought to identify trends in decision making and to review YOS policy and practice. With low numbers of BME young people in the population the figures have to be treated with caution, however they showed that generally minority ethnic offenders were not over represented in the system and no BME young people had received a custodial sentence during the audit period. The census identified just 90 Black or Black British young people in the total population however it appeared that two were persistent young offenders which created an apparent over representation among this group.

Key actions from the plan emerging from the audit include:

- The service will develop further its range of policies in respect of race issues, including recruitment and selection.
- The service will deliver training in race issues to managers and practitioners
- The service will develop programmes for racially motivated offenders and continue to develop links with groups developing responses to racists incidents
- Improve its recording systems to reduce the number of cases where the ethnicity of the young person is unknown
- Seek to ensure that BME staff are represented within the staff group by supporting those currently in post and ensuring that recruitment processes are designed to attract BME applicants
- Monitor the need for translation services in order to identify languages that information leaflets should be available in.

7. PERFORMANCE MANAGEMENT

The Youth Justice Board has developed a performance framework to assess Yot's performance. For 2004-05 Yot's performance was measured against the 14 Key Performance Indicators and each Yot was given a position out of 155. The cumulative data for 2004-05 is shown below:

Quarter	Position	%
April 04 – June 04	27	88.3%
April 04 – Sept 04	38	86.7%
April 04 – Dec 04	26	88.3%
April 04 – Mar 05	50	85%

In April 2005 the Youth Justice Board changed the Performance Framework to take into account performance in other areas, such as National Standards and Effective Practice Quality Assurance, as well as to give credit for improvement. Yots are given levels for their performance, where 1 is the lowest and 5 the highest. The data for the first three quarters 2005-06 is shown below.

Quarter	Level	%
April 05 – June 05	2	58.8%
April 05 – Sept 05	3	60.2%
April 05 – Dec 05	3	63.7%

The 2004-5 performance deteriorated towards the end of the year due to a combination of sickness and turnover within the service management team. For much of the previous 2 years Derbyshire had been consistently placed in the top quartile of the national performance table of YOTs nationally.

The new performance management framework introduced in 2005-6 resulted in Derbyshire being assessed at level 3 at the point of completion of the plan. An analysis of the relative position of the service in each of the elements of the framework demonstrates the areas of weakness and strength within the service:

Element	Score	Rank (of 155)
KPI	85.3%	33rd
KPI Improvement	28.1%	118th
National Standards	88.9%	22nd
Nat Stds Improvement	50.9%	46th
EPQA	64.2%	90th
EPQA Improvement	27%	128th
Recidivism	30%	85 th
General	85.7%	60 th
Overall Position	63.7%	58th

The service's strongest areas are KPIs and National Standards and weakest are improvement scores for KPIs and EPQA. The service has consistently scored well in the KPI element of the framework and this inevitably means that

there is less scope for improvement. The YJB have indicated that the methodology is likely to change in 2006 with greater weighting given to KPIs and less to KPI improvement. This change would be in Derbyshire's favour.

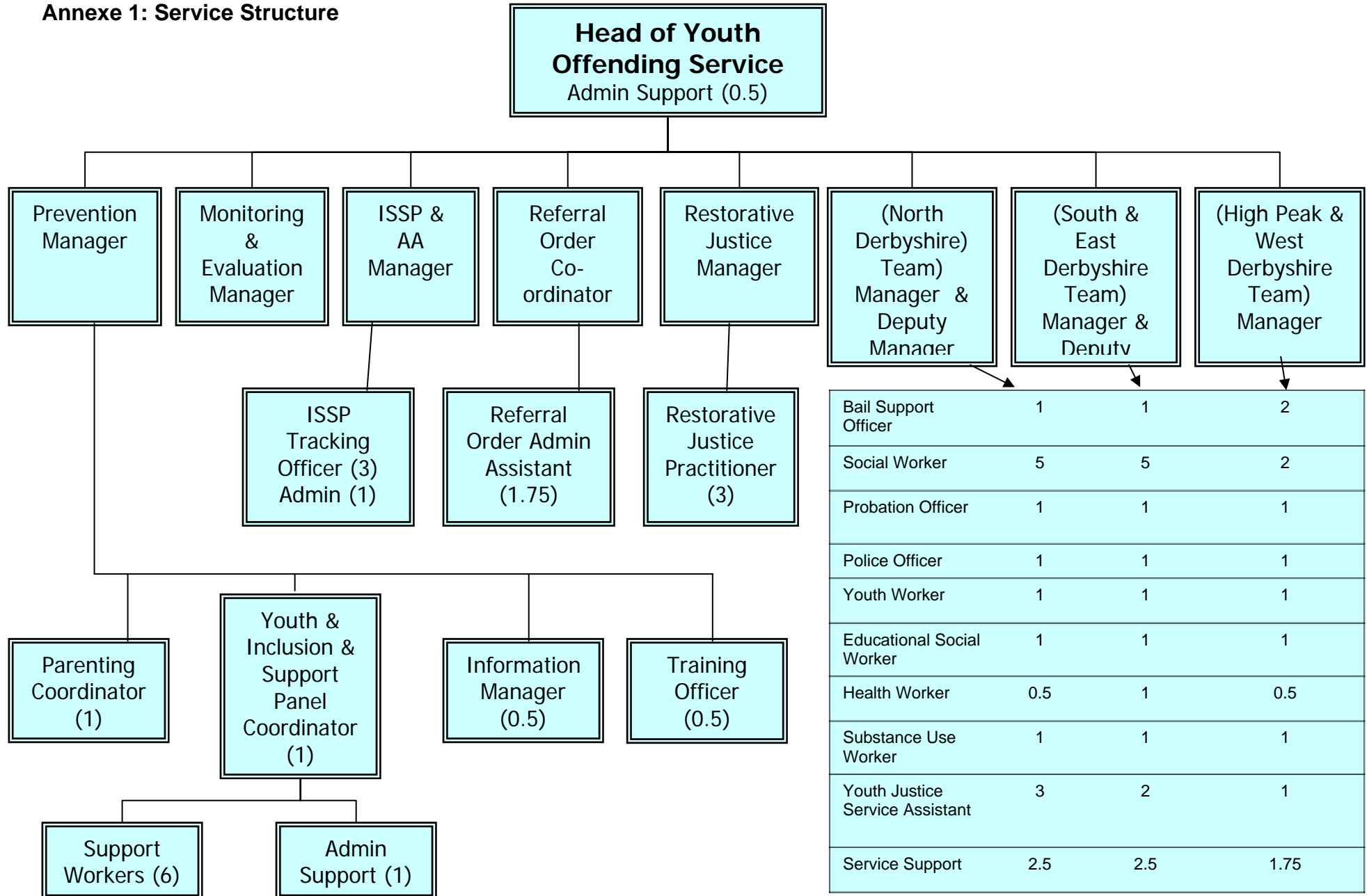
The service scores low in both baseline and improvement scores for EPQA. The service will review its approach to EPQA to consider whether developments in practice together with more thorough evidence gathering can produce improved baseline and improvement scores. Early indications from the 2004 re-offending cohort suggest that reported recidivism rates are likely to fall in 2006-7. There are very wide variations in recidivism levels nationally which may in part be explained by the efficiency of YOTs in identifying post 18 offending. Derbyshire has a robust system for collecting data from the Police, ensuring that all re-offending is captured, and would welcome a national audit of YOT recidivism data.

The service produces quarterly reports which disaggregate performance by operational team allowing managers in the three geographically based teams to develop an understanding of their contribution to the overall service performance.

A number of youth crime targets have been adopted by key local strategic plans in Derbyshire including the Community Strategy and Local Area Agreement.

Strategy	Youth Crime Target	Link to National Target
LAA (Safer Communities)	Reduce Reoffending	YJB KPI
LAA (Childrens)	Reduce number of new entrants to youth justice system	YJB KPI
Community Strategy	Reduce Number of Offenders	N/A

Annexe 1: Service Structure



Bail Support Officer	1	1	2
Social Worker	5	5	2
Probation Officer	1	1	1
Police Officer	1	1	1
Youth Worker	1	1	1
Educational Social Worker	1	1	1
Health Worker	0.5	1	0.5
Substance Use Worker	1	1	1
Youth Justice Service Assistant	3	2	1
Service Support	2.5	2.5	1.75

Annexe 2: Contact Details

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Cotmanhay Road
Ilkeston
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Tel: 0115 909 8170

Annexe 3: Glossary

ASSET	Standard Yot assessment tool
BME	Black and Ethnic Minority
CJS	Criminal Justice System
CPN	Community Psychiatric Nurse
CYSP	Children and Young People's Strategic Partnership
DTO	Detention and Training Order
EWO	Education Welfare Officer
EPQA	Effective Practice Quality Assurance- Self assessment of practice required by YJB
ETE	Education, Training and Employment
ISSP	Intensive Supervision and Surveillance Programme Funded by YJB providing intensive services to persistent and serious offenders
KPI	Key Performance Indicator
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LEA	Local Education Authority
OBTJ	Offences Brought to Justice
PCEP	Professional Certificate in Effective Practice- YJB sponsored programme of initial training and post qualification
PPO	Prolific and Other Priority Offender Strategy
PSR	Pre-Sentence Report
PYO	Persistent Young Offender
SSD	Social Services Department
UMIS	Prevention electronic case management system
Viewpoint	IT system designed to obtain the views of young people
YISP	Youth Inclusion and Support Panel
YOIS	Youth Offenders Information System The service electronic case management system
YOS	Youth Offending Service covering all of the County
YOT	Youth Offending Team. Local Teams covering part of the County
YJB	Youth Justice Board