

Cheshire Youth Justice Plan 2007/08

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A. Summary

Overview:

2006/2007 has been an exciting, challenging and intensive year for CYOT. We completed a very good HM Inspection and have prepared an Improvement Plan. The YOT Board, managers and staff have concentrated very hard on building performance with particular reference to quality procedures throughout many areas of the system. CYOT have specifically concentrated on Assessment, Planning, Intervention and Supervision (APIS) and Restorative Justice, developing structures and mechanisms in procedures and guidance, developing good practice and ensuring that diversity needs are identified and met. In conjunction with this CYOT have concentrated on improving capacity to deliver Offending Behaviour Programmes (OBP) to support APIS and the diverse need of young people,

A good deal of time and effort has been spent by YOT Board, managers, staff and relevant partners in preparation for the HM Inspection which took place in Sept/October 2006. This required a review of many of CYOT policies and procedures. The Inspection was seen as a positive opportunity to refine some systems. CYOT were described in the inspection process as a particularly well embedded YOT with strong leadership and a fully engaged knowledgeable and supportive YOT board. They noted that staff were well inducted, trained and supported and fully involved in driving the development and improvement of service delivery. The outcome of the inspection was Excellent (4), for Management and Work with children subject to DTO, Good (3), for Work in the Courts and Work with Children and Young People in the Community. Adequate (2) in Victims and Restorative Justice. CYOT were very pleased with this outcome, although disappointed with Victims and Restorative Justice.

Victims and Restorative Justice has remained a challenge for CYOT and LCJB Partners and whilst the inspection found CYOT to be adequate this was mainly focussed on Community Reparation where facilities are limited. CYOT have implemented a contract with Victim Support and now have designated victim staff in each unit.

CYOT has maintained a strong position in relation to the Performance Framework. Work continues on the four current areas within the EPQA cycle Remand Management and Resettlement (2005/07 cycle), Substance Misuse and Mental Health (2006/7) cycle with scores of two on all except Mental Health, which scored three. Associated action plans are updated monthly at OMT. Maintenance of last year's National Standards performance has been achieved. Information is shared on a quarterly basis with the YOT Board and despite the issues with Careworks (CYOT database) Returns have been submitted on time. ETE and Custodial rates continue to prove a challenge. CYOT has secured local ESF funding, regional OLAS funding plus YJB funding and whilst the process of moving this forward has been both time consuming and protracted with LSC and partners, additional staff will be in place within the next month to support improvement in ETE provision.

The Head of Service left in October 2006 to take up a promotion within the County Council.

2006/7 has seen the transfer of Careworks data base to a web based version. There have been tremendous issues in relation to this. Communications and responses with the provider have not proved to be very fruitful. The YOT Board and CYOT Management Team were disappointed with the YJB response to requests for support in relation to this item.

Prevention has been a significant area for development with YJB funding of £555,000 over a two year period. This has allowed CYOT to be innovative with this service and develop a partnership with the Children's Society who has also provided some funding. This development will be monitored over the coming year. Funding via CDRP's have also provided prevention work in the Macclesfield area where there isn't a YIP or YISP

Recidivism presents a further challenge, the changes to the criteria within the Cohort information has had a negative impact on performance. The 12 month measurement has always been less positive than the 24 months measure. 2006/07 data indicates the increase in recidivism rates of 2.8% compared to the 2002/3 cohort baseline for a 12 month period.

B. Local planning environment

Please describe your **local planning environment** focusing on those elements that support or perhaps hinder delivery of YOT objectives. Please outline how the YOT currently links with other partners and partnerships that have complementary targets / objectives as well as those areas where there may be some conflict and how these conflicts can be addressed, focusing specifically on how equivalent links are maintained with partners in Children's Services, partners in Community Safety/ Criminal Justice and Public Protection (MAPPAs).

The local planning environment for CYOT is complex. The YOT works to the County Council which operates in a two tier authority system with six district councils each operating its own Crime and Disorder Reduction Partnerships (CDRP), one Children and Young Person's Strategic Partnership (CYPSP) operates within the area with 6 area sub groups. There are currently moves to join some of these partnerships however until this is integrated, managing this for CYOT is complex. Local Government re-organisation in Cheshire is currently at the consultation stage considering two proposed options. CYOT's attempts to develop a criminal justice and a child focussed approach within the PPO and ASB forums have been successful in most of the six partnerships and LSP (children subgroups). This has been resource intensive and relied on developing credible and quality relationships within the partnerships. However work continues to ensure CYOT meet this function as economically as possible. Sanction detections have proved a difficult challenge for CYOT, Cheshire Police being one of the highest performing forces nationally in relation to this target and this has impinged on all our work, although more specifically in relation to prevention. The conflicts in relation to this have been supported by the Chief Constable and work is starting to progress to alleviate this situation more constructively. CYOT works in a Criminal Justice area where there are two YOT's. Young people serving custodial sentences do so mainly in the West Midlands area. However Partnerships with direct access to Thorn Cross are seeing changes to this for some young people.

Children's Services have been restructured across Cheshire, CYOT have moved from Children's Social Care to Youth Support and Participation, this is a fairly significant cultural and operational change for the service and there is a need to ensure an effective service continues. Plans in relation to the future position of Youth Service and Connexions have been delayed and as a consequence the implementation of IYSS.

The HoS attends the County PPO Group, the Community Safety Strategy Group, Safer Stronger Committees Group (SSCG), the DAAT (Young Persons Commission Group) the Local Safeguarding Children's Board, the County Children and Young People Strategic Partnership, LAA, the Local Criminal Justice Board, Steering Group and Young Person Sub Group. The Children Fund Board, Multi Agency Public Protection Arrangement (MAPPAs), The Connexions Board, The Leadership Management Group meeting of Children's Services, Prevention Partnerships Meeting. CYOT are fully engaged with LAA and are identified as leads in relevant areas. It is clear CYOT is represented throughout the area at all the relevant partnerships and within these is well regarded.

In relation to Risk Management outlined in CYOT plan 2006/7, risk management is integral to service provision and was an area of progression identified by the inspection process. The risk register is more sophisticated and shared regularly with the MAPPAs Co-ordinator.

2007/2008 will be a time of change for CYOT in relation to its position and development within IYSS. A permanent Head of Service is yet to be recruited, they will have a pivotal and significant role in CYOT strategic development to ensure that services to prevent offending and re-offending are provided. It is an important fact that CYOT is recognised as a strong and successful YOT both locally and nationally.

C. Drivers of Performance

C1. Governance and Leadership

Overview particularly looking at strategic management and leadership arrangements:

Composition of YOT Board - The composition of the YOT Board is outlined in the table A. The membership is sufficient and it continues to be chaired by the Chief Executive of the County Council. The Membership meets quarterly, There is a representative from Cheshire Halton & Warrington Race Equality Council (CHAWREC).

The HoS prepares a detailed report plus a performance report. Various items or current topics are shared and reported on, for example, ETE funding opportunities, EPQA self assessment outcomes and plans, Prevention funding and CYOT Prevention Strategy. More recently detailed information about local barriers to education and resettlement information has been a regular feature. As outlined above, the Board have detailed information prior to each meeting in relation to the main report and the Performance Framework. There is not a set agenda however various topics are reported on at each meeting e.g. staffing, health and safety. Having examined issues, its function is to consider any areas where the Board can assist in removing barriers. An example, the YOT Board requested at the last meeting that the detailed spreadsheet of ETE KPI misses prepared for the meeting be presented at subsequent meetings so that monitoring is continued.

In 2006 CYOT and the YOT Board Members engaged with the preparation for the HM inspection. CYOT Management received an excellent in the Inspection - the YOT Board was described as fully engaged, knowledgeable and supportive. The Lead Inspector attended a YOT Board meeting and was able to witness the oversight procedure.

Strategic vision for the YOT - The strategic vision for CYOT is described within the YOT Mission and Vision Statement, developed by the team and consulted and confirmed by the YOT Board. It describes a multi agency partnership that identifies and works with a core group of disadvantaged young people, living in the reasonable wealthy area of Cheshire. It emphasises the work of CYOT with parents and victims, the work of CYOT, the data it collects and analyses also the links it develops are crucial evidence which assist with the development of policies and practices as well as the priorities of other agencies, especially key partners, the CYPSP, LCJB and the six CDRP's.

Improving Quality - The YOT Board are aware of the need to improve its own performance in challenging the HoS and YOT Board Members and transferring messages about the needs of young offenders to its mainstream services.

The YOT Board have been consulted and have responded to the recommendations of HM Inspection. The Inspection Improvement Action Plan has been an agenda item for the YOT Board. CYOT is continually looking at developing refinements to its performance.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Jeremy Taylor	Cheshire County Council	Chief Executive	White	Male
Anne Goldsmith	Children Services	County Manager	White	Female
Paula Yates	Youth Support and Participation	County Manager	White	Female
Fintan Bradley	Education	Principal Manager	White	Male
Glyn Chambers	Congleton Borough Council	Chief Executive	White	Male
Jenny Hawkes	NHS in Cheshire	Service Development Manager	White	Female
John Davidson	Probation	Assistant Chief Officer	White	Male
Garry Shewan	Police	Assistant Chief Constable	White	Male
Steve Hoy	Connexions	Chief Executive	White	Male
Pat Hagan	Cheshire Youth Offending Team	Acting Head of Service	White	Female
Thamir Al-Jorani	Cheshire Halton & Warrington Race Equality Council	Representative of CHAWREC	Other	Male

C2. Performance and Quality Systems

Overview particularly looking at performance management and data quality:

Leadership of Head of Service

HoS chairs a quarterly performance management meeting; detailed data from each of CYOT geographic units is interrogated and confirmed. This includes the full Performance Framework, KPI's, EPQA, N/S and Recidivism (within the relevant cohort). The Performance Manager (PPP) is responsible for ensuring the data is available within the time frame. The HoS line manages the PPP Manager and 3 Unit Managers within the monthly supervision policy and their annual appraisal. Performance is discussed and actions agreed and recorded. Action plans from the Youth Justice and other relevant plans e.g. Inspection, EPQA are updated on a monthly basis and agreed at OMT monthly meetings. Similar to the above quarterly performance meetings, Unit Managers and the Performance Manager chair quarterly Policy and Performance Meetings which are themed to the KPI and other core work e.g. APIS. This process was highlighted as an area of good practice in the Inspection. Specialist staff attend these meetings and provide information to evidence and support the quarterly returns. Policy and practice is also developed in these meetings.

Unit Managers and Co-ordinators are responsible for line management of staff within their units and a supervision template is used which considers performance and other areas e.g. risk, APIS. All staff have annual appraisal which is approved by the Line Management Structures. Managers and Co-ordinators audit case files monthly and discuss these in individual supervision. The APIS Lead Manager analyses this data on a monthly basis and shares this with OMT, where decision re practice will be agreed.

Individual staff responsibility for compliance

As above system of quarterly performance meetings, where specialist staff attend and discuss performance which is relevant to their discipline. The Inspection noted CYOT staff as fully involved in driving development and improvement of service delivery. Targets are built in their monthly supervision and annual appraisal. Regular briefings and updates are circulated to staff. All staff are responsible for complying and recording enforcement procedures. Enforcement of orders ensures that decisions **not** to enforce orders for example are approved by managers. The case file audit process supports this. Individual staff performance data is also available.

The Information Managers role

The Information Manager has overall responsibility for the integrity and accuracy of the data submitted to the YJB. Lists of data omissions and inaccuracies are issued to all staff and their manager in advance of the quarterly returns. All Performance Framework data is provided and discussed within the OMT Performance Days, the themed Policy and Performance Groups and individual's supervision with their Line Manager. This role is currently being developed to include administration of the YOT financial procedures, recruitment of staff and buildings management.

Review Management Board

The YOT Board (see governance leadership) meetings are arranged to coincide with quarterly returns. They are presented with a RAG chart of the current submitted performance information. The HoS explains the current position, trends and any concerns. Barriers and any issues are discussed and actions noted and reported back within agreed timescales. Relevant policies are shared with the YOT Board and those seeking approval are confirmed with the relevant organisation e.g. Risk Policy approved by Safeguarding Board within Children Social Care.

C3. Resources

C3 a - FINANCIAL RESOURCES

Overview of financial resources including any particularly significant changes in resources:

There is little significant change to partner contributions except the increase to full time salaries from Health in relation to staffing costs for their three seconded staff. Education is now part of Children's Services however, their contribution is itemised separately. CDRP continue in most of the 6 partnership areas to provide various amounts to support principally preventive work, although not at this point confirmed, we are hopeful this will continue.

CYOT continue to develop the prevention plans along with some match funding from TCS. The DAAT continue to support substantial funding, although this is reduced this year due to their budget reduction. A considerable expenditure during 2006/07 has been due to ensuring effective accredited offending behaviour programmes are available, and staff are employed to deliver these. Additional ESF and YJB funding resources in relation to ETE has been very welcome given the consistent reduction in this target over the past eighteen months.

The figures outlined in Table A2 are inflation increases from the previous provision. Some contributions require confirmation although no objectives have been raised to the figures provided in the plan at this point. Confirmation of the YJB budget has not been confirmed however, predicted inflationary costs have been inserted. The YOT is clearly dependent on funding from sources such as the Youth Justice Board and Cheshire DAAT to develop its services.

The current financial pressures in all aspects of public funding create a degree of uncertainty. While the current financial circumstances of the YOT are secure, the future situation beyond the next spending review is less clear. Our aim remains to use the investments in prevention and tackling offending behaviour in order to reduce recidivism and therefore future growth in demands on the criminal justice elements of the service.

CYOT will closely monitor its spending to deliver effective savings where possible and in line with current pressure in all aspects of public funding. As well as already allocated prevention resources delivered at the front end to reduce recidivism, we plan to continue working with local partners and communities to develop local preventative work.

Table A1: Services planned for the financial year 2007/08

Where services straddle different stages, the budget allocation should reflect the extent resources are used in each stage of the process.

Core activity	Budget expenditure (£)
Preventive services	
PACE Services	771,633
Pre-court services	68,853
Court-based services	196,857
Remand services	142,427
Community-based services	282,043
Through care / after care (including RAP)	1,567,163
Other orders	299,049
Total:	3,528,530

Table A2: Youth Offending Team Budget Financial Year 2007/08 Sources

When completing this table 'payments in kind' should include charges for shared equipment, the use of accommodation and management costs etc.

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	168,920		71,967	240,887
Probation (from Table A2c)	112,618			112,618
Children's Services	866,422		268,451	1,134,873
Education				90,000
Health (from Table A2b)	84,311 126,493 (TBC)		5,689	126,493
Local Authority Chief Executive	0		0	0
Additional Funding (from Table A2a)	1,718,259			1,718,259
Total:	3,077,023		346,107	3,423,130

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board (Annual Grant, ISSP, Prevention, YJB Education Grant)	113,850
Other (DAAT), (Connexions), (SYIP/Parenting), (JYIP & YISP – Children Fund), (Cheshire Parenting)	993,028 611,381
Total (for inclusion in Table A2)	1,718,259

Table A2b: Health service contributions to the youth offending teams

The total of A2b should be equal to the role in table A2 called 'health.'

Health contribution: Funding source	Amount (£)
Source 1: NHS in Cheshire	126,493
Source 2:	
Source 3: (etc)	
Total (for inclusion in Table A2)	126,493

Table A2c: Probation contributions to the Youth Offending Teams

The total of A2c should be equal to the role in A2 called 'probation'. Payments in kind *1 includes training, IT provision, accommodation, management of DTTO/CRO/CPOs and CPROs for 16/17 year olds. Payments in Kind (staffing *2) includes secondment of a probation officer, PSO or other grades.

Cash Contribution £	Payments in kind*1 excluding staffing		Payment in Kind (Staffing*2)		Total (£)
	Specify Items	Cash Value £	Specify grade and number	Cash Value including on costs £	
(a)	(b)	(c)	(d)	(e)	(f) (a+c+e)
112,618	0				112,618

C3 b - PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

CYOT has specialist staff from Mental Health, Substance Misuse (DAAT), Education and Connexions to ensure that young people are directed to mainstream provision in their local areas. The main gaps remaining are good access to appropriate accommodation and education, training and employment provision for those difficult to place and motivate. Plans continue to address these areas and work continues with appropriate agencies. Direct work with victims and parents is improving due to the Prevention Strategy and funding resources have been deployed to develop a new contract with Victim Support. Staff are now in post which therefore should see an improvement to the quality of this service. CYOT intend to develop specialist safe guarding posts in each unit which will enhance provision and protection of children and young people.

The biggest resource in 2006/2007 has been in relation to OBP, all relevant staff are in post and have been trained to deliver these to a variety of groups of Young People. A significant area, is work with young women. Within the CYOT area the percentage of young women in the criminal justice system is currently higher than the national average. Prior to this investment of OBP, the number of programmes were limited particularly in relation to accredited programmes or specific areas e.g substance misuse. An Offender Management Model has now increased to two of the three CYOT units and together with relevant OBP and specific group work packages the early evaluation process has indicated positive outcomes. CYOT recognise this is 'early days' and continue to monitor this within its Policy and Performance procedures.

CYOT are currently reviewing provision for Young People responsible for sexual offences. This has proved challenging given relatively small numbers in the 3 Units over a large geographical area. The YOT have developed over the past 12 months a good library of resources, which are catalogued into various types of work and ability. Similarly accredited OBP's are improved and meet diverse needs. However we recognise nationally the limited number of accredited programmes.

An area for development in 2007/8 will be ensuring their relevant staff complete Domestic Violence training programmes in order to provide interventions for those young people responsible for those offences.

C3 c - INFORMATION AND COMMUNICATION TECHNOLOGIES

CYOT were the second YOT to go live with the web-based version of their case management system in June 2006. There are however ongoing issues of retrieving information etc which have not yet been resolved by the software supplier. These issues have significantly reduced the majority of the validating and retrieving information processes we had in place previously. Management reports, YJB Returns, EPQA information, staff frustrations in relation to the new system and general maintenance of data continue to be severely affected by the change over to the web version. CYOT's recent Inspection also caused frustration for HM Inspectorate officers navigating through the system.

Case Management Systems – CYOT continues to make use of information drawn from the case management system to develop new programmes. CYOT has improved in linking assessments to plans and interventions along with SMART objectives and is delivering accredited offending behaviour programmes, which continue to be evaluated. We continue to identify, from the case recording, weaknesses in our practice whilst undertaking the YJB EPQA exercises, CYOT's own mini EPQA's and monthly electronic file audits. All of our standard forms are available in electronic versions and are completed within the case management system, thus moving steadily towards a paperless office.

Wiring Up Youth Justice - CYOT actively use secure email in correspondence with the YJB Placements Team transferring booking forms, all Asset documentation and case-related information between YOT's. CYOT will become part of the E-Asset roll-out of direct transfer of information to secure estates in the near future thus eliminating the need for missing documentation emails and the "yellow envelope" procedure. Discussions will resume with Cheshire Constabulary and Educational establishments on the use of secure email for transferring information replacing the current practice by fax. CYOT and The Children's Society are currently working together to gain access to the web-version of the case management system via the use of secure tokens to the County Council's intranet. This type of external parties access is also planned for the joint ISSP scheme between CYOT and Halton and Warrington YOT and it is envisaged in 2007/2008 that mobile working for YOT staff can also be facilitated via the same route.

Use of ICT to support the engagement of young people, their parents, victims and the local community - CYOT continues to develop and increase its use of Viewpoint. Referral Order Final Panel Meetings are currently being used as a pilot for gaining feedback on a range of topics from young people. PC's are available in each of our Units for use by young people. Parents/carers at Referral Order Final Panel Meetings also complete a Parenting Questionnaire which is then inputted onto the case management system. CYOT plan to pilot a text messaging service for young people and their parents, reminding them of appointments etc. thus supporting their own engagement and our enforcement procedures.

Use of ICT enablers – CYOT currently have access to their case management system and secure email in 2 Magistrates Courts (although in separate offices). The remaining 2 Magistrates and 2 Crown Courts are not linked. CCC are currently evaluating 3G connectivity which could potentially link our courts into our case management system/secure email within the court setting via a laptop or tablet PC. Digital pens are currently in a pilot scheme with CCC and it is envisaged that CYOT will be involved once the scheme has been evaluated. CYOT has a number of tablet PC's and mobile printers which are available for practitioners to complete Assets, Intervention Plans etc. The use of video conferencing is continually being promoted especially when the secure estate is of a considerable travelling distance away. The benefits from the use of ICT within the court setting is that outcomes can be loaded onto the case management system, PSR's actioned immediately, court history and compliance disseminated and ultimately the yp and parents/carers receive a quality service. Access to information on Saturdays and Bank Holidays for those staff covering court duty would also be of benefit. The use of secure email speeds up the transition of documents instead of the "yellow envelope" system, thus eliminating the need for photocopying and documents going missing. The benefits of using laptops, tablet PC's, mobile printers and digital pens would mean that information is recorded, printed and signed at the time of the assessment or meeting. The practitioner does not have to input or retype the document onto the case management system as it is easily transferred, thus reducing the practitioner's administrative time in the office enabling them more staff time for direct work with young people.

Barriers to the use of ICT - the current ongoing issues with the case management system has produced a barrier to the use of ICT, staff are frustrated with the new system from practitioner, manager and admin viewpoints and CYOT will actively strive to overcome these. CYOT will continue to make good use of all innovations which will provide a better quality service to young people.

C4. People and Organisation

Please consider both **workforce planning** issues (e.g. how many staff are in post, any plans for recruitment or reduction in staff numbers) and **workforce development** plans (e.g. leadership skills development for managers, specialist staff, general training and development). Remember to include volunteers in this analysis, particularly recruitment and training.

Please include an organisation chart for the YOT at Appendix A.

C4 a - WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

There have been changes in staffing levels within the YOT during 2006/2007 this has principally focussed on delivery of interventions and recruitment of staff to vacant posts. Each unit now have a system for OBP delivery. Arrest referral (2) posts funded locally by the DAAT were appointed, however funding has ceased for 2007/2008. Among existing staff there have been some turnover but not to a level to cause too much disruption to services. In addition, sickness levels have fallen slightly so overall delivery capacity has increased. Additional capacity from Connexions to boost ETE performance, funded by the YOT will cease at the end of 2006/7. This enhancement will be replaced by local ESF funding via a Connexions contract (two 0.5 staff appointed), regional ESF OLAS funding (2) staff via City College Manchester, YJB funding, and the appointment of an ETE co-ordinator across the CYOT area. This is a complex arrangement due to two agencies responding and being awarded the bid. Work is progressing to ensure this does not impinge on the YOT KPI. This will be closely monitored by the PPP Manager to ensure any early issues are identified and actioned promptly, in addition this will be reported quarterly to the CYOT Board.

Staff in each Unit have been identified as the link to LAC offending work, LAC offending has reduced over 2006/2007 Each Unit will also have a designated safeguarding specialist, this is managed within current resources and be supported by the Safe Guarding Unit LSCB.

During 2007/8 there are unlikely to be any significant direct additions to the YOT staffing levels other than the outsourcing of ETE as described above.

It is difficult to be certain about levels of staff turnover but it appears likely that turnover will be at the same relatively low levels achieved during 2006/7. As in 2006/7 the YOT will be budgeting for use of agency cover to ensure consistency of delivery in the event of staff leaving or being off on long-term sickness. However the amount of money available for this cover will be significantly reduced. The County Council have agreed a contract with one agency so CYOT should benefit from a more cost effective and improved service.

The Head Of Service has left and currently there is an Acting Head Of Service in post, recruitment is in progress to fill this post.

Table A3: Staff in the Youth Offending Team (by headcount)

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent		4				3	11				36
Fixed Term		4					3				15
Seconded Social Services											
Seconded Probation					2						2
Seconded Police				18	4						4
Seconded Health				4	3			4			3
Seconded Education					2	1					
Seconded Connexions					3	1					
Seconded Other											
Outsourced					33	1		2			36
Temporary	1 (HoS)				3	1		1		5	55
Vacant		1 (ETE Co-ord)			3					4	5
TOTAL	1	9			75	7	14	3	4	50	163
Gender/Ethnicity											
White Male		1			18	2	1	1		13	36
Black Male											
Asian Male										1	1
Mixed Race Male										1	1
Chinese/Other Male											
White Female		7			53	5	13	2	4	33	117
Black Female					1					2	3
Asian Female											
Mixed Race Female											
Chinese/Other Female											
TOTAL	1	8 (1 Vac)			72 (3 Vac)	7	14	3	4	50	158 (5 Vac)

C4 b - WORKFORCE DEVELOPMENT

How will Training and Development be linked to Performance Framework - Training and development is linked via supervision and annual appraisal. CYOT develop an annual training plan following completion of training needs analysis. This focuses principally on six categories - Performance Framework, Essential Skills Knowledge and Development, Management Development Skills, Admin requirements and Specialist Development Skills. CYOT maintain a budget allocation and optimum training provision relating to approximately five training days per head per year (average £300.00). There is a system in place to report quarterly training to the management group. A fully operational data base including centralised bookings and payments is available. An established method of validation and evaluation of provision is also available, however more consistency needs to be adopted. A system for contracting and booking arrangements for trainers and venues including value for money requirements is in place. This is supported by guidelines for contract compliance to promote diversity (access standards to disabled people at venues).

Annual CYOT events completed in 2006/7 focussed on Referral Panel Review and more recently Inspection Feedback. For 2007/8 more specialist workshops are planned as these seem to be more effective and better received by staff. Currently planned for April and May 2007 are Parenting, Administration, ETE and further specialist area workshops will be completed by September 2007. The workshops focus on Performance, update in practice, development of Policy and Procedures and also serve as an induction to new staff. A very comprehensive Staff Induction Process is completed and linked where relevant to their probationary period.

National Qualifications Framework - CYOT have year on year consistently concentrated on staff development in relation to PCEP. This has focussed particularly on staff without relevant qualifications completing PCEP. In 2006/7 8 staff completed PCEP.

EPUA has concentrated on Referral Panel members. In 2006/7 7 staff and volunteers completed EPUA. Inset type training has been achieved via CYOT relationship with Merseyside YOTS consortium, this is in effect a pooled budget whereby relevant YOT's nominate and pay for individual places. The consortium has achieved so far an adequate number of dates for CYOT. YJB Panel Members training is a priority for 2007/8. One member of staff is being supported part time on a DipSW course and we hope to support one each year, depending on available funding.

Training for Specialist Staff - As outlined above provided/funded by the YOT. Specialist Staff also link to parent organisations for example, the Police complete annual requirements of Baton Training, Health staff link to essential training to support, registration and other relevant training provided by CAMHS, ETE staff link to parent agency, relevant training, legislation etc.

Management and Leadership - Operational Managers complete County Council Middle Management Training. Three Managers have completed this in 2006/7. Operational Managers and Co-ordinators complete compulsory County Council training, for example recruitment, managing absence etc.

Volunteer Training - A Panel Members training data base is being developed. Plans are in place to complete new YJB Panel Members training for relevant volunteers. A training needs analysis is completed and relevant training events identified. Panel Members are included with relevant CYOT development days and in 2006/7 twenty Panel Members completed CYOT Development Days.

Links with LSE - This is not an area so far used and needs further development to ensure that relevant opportunities are pursued.

C5. Partnership Working

Please provide a summary of the **support from partner agencies** and plans to develop links with partners – statutory and non-statutory.

The YOT Board has regularly reviewed the Action Plan on sustaining the success. In preparation for HM Inspection in 2006, CYOT reviewed all its procedures, SLA's and contract arrangements with Partners. The successful Inspection provides the evidence to support this. Partners were well engaged with the process of Inspection. The JAR also supported some of the areas where improvement was required, for example, access to education was identified in both Inspections. Plans are in process with Partners to improve the governance arrangements and develop better communication channels to monitor and review this shared target.

Connexions and Youth Service - There has been a delay within Cheshire in reaching agreements regarding these services being situated in or outside of the County Council. A decision has yet to be reached. Following this, plans will be agreed about the way forward for both services. As a consequence, the development of IYSS in Cheshire has been delayed. The changes will have implications for CYOT's position within this structure and this will be addressed when a decision has been made.

Other key Partnership developments current and planned for 2007/8 are:

Children's Service - Children's Service structure is close to completion, the Director of Children's Service appointed in 2005/06 has restructured her Team and Service to Children. In the restructure YOT moved from Social Care to Youth Support and Participation. There are some areas for development in relation to this move. Together we will need to establish and overcome cultural differences, consider communication channels and monitor and review the performance of the partnership, CYOT Improvement Plan will assist this process during 2007/8. CYOT also need to retain their links with many areas of Children's Social Care, for example Safeguarding, Looked After Children, Child Protection, within schools and Residential Services.

LCJB - The planned merger between Cheshire and Merseyside police forces was ceased in 2006/7. Cheshire Magistrates Courts Service have however merged with Merseyside, this is at the point of development, Lead Managers have been appointed. 2007/8 will see further changes to the development, however the target - Offences brought to Justice - is causing some conflict with the Police and YOT in relation particularly to FTE. Plans are in process to move this forward considering the effectiveness of joint working and governance arrangements.

Children Fund, Crime Concern and Children Society - The YOT works closely with these organisations, Children Fund funding will cease at the end of 2007/8 and plans to sustain this service are in progress in all the relevant geographical areas, similarly the YOT Prevention Funding will cease and a Sustainability Conference is planned for later this year between CYOT and Children Society.

Priority Prolific Offenders - This draws together a number of initiatives for example PAYP, it is complex due to the two tier local government in Cheshire and the recent LGR proposals which are at an early stage, once a decision is made plans and structures need to be developed. Relationship between YOT and CDRP are developing well, although there are some inconsistencies across the County which require a better understanding of Partner Agencies priorities and pressures.

Health in Cheshire - Recent changes within Health have moved to the implementation of two PCT's across Cheshire (which is in relation to YOT), both fund three health posts via the Mental Health Partnership which covers Cheshire and Wirral.

DELIVERY PLAN

D. Delivery Plan

PREVENT OFFENDING

Delivery of Prevention Services has developed significantly over the past year. This can be evidenced in the positive comments made by the Inspection Report - overall Prevention Services were described as “excellent” First time entrants (FTE) for April – Dec 2005 was 971 compared to FTE for April - Dec 2006 921. This equates to a 5.1% reduction in FTE. Children’s Fund Project - two YISP’s and one YIP were established in 2004 with funding secured until March 2008. Crime Concern are commissioned as the delivery agent for these projects. A sustainability group was established last year and an additional £33,000 was secured, with contributions from CYOT, Chester CDRP, Blacon Neighbourhood Pathfinder and Chester Together (Respect Action Area).

YJB funded projects - Cheshire YOT have commissioned The Children’s Society (TCS) to deliver targeted Early Intervention Programmes. An exercise was conducted prior to a decision being made regarding the location of the programme. The purpose of this was to establish deficiencies in Prevention services across the County. The funding has enabled CYOT to establish a Senior YIP and appoint three Parenting workers located in each of CYOT units. Allied to the YJB funding TCS make a financial contribution of £53,000 to the project over a 2 year period (£26,000 per year).

The YJB start up funding has enabled significant research to be undertaken. All FTE’s for a one year period were identified. Comparisons have been made with other available data and research evidence on youth offending. The main findings relate to: offence type, age, gender, ethnicity, risk factors, location, deprivation levels, and referrals to other services. Closer examination of these factors and comparison with more established young offenders in Cheshire is now being completed. Further work involves identifying the re-offending of this cohort and finally a closer examination of how the FTE cohort relates to the County’s Prevention projects, it was identified that there was a deficiency in targeted Early Intervention Programmes in the east of the County. Following a proposal from CYOT to Macclesfield & Congleton CDRP, a full time Prevention Worker was funded. The worker is employed and managed by TCS and funding has been secured for 2007/8. CYOT recently made a bid to Chester Respect (Anti Social Behaviour Action Area). A full time Family Support Worker was appointed who is employed and managed by Crime Concern. The worker is located in a specific geographical location which generates a high number of our FTE. The purpose of this post is to offer a high level of support to a small number of families to prevent entry into the CJS. In addition to YOT activity in relation to Prevention a number of the CYPSP’s have identified Preventing Offending as a key priority and a formal commissioning process is in place to assist the achievement of this. Allied to this there has been an increase in the level of Prevention work case managed by YOT staff in each of the units. There are three senior YOTO’s with a responsibility for PPO activity and excellent partnership arrangements are in place to support this work. Reducing first time entrants is also a priority in the Local Area Agreement. The YOT has representation on the CYPSP’s and all local CDRP’s and are actively involved in working in partnership to ensure that this target is achieved. Cheshire YOT will have completed a Quality Assurance Exercise in relation to prevention activity. - the outcome overall is a score of two.

Performance Indicator: 06/07 April – December actual and % against target	971 first time entrants April – Dec 05; 921 first time entrants April – Dec 06 Target 2% reduction – achieved 5.1%
Performance Indicator: 07/08 target	5% (new target)

INTERVENE EARLY

Overview: including review of the past year, performance against performance indicators and progress against EPQA improvement plans, and highlights of plans for the coming year:

The Joint Inspection Process and internal quality assurance audits have now demonstrated that the implementation of the new Final Warning KPI has been mainstreamed. Approximately 55% of Final Warnings in Cheshire now meet the threshold for interventions and of these 100% have received a YOT Intervention. There appears to be some discernable differences between the Units which need further exploration and development, but quality case file audits and internal gate keeping processes demonstrate that the appropriate cases are largely being targeted and that external interventions are being used widely.

All police officers who are responsible for delivery of Final Warnings have received diversity, safeguarding and APIS training and this has helped to contribute to ensuring that the right young people are targeted for Interventions. There has been a year on year increase on Final Warnings which has proved challenging within Units and considerable difficulties in relation to the use of Final Warnings by the police have been detected, a situation possibly exacerbated the police Sanctioned Detection Target.

Final Warnings management has now changed and now comes under the umbrella of the Safer and Stronger Communities Unit which will provide additional leadership from the police and support to the YOT police officers. The National Standards audit demonstrated challenges in achieving the 10 day timescale for assessment – further exploration of this has indicated that family availability and the unpredictable nature of the volume of referrals were contributing factors. The use of Final Warning clinics is now being developed and will be mainstreamed in 2007/2008 and is seen as a positive step forward towards achieving National Standards.

Performance Indicator: 06/07 April – December actual and % against target	100% Actual 100% Target	EPQA: 03 rating	2
Performance Indicator: 07/08 target	100%	EPQA: 05 result	2

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview : including review of the past year and highlights of plans for the coming year :

Cheshire, Halton & Warrington ISSP has fully integrated into YOT work and is assimilated into standard YOT practice. The scheme has had a successful third year, the project has continued from the previous year, meeting national targets and completion rates. (As at 1 March 2007 completing rate is 65%). The scheme continues to exceed expected delivery within very tight financial constraints. Strong and good working relationships with key partner agencies has continued. The Learning Skills Council funded Resolve Project co-ordinated by Cheshire and Warrington has encountered difficulties in relation to numbers and contingency plans have been agreed. With any successful programme it continues to attract a higher number of deliveries than required. In particular there have been a high number of referrals in the east of the county resulting in CYOT funding an additional £30,000 during 2006/7 to ensure a qualitative programme is delivered.

A strong referral system, monitoring through the LCJB Young Persons Sub-Group and partnership working will ensure that the ISSP Manager is held accountable and the quality of the programme is maintained. As part of this maintenance and preparation for the ISSP Self Assessment in June 2007 a meeting in March 2007 will take place between CYOT and Halton and Warrington YOT Managers to explore different aspects of the ISSP Action Plan. Overall budgetary control has been good.

In 2007/8 this scheme will ensure that the programme is available as the 'Premium Service' to those young people identified by partnerships under the Priority Prolific Offender Scheme. As part of an evaluation of the ISSP Programme an action in 2007/8 will be to look at those young people who entered the scheme in 2003 through the different routes onto ISSP looking at gender, race, ethnicity, gravity of offence and whether they have returned and if so at what level. Our focus will be on achieving overall targets for the scheme, meet the minimum requirement of 90% against our start targets, deliver a quality 6 month ISSP programme to young people fitting the eligibility criteria across Bail - Community Orders and Supervision Orders in line with YJB targets for starts. Following research findings into effective practice of ISSP Orders and the restraint on finance DTO, ISSP Orders will continue to be unavailable except in exceptional circumstances to be agreed with the HOS.

A major change and challenge for ISSP 2007/8 is the change in funding formula away from a per start basis. Much negotiation between Cheshire Halton and Warrington YOT/ISSP and the YJB has occurred throughout 2006 but the overall increase in funds is a minimal £40,000. ISSP funding is now part of core funding of the YOT and any further expanding of ISSP would have to be resourced by the YOT with no additional assistance from the YJB.

REDUCE RE-OFFENDING

Overview : including review of the past year, performance against performance indicators and highlights of plans for the coming year :

This was in many ways a positive year for the YOT in relation to the reduction of offending. The Joint Inspection process assessed Work with Children and Young People in the Community as Good and work with children and young people subject to DTO's as Excellent. Strengths identified included the use of Intervention Planning Meetings, timely assessments and appropriate enforcement action. In addition the management of risk of serious harm was highlighted and full risk of harm assessments had been carried out in all cases where the YOT had identified an indicator - "Where risk of harm was identified interventions were appropriate in 92% of cases, resources were allocated in accordance with risk in 100% of cases and there was a close fit between the assessed risk of harm and interventions in 86% of cases".

Key areas of development in the last 12 months contributed to such results, these have included the introduction of weekly intervention planning meetings and all staff receiving one to one APIS training with the Lead Manager for this area, and Risk and Safeguarding Policies embedded within practice. The 3 Units all have identified specialist staff for the delivery of OBP and two of the units have moved to an offender management model in order to try and increase resources to those identified at most at risk of re-offending, harm to others or vulnerability. There has been clear and consistent leadership and training in relation to the management of risk throughout the year.

Clear areas for work and improvement have now been identified for 2007/2008. Additional work will need to be undertaken to improve outcomes for Looked After Children, although a good reduction was noted this year. The quality of evidence of work completed with the BME community will need to become more consistent. The review of ASSET will require further clarification and dissemination within the service. Evaluation of the effectiveness of groups and programmes will need to become systematic in order to assess the impact on recidivism with those most at risk, however, recent work completed on this has demonstrated a positive outcome. CYOT have built on the improvements already made to intervention plans

CYOT is well engaged with local meetings to manage crime, risk and re-offending such as MAPPA, PPO, CDRP and other multi agency planning groups. There will be an increased focus partnership work in terms of managing criminal damage in the next 12 months across the County and it is hoped that partnership with the Youth Service can be developed more fully to ensure that young people have access to relevant services.

Performance Indicator: 05/06 actual (Oct – Dec cohort) and % against target*	Baseline 2002/03 – 42.5% 2005/2006 - 45.3%
Performance Indicator: 07/08 target	5% reduction

REDUCE THE USE OF CUSTODY

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year:

KPI performance in relation to the use of custody is generally positive with CYOT narrowly missing target achievement for the April-December 2006 statistics. The Service has embedded practice and developed new initiatives in the last 12 months to improve performance in this area. Relationships with courts in all areas remain strong as does CYOT representation in court as evidenced by the CYOT Inspection Report where work in the courts was assessed as Good. The work in relation to remands was specifically highlighted "remands of children and young people were actively managed. Consideration was given to further bail applications and progressive packages of supervision and support were offered to the court". Work in this area in the last 12 months has included the development of a Saturday court rota to prevent remands on Saturday's. At the initial review progress was identified, however a full review is due for completion early May 2007. Staff have had the opportunity to participate in commissioned training on legal briefings, ASBO's and report writing. Managers have continued to have gate keeping responsibilities for all options reports and work is planned in relation to Magistrates feedback on PSR's.

Key areas have impacted upon non-target achievement, there has been a decline in ISSP performance in one locality which will require further exploration and action. A more rigorous approach to enforcement has also resulted in some cases having a more punitive outcome from Court, with increases in the number of cases being recalled to custody. It is anticipated that the new KPI in relation to remands will bring about an improvement in performance due to the number of Conditional Bail remands which are not currently reported upon. The EPQA review framework will also provide a further opportunity to map progress and draw up more detailed action plans in relation to both the use of the secure estate and remand. A review is currently underway of two other key areas. The use of PACE and overnight arrests as anecdotal information suggests that the centralisation of police custody suites has increased the number of young people held over night. This assumption will need further testing and monitoring. In addition CYOT's approach to the identification of BSS cases and BSS packages is also under review and should lead to key improvements. Additional training in the forthcoming months has already been planned for gate keeping and report writing. In addition ISSP is under review and the QCFA form has been amended to reflect key improvements in PSR's identified by the Joint Inspection.

Performance Indicator: 06/07 April – December actual and % against target (remand) (old performance indicator)	30.2% Actual 30% Target	Performance Indicator: 06/07 April – December actual and % against target (custody)	5.5% Actual 5% Target	EPQA: 05 or 06 rating	2
Performance Indicator: 07/08 target (new performance indicator)	9%	Performance Indicator: 07/08 target	5%	EPQA: 07 or 08 target	3

ENFORCEMENT AND ENABLING COMPLIANCE

Overview: including review of the past year and highlights of plans for the coming year, please make reference to the National Standards Checklist, if applicable:

During the year, there has been an increasing focus on appropriate enforcement and enabling compliance, through a range of measures. Community Penalty end to end targets have been implemented, in line with Cheshire's Protocol for Community Penalty Breach. The Protocol sets out the relationships and arrangements between the agencies, and the joint responsibility to ensure the safe and timely execution of breach proceedings, to ensure upholding of justice and maintenance of public confidence.

A robust system is in place for monitoring performance in relation to compliance with National Standards. Each Unit completes regular National Standard audits, through performance monitors in each team. This included a reporting period to the Youth Justice Board, October to December 2006 where there was evidence of successfully exceeding the performance targets in relation to compliance and enforcement of National Standards. Monitoring of National Standards is set to continue.

There has appeared to be evidence of a real commitment to maintaining a high level of performance in relation to speedy breach action, including fast tracking, and applications for warrants where young people pose significant risk, or have needs which need to be safeguarded. Training has been provided to enable case managers to appropriately record enforcement to enable effective monitoring of performance in this area. A clear manual of Enforcement Guidance has been developed, and briefed out to staff. Case file audits have indicated that enforcement procedures, including discussions with managers regarding appropriate breach action, is fairly consistently followed.

The Inspection Report noted a number of positive comments regarding compliance and appropriate enforcement in evidence of non compliance with Court Orders. Comments were noted in relation to National Standard appointments being kept, judgements about acceptability of absences being sufficient, and necessary breach action being taken within the required timeframes.

In order to encourage greater compliance, CYOT have introduced more formal induction procedures for young people and case managers signing agreements relating to compliance with court orders, and ensuring that young people and parents are aware of the expectations of the Order and consequences for failure to comply. Leaflets explaining the requirements of all Orders are discussed with young people and parents. Efforts to engage young people in complying with court orders appear to be fairly evident through file audits, and through procedures to warn and explain consequences of further non compliance.

CYOT will be introducing a pilot text messaging scheme to assist young people in achieving compliance with Orders through reminding them about appointments. The effectiveness of this will be monitored and a decision will be made regarding whether to continue this scheme after the initial pilot period. Cheshire YOT will also monitor the responses from the young people's questionnaire at the end of Orders, to consider these views, and plan ways in which to support better compliance.

DTO TRAINING PLANS

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year. This must include steps to improve risk assessment and management:

CYOT consistently achieve a high level of performance in terms of DTO training planning. The YOT Inspection assessed work with young people in custody as excellent. A number of positive comments were made, including the completion of Initial Training Plans in all cases in line with National Standards and timescales, and copies of all relevant assessments being forwarded to the secure establishment within 24 hours in all cases inspected. CYOT's management of risk and vulnerability for young people in custody was noted as a particular strength in the Inspection Report, along with the high level of commitment by all staff to maintain the extent of positive contact with young people wherever they are detained. Parent contact, and support for parents to attend and contribute to planning meetings was positively commented on in the Inspection Report and noted in file audits.

Positive comments were also made regarding the completion of supervising officers reports (T4's), and the level of active involvement of case managers in the sentence planning and review meetings.

CYOT have established positive links with Thorn Cross, and have made use of the Direct from Court Access Scheme.

Specialist staff regularly attend and contribute to planning meetings which, from evidence in file audits appears to have a positive effect on resettlement and outcomes following release from custody.

Specialist staff have developed professional relationships with Secure Units and continues to monitor these.

The quality of Training Plans was noted as an area for improvement in the Inspection Report. Changes in the management and chairing of DTO planning meetings at Stoke Heath, through the internal YOT appear, from evidence from file audits, to have led to some improvements in the quality of plans being completed. The current lack of OBP at Stoke Heath, and more recently Thorn Cross has detrimentally impacted upon the quality and effectiveness of Training Plans. CYOT have identified a need to further improve and develop links with the secure estate with a view to commencing joint offending behaviour work, and to work towards restorative conferences during the detention period of a young person's Order where appropriate.

Performance Indicator: 06/07 April – December actual and % against target	94.5% Actual 100% Target
Performance Indicator: 07/08 target	100%

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Overview: including review of the past year, performance against performance indicators and progress against EPQA improvement plans, and highlights of plans for the coming year:

ETE continues to remain one of the most challenging areas of performance for CYOT. KPI performance April-December 2006 was 69.5%. There are some slight differences in relation to provision in Unit's performance which require additional exploration. ETE staffing was increased in 2006/7 funded by CYOT to meet the diverse needs of some difficult to place young people although this has now ceased due to other available funding outlined below. In addition CYOT and H&W YOT were successful in obtaining ESF funding in June 2006 to increase provision for those young people on ISSP Programmes deemed hardest to place. 'Resolve' projects were established across the localities however funding for this project ends in June 2007

The change to the Final Warning criteria undoubtedly further exacerbated target achievement. The Joint Inspection Process identified positive internal structures to tackle ETE including good relationships between case holders and specialists and "very effective monitoring of educational status and targets". Barriers were identified in obtaining provision and actions for partners have been established as part of the subsequent Improvement Plan. The JAR inspection found similar issues in relation to education provisions and barriers within the system. The LAA also has a target in relation to ETE.

CYOT have secured two ESF funding opportunities which are due to start April 2007. These are complex due to the fact that there are two providers deployed to provide similar outcomes over different age ranges; this is exacerbated by the number of part time staff within ETE posts. Plans are in progress to monitor this very closely. A further funding (YJB) has been used to employ a Youth Justice Coordinator to take responsibility for this target and line-manage the ETE staff. The process of all three fundings managed by the LSC has been lengthy (more than six months in some cases) with agreements made and contracts not signed until the last few weeks and as a consequence there are staffing delays with one provider.

Throughout the year some improvements in practice have been achieved. Workshops with ETE staff have helped to develop individual's skills and practice. Intervention Planning meetings were introduced to ensure ETE issues were raised at the earliest opportunity and staff routinely assess learning styles. ETE staff completed a mini EPQA, developed good practice guidance and explored issues in relation to the development of the target and a further mini EPQA is planned for June 2007. This will be a continued area of focus in 2007/8 and been accepted as a priority area by the YOT Board for closer scrutiny.

Data:

Performance Indicator: 06/07 April – December actual and % against target	69.5% Actual 90% Target	EPQA: 03 rating	2
Performance Indicator: 07/08 target	90%	EPQA: 05 result	2

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year –

99.5% of young people subject to a YOT intervention were in “satisfactory accommodation” at their order throughout 2006/7. CYOT has two named accommodation officers plus a lead manager to manage the strategic elements of the KPI. These officers have links with all the local providers and attend the local Supporting People housing forums in each of the Boroughs when possible covering the CYOT area. They act as a source of advice for case managers seeking accommodation for young people in the YOT. These two officers and other staff have received training provided by Shelter in housing law and the responsibilities of the LA in relation to homelessness. Cheshire covers a very large rural geographical area with several small towns which adds to the complexity of finding young people appropriate accommodation which is local to them. Following the CYOT’s Inspection in September there was a recommendation that the YOT needed to ensure better representation of views on the Supporting People Commissioning Body and that a review of the suitability of hostel accommodation across the County was necessary. Despite meeting the Key Performance Indicator consistently, accommodating young people in Cheshire appropriately is still challenging due to a lack of local provision. Significant developments have been made in the last year to address this issues and the YOT are represented on the Supporting People Core Strategy Group to ensure that the needs of young offenders are taken into consideration in funding decisions. It was recognised that by consistently meeting the Key Performance Indicator on accommodation, the problems encountered by staff and young people in securing appropriate accommodation were being masked.

At the CYOT Accommodation and Resettlement Policy and Performance Group held in August 2006 it was agreed that we would start collating an additional set of data at the end of every quarter which could be fed back to the YOT Board and to Supporting People Core Strategy Group to inform gaps in service provision. In addition to this, CYOT have signed up to the completion of the “Multi-Agency Monitoring” project managed by Shelter. This is a County wide initiative that is gathering homelessness data to inform of gaps in service provision. The YOT completion of these forms has been inconsistent however plans have been developed to improve this process. Better links have also been made with the Probation Accommodation Service and the Senior Probation Officer has attended the YOT Accommodation and Resettlement Policy and Performance Group.

Greater emphasis has also been placed on local authorities to channel resources into the prevention of youth homelessness and a new group has now been set up in Macclesfield (and a continuation of the ones in Congleton and Crewe) to specifically address this issue. The YOT have been active members of these groups to assist in the development of service. Specialist provision for young women has also been set up by the YMCA in the Boroughs of Congleton and Crewe

Tackling youth homelessness is also a priority in Cheshire’s Children and Young People’s Plan 2007-09 under “Achieve Economic Well-being – Priority EWB4 “support homeless and vulnerable young people”. There are also targets in the Local Area Agreement regarding reducing homelessness of young people. The YOT has representation on all the local CYPSP’s and CDRP’s and are actively involved in working in partnership to ensure these priorities and targets are achieved throughout 2007/08.

Performance Indicator: 06/07 April – December actual and % against target (named officer)	100% Actual 100% Target	Performance Indicator: 06/07 April – December actual and % against target (suitable accommodation)	99.5% Actual 100% Target
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year:

CYOT consistently achieve the requirements of all the Youth Justice Board KPI's relating to young people's access to mental health services. Through the secondment of Registered Mental Health Nurses from CAMHS, they have developed strong links with the local CAMHS Service in all three localities. CYOT consistently maintain the target of 100% in relation to both acute and non acute assessment.

The Joint Inspection assessed "the health of young people working with CYOT as being promoted" with the following identified – CYOT staff work in partnership with the Health Advisors and assist in the assessment process via the completion of a SQIFA document. The Health Advisors promote holistic health assessments incorporating physical, sexual and mental health thereby, producing a care plan that utilises a range of interventions. This was also in accordance with confidentiality and sharing information with partner agencies.

There is the continued monitoring of performance quarterly via the Policy and Performance Group. Health Advisors continue to receive supervision, both in YOT and clinical supervision by the local CAMHS Manager. They continue to be fully integrated into local CAMHS. The Health Advisors have previously been responsible for delivering parenting programmes, however this has currently being reviewed following the recruitment of specialist Parenting Advisors.

The Current EPQA cycle of 2006/8 which at self assessment achieved a score of three, has identified the need to promote the specialists role within the Intervention Planning process and it also identified the need to develop health links and protocols for communication within the secure estate. It further identified that there were deficits in provision for young people in certain geographical areas and that outcomes in relation to improvements in health needed to be routinely recorded.

Data:

Performance Indicator: 06/07 April – December actual and % against target (Acute)	100% Actual 100% Target	Performance Indicator: 06/07 April – December actual and % against target (non-acute)	100% Actual 100% Target	EPQA: 05 or 06 rating	3
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	3

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year:

100% of young people subject to a YOT intervention assessed as requiring a substance misuse assessment and subsequent intervention received this service within the YJB timescales.

The relationship with the DAAT continues to be strong, with the commissioning of substance misuse and the Prolific and Priority Offenders (PPO's) posts having their funding extended until March 2008, affecting a total of 5 staff. An Arrest Referral Service was piloted from February 2006, with funding in place until March 2007. The research on local and national Arrest Referral schemes has not proved sufficiently successful for recommissioning to occur and therefore these posts have ceased.

The Joint Inspection commented that CYOT has good links with Community Drug and Alcohol Services and that they felt the service was responsive to diversity issues on gender ethnicity, learning difficulties and physical disability. This positive evaluation of the service demonstrates a progression within this area and identifies the continuing challenges within this area of work. There has been a welcome result in the reduction of Asset scores by 11% for the PPO service within Cheshire. However, it has been identified that an increased number of young people need to complete an accredited offending behaviour programme and therefore relevant PPO staff and Substance Misuse Advisors have received training the accredited Substance Awareness Programme (SAP) with group programmes already being delivered across the County. However, access to accredited training programmes nationally is limited and therefore relies on non accredited but well used programmes. There needs to be a greater emphasis on accurate future data collection to further monitor and sustain the service currently offered. CYOT maintains a small proportion of tier 3 – 4 substance misuse cases however the use of alcohol remains a consistent concern. In 2006 the YOT and DAAT commissioned research on young people, alcohol and offending and we are currently responding to the findings.

On a strategic level the DAAT are developing a new Alcohol Strategy in partnership with the PCT's and this will need to be implemented into future plans. Through the EPQA assessment CYOT identified the need to develop clearer exit strategies for young people and to involve parents more in the interventions delivered. It also identified a limited service in Cheshire for Tier 4 cases and also the need for more consistency in practice across the three Units.

Data:

Performance Indicator: 06/07 April – December actual and % against target (Screening)	100% Actual 100% Target	Performance Indicator: 06/07 April – December actual and % against target (specialist assessment)	100% Actual 100% Target	Performance Indicator: 06/07 April – December actual and % against target (early access to intervention)	100% Actual 100% Target	EPQA: 05 or 06 rating	2
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	3

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year: -

CYOT continues to consistently meet the KPI in relation to DTO initial planning meetings within 10 working days. The EPQA self assessment cycle on resettlement was completed in September 2005 and is due for review at the end of April. The Resettlement Policy and Performance Group meet every quarter to review and implement the agreed action plan which is on target. This has served to develop and improve practice around resettlement and this has been evidenced by the recent HMI Inspection which concluded that CYOT practice on DTO's was "excellent" and Cheshire has been the first YOT to score a 4 in this area.

The EPQA process served to address many of the gaps in practice that had been highlighted within the last YJB plan, specifically: lack of communication between YOT staff and some secure establishments, development of DTO plans that address individual needs and the involvement of young people in that process. CYOT were able to use the findings of the EPQA self assessment as evidence to approach the secure estate and highlight the gaps in practice. Since then significant positive changes have been made to the way in which DTO reviews are run in the main provider. Significant changes have also been made to CYOT's practice and specialist practitioners now routinely attend DTO review meetings to ensure that the young person's needs specifically around ETE are met and set up immediately on release into the community.

Several staff have now completed the YJB training on resettlement and staff training needs around resettlement will continued to be monitored through the Resettlement Policy and Performance Group. CYOT has worked closely with the direct access from Court scheme with Thorn Cross YOI and had the highest number of referrals into the scheme when it was launched last year. Every young person who is at risk of custody and considered appropriate is now referred onto the scheme. Thorn Cross is based in Cheshire and has links with the relevant partner agencies for ETE and housing provision facilitating more effective resettlement plans for young people placed there. YOT staff are reporting excellent services provided to young people in custody. Young Persons from CYOT serving custodial sentences in Thorn Cross will be beneficiaries of the Olas Funding in relation to transition from Custody to Community. Although there will be a limited number of Cheshire young people, it will ensure learning skills and employability actively undertaken in custody will continue in the community.

From August 2006 CYOT now collates aggregated resettlement data on the ethnicity, gender, successful completion rates, re-offending rates, access to ETE and appropriate accommodation for all DTO cases that have closed each quarter and reports to the YOT Board to inform service provision. From the 2005 recidivism cohort 73.6% young people released from custody re-offended. A review of the Resettlement EPQA will take place in April 2007 and this will identify where improvements have been made and areas of practice that need improvement. Targets have been set in the Local Area Agreement on the young people accessing ETE and the YOT is working in partnership with other Children's agencies to ensure that these are met.

Data: Resettlement

EPQA: 05 rating	2	EPQA: 07 target	3
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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview: including review of the past year, performance against performance indicators and highlights of plans for the coming year: -

The YOT achieved an overall target of 77.1% of identifiable victims consulted in 2006 and 91.1% of these were satisfied with the intervention. We were disappointed with the Inspection score of 2 “adequate” in relation to Restorative Justice practice, as huge progress has been made in the area of involving and meeting the needs of victims and our victim assessment tool was highlighted as an example of good practice as it addressed diversity issues and explored individual victim needs in relation to Restorative Justice. Despite this score there were only limited recommendations in the summary of the final report for improvement and we have amended this within our Improvement Plan.

CYOT entered into a contract with Victim Support to provide specialist Victim Services and three workers were appointed who came into post in January 2007. This process took some time and as an interim measure three existing workers took on the role in January 2006 and a model based on effective practice guidelines was developed. This allowed for significant developments in practice around restorative justice and working with victims however due to differing resource constraints across the team, practice has not been consistent. With the recruitment of the additional specialist workers, performance and practice has already improved in the last quarter and 80% of victims were consulted with 95.2% expressing satisfaction.

Following the completion of a training needs analysis in 2006 and with the implementation of the Victim Code of Practice, Referral Panel volunteers received training and all staff with responsibility for contacting victims received “Victim participation in Restorative Justice” training. This has also served to cement to staff the model adopted by Cheshire and the importance of victim involvement in the process. It is anticipated that this will in turn increase the use of more meaningful restorative justice interventions supported by the Victim Workers. Restorative Justice appears to be a developing practice amongst many of the YOT’s partner agencies as well and Children’s Social Care delivered a three day training course on mediation skills to all their residential staff in an attempt to reduce the number of LAC entering the Criminal Justice System for offences within the Homes. Some YOT staff also attended this training and hope to work with the local children’s homes to encourage use of this type of intervention in addressing the behaviour of some more challenging young people. Cheshire Police have very recently held an event with partner agencies regarding increasing the use of Restorative Justice Intervention by Police Officers on the street as an alternative to charge and two schools in Ellesmere Port have also approached the YOT to work with them to use Restorative Justice as a method to address the behaviour of some pupils. CYOT has already developed practice in line with EPQA guidelines through the quarterly Restorative Justice Policy and Performance Group and amongst other things has developed the use of a victim statement to be provided to initial Referral Panel meetings to ensure that the views of victims are better represented and taken into consideration in the forming of the Contract. It is hoped that on completion of the self assessment in September 2007 a high score will be achieved and any gaps in practice will be highlighted through this process.

Performance Indicator: 06/07 April – December actual and % against target (intervention) (old performance indicator)	76.9% Actual 75% Target	Performance Indicator: 06/07 April – December actual and % against target (satisfaction) (old performance indicator)	90.4% Actual 75% Target
Performance Indicator: 07/08 target (new performance indicator)	25%	Performance Indicator: 07/08 target (new performance indicator)	85%

SUPPORT PARENTING INTERVENTIONS

Work to further develop this area has continued throughout the year. The Inspection Report noted positive comments regarding individual parenting programmes, the experience of Parenting Advisors, CYOT's Parenting Strategy and tiered approach to service delivery along with evidence of the positive relationships case managers have with parents. Positive comments were also noted in relation to CYOT's management of the links between poor emotional health and parenting.

There is a systematic collection of parent's views at the end of Referral Orders through the use of a parenting questionnaire, and during 2007 / 2008 plans to develop this further to gain parental satisfaction in all Court Orders will be implemented. The information from the parent questionnaires will be discussed through the Parenting Performance and Policy Group in order to increase qualitative performance, and inform planning for service delivery.

During the year, there has been an increase in the number of voluntary parenting programmes being completed with parents, through the Health Advisors and Case Managers. With the appointment of dedicated Parenting Advisors in each Unit, it is intended that the number of parenting programmes will increase further. This will be necessary in order to meet the increased YJB performance target of 20% of interventions requiring a parenting intervention. CYOT intend to work with a greater number of parents using evidence based parenting programmes, and to develop group work programmes, through the dedicated Parenting Advisors and in partnership with other agencies who are already involved in delivering or planning to deliver group programmes to/for parents. It appears, from case file audits, that there is a great deal of liaison with parents, parent support, guidance and advice provided by Case Managers and specialist staff, which is not always recorded as parenting programmes, but appears to be effective and appreciated by parents and commented upon positively in parent questionnaires at the end of Orders.

The Public Service Agreement operated by Cheshire County Council has again met its target. CYOT'S joint working with Cheshire Parenting Programme has continued, with an increase in the provision available, now providing services to parents of young people on Court Orders as well as Final Warning and Reprimands. There is ongoing development of CYOT's Parenting Strategy which will link in with the County Parenting Strategy.

Three Parenting Advisors have been appointed, through YJB Prevention Funding, provided through The Children's Society. Dedicated parenting work will serve to increase delivery of voluntary individual and group programmes to parents of young people to prevent offending and re offending and to provide a formal programme to parents who are subject to Parenting Orders. The assessments of parenting appear to take the diverse needs of parents into account, particularly through a parental self assessment, and the full parenting assessment. Case Manager's assessments in ASSETS and screening for parenting interventions appear from case file audits, to take particular needs into account. Work needs to be undertaken to identify specific interventions to meet particular and diverse needs which are identified in the assessments. This will be pursued through the Parenting Policy and Performance Group. A workshop is planned to take place in May to bring together the parenting provision across the CYOT areas, review and determine roles and responsibilities, assessment and screening processes and share and develop good practice.

Data:

Performance Indicator: 06/07 April – December actual and % against target (Interventions) (old performance indicator)	18.3% Actual 10% Target	Performance Indicator: 06/07 April – December actual and % against target (Satisfaction) (old performance indicator)	95.2% Actual 75% Target	EPQA: 04 rating	1
Performance Indicator: 07/08 target (community interventions) (new performance indicator)	20%	Performance Indicator: 07/08 (prevention programmes) (new performance Indicator)	20%	EPQA: 05 result	1

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview: including a review of the past year, performance against last year's race action plan, and highlight actions for the coming year:

Work throughout the year has continued in order to further develop the issues relating to Diversity. Positive comments were noted in the Inspection Report relating to the use of the Learning Styles Questionnaire and Cultural Awareness.

All BME cases are subject to a case file audit which are completed by a Manager. The audit tool was recently amended and further comments relating to diversity were included. As part of the early recidivism exercise all BME cases will be monitored as a distinct cohort.

A new YOT Diversity Policy was completed in August 2006 and work is currently being undertaken in order to complete an Action Plan to ensure that the policy is adhered to and this area of work develops within the YOT.

CYOT organised a consultation event in May 2006 in relation to the Diversity Learning Strategy. A further event is planned for 2007.

The Service Level Agreement with Cheshire Halton and Warrington Racial Equality Council (CHAWREC) ended in 2006 as there were insufficient funds available to allow the project to continue. CYOT made a financial commitment of £5,000 to CHAWREC to enable them to appoint a member of staff to develop the Consultation Project.

Diversity Training has been delivered to all YOT staff. Allied to this further training will be commissioned in 2007 in relation to Hate Crimes.

Three Parenting Advisors were appointed in 2006/7, as part of the development of parenting there will be a focus on developing interventions with fathers and parents from BME Communities. Further work is required in relation to monitoring the effectiveness of parenting work in respect of race.



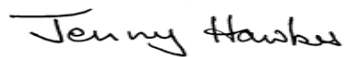
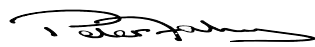



First Time Entrants (FTE) research recently completed in relation to FTE in 2005/2006 demonstrates that BME young people were under represented in this particular cohort.

An area of improvement identified as part of the inspection process was to report to the YOT Management Board in relation to diversity this has been outlined in the Improvement Plan. All current and future policies will be impact assessed during 2007/8.

Table B: Schedule for review of plan:

Review date	Reviewer

Table C: Signature of approval

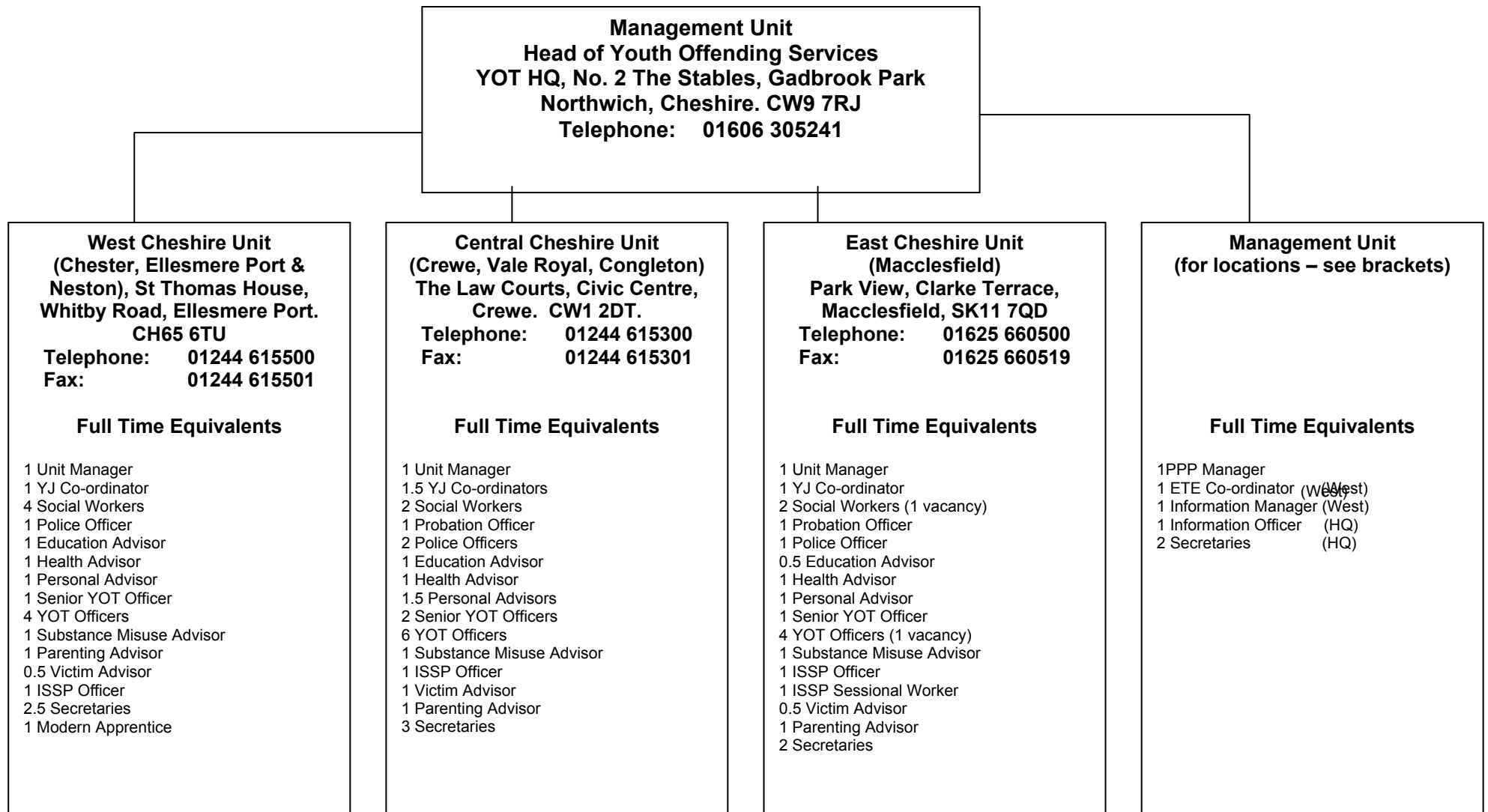
	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Jeremy Taylor		23.04.07
Education Department	Joan Feenan		27.04.07
Health Service	Jenny Hawkes		30.04.07
Police Service	Peter Fahy		27.04.07
Probation Service	Steve Collett		27.04.07
Social Services	Joan Feenan		27.04.07
Connexions	Steve Hoy		30.04.07

F. Appendices

Please provide the following information as appendices:

- Organisational chart
- Performance measures
- Youth crime prevention strategy

Appendix A - Organisational Chart – (as at 31/3/07)



Appendix B - Performance Measures - Performance Indicators

In the table below, please provide historical data against the performance indicators associated with the themes.

Theme and measure	2005/06 outturn	2006/07 Apr Dec Outturn	2007/08 Target
<p>Prevent offending (target since 05/06):</p> <p>Reduce the number of first time entrants to the youth justice system by 5% by March 2008, compared to the 2005/6 baseline, by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>	971	921	5%
<p>Intervene early:</p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 	100%	100%	100%
<p>Reduce re-offending:</p> <p>Achieve a reduction in re-offending rates by 5% in 2007/8, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	Oct-Dec 2002 cohort - % reoffending after 12 months:	Oct-Dec 2005 cohort - % reoffending after 12 months (if available):	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	23.5%	35.7%	Reduction of 5%
First tier penalties	49.2%	41.3%	Reduction of 5%
Community penalties	80.7%	75.9%	Reduction of 5%
Custody	42.5%	45.3%	Reduction of 5%
<p>Reduce the use of custody (secure remands) (new target):</p> <p>Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.</p>			

Theme and measure	2005/06 outturn	2006/07 Apr Dec Outturn	2007/08 Target
Reduce the use of custody (secure remands) (old target): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	23.1%	30.2%	
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	7.5%	5.5%	5%
DTO training Plans Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	98.7%	94.5%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment	78.8%	69.5%	90%
Support access to appropriate accommodation: Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to	100%	99.5%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral, with a view to their accessing a tier 3 or other appropriate CAMHS tier service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral.	100%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	99.1%	100%	100%
Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening.	100%	100%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%	100%
Provide effective restorative justice services: (new target): Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT			
Ensure that 85% of victims participating are satisfied			
Provide effective restorative justice services (old target) Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	75.3%	76.9%	

25%

Theme and measure	2005/06 outturn	2006/07 Apr Dec Outturn	2007/08 Target
Ensure that 75% of victims participating are satisfied	90%	90.4%	
Support parenting interventions (new target): Ensure that 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention.			
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			
Support parenting interventions (old target): Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	14.7%	18.3%	
Ensure that 75 % of parents participating in a parenting intervention are satisfied	88.9%	90.2%	
Ensure equal treatment regardless of race: All YOTs should implement their action plan to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year on year		20%	

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2	2	2
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05-07 or 06-08	2	2	2
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision	2	2	2
Education, training and employment	2	2	2
Substance misuse: 05-07 or 06-08	2	2	2
Mental health: 05-07 or 06-08	3	3	3
Accommodation (n/a)			
Resettlement	2	2	2
Parenting	1	1	1

Appendix C: Youth Crime Prevention Strategy



Strategy for the Prevention and Reduction of Youth Crime and Anti Social Behaviour

1. Background

Cheshire Youth Offending Team (CYOT) is the operational arm of the Cheshire Youth Offending Partnership that includes the statutory partners required by the Crime and Disorder Act of 1998 plus the Connexions Service for Cheshire and Warrington.

CYOT is committed to realising the statutory aim of 'preventing offending by children and young people' within Cheshire County Council area. This aim covers offending by those who are already within the Youth Justice system (the system) as well as those at risk of entering the system. CYOT aims to keep as many young people out of the system as possible and to promote early ending of offending behaviour by those that enter the system.

In doing so, CYOT will give priority to the statutory objectives in working with offenders :

- Speeding up youth justice
- Working with parents of young offenders
- Working to tackle the causes of crime
- Ensuring that the perspective of victims is taken into account
- Ensuring that the punishment fits the crime
- Ensuring that the offenders face up to the consequences of their offending

CYOT will also regard tackling anti social behaviour as an equally important aspect of working with young offenders.

2 Age ranges

CYOT will give priority to working with those young people over the age of criminal responsibility but will sometimes work directly with younger children or, more often, commission services to work with children who are below the age of criminal responsibility.

3 Linked activity

CYOT recognises that its prevention strategy is one part of a much wider co-ordinated suite of activities under the umbrella of 'Every Child Matters' an activity co-ordinated by the Office of Criminal Justice Reform such as the Priority and Prolific Offender strategy. As such CYOT will ensure that all its activities in this area of work are linked to those other strategies in such a way as to achieve best outcomes and best use of resources.

Examples of local linked arrangements in Cheshire are:

- The Children and Young People's strategic Partnership (CYPSP)
- The Child and Adolescent Mental Health Board
- The Children and Young People's Substance Misuse Group of the DAAT
- The Youth Offender Sub Group of LCJB
- The Crime Prevention sub group of the Cheshire Children's Fund
- The local CYPSP's in the six districts of Cheshire
- The Cheshire Parenting Partnership
- The Crime and Disorder Reduction Partnerships in the six districts of Cheshire; and particularly the Prevent and Deter strands of the Priority and Prolific Offender schemes
- The Local Safeguarding Children Board
- Local Area Agreements

CYOT is represented on all these groups at a strategic and at operational level.

4. Links with Communities and Providers

CYOT is committed to a 'mixed economy' that uses the best provision and working practices from all sectors. CYOT particularly values links with the voluntary and community sector from within Cheshire and will ensure that such providers are given every opportunity to take part in the efforts to prevent offending by children and young people.

5. Priority Groups

Cheshire is a large County and CYOT has around 1 member of staff per 1000 young people aged 10 – 17 in our area. It follows that CYOT has to target its activity to achieve most impact with the limited resources available to us. Our impact is increased by the links we make with mainstream services through the strategies listed in 3 above. Our overall strategy is to target key areas, individuals, crime types and risk factors to ensure maximum impact.

The profile of these factors is not static so CYOT is committed to reviewing and responding to the profile of offending in the County by using the best available evidence drawn from:

- Regular review of ASSETT and ONSET data
- Findings from the annual recidivism exercise
- Evidence from partner agencies and providers
- The views of young people themselves
- The views of parents
- The views of our staff
- Nationally available research and data

6. Measuring Quality in Prevention activity

The CYOT Prevention Strategy will be judged in terms of its quality under the following headings:

- Accessible - are services readily available to those that need them?
- Relevant - do service users and their families recognise the usefulness of what we provide in reducing the risk of offending?
do services address known risk factors?
- Equitable - are the services sensitive to the needs of all sectors of our communities?

- Effective - do they deliver the desired outcomes?
- Value for money - do they make best use of scarce resources?

7. Measuring Outcomes

CYOT will consider the success of its prevention strategy with references to outcomes that are set locally or nationally. CYOT regards the reduction in offending and anti-social behaviour as the ultimate measure of success for a prevention strategy. On the way to achieving this other outcomes will also improve.

- Number of new entrants to the criminal justice system
- Outcomes identified in the 'Every Child Matter's' framework around:
 - Enjoying and achieving
 - Staying safe
 - Making a Positive Contribution
 - Be healthy
 - Achieve Economic wellbeing
- The views of Cheshire residents – especially any reduction in the prominence of 'youth nuisance' as an issue.

8. Managing the Strategy

The overall management of the Prevention Strategy is the responsibility of the Head of CYOT working to the Cheshire Youth Offending Partnership Board. The Policy, Performance and Partnership Manager (PPP) will maintain strategic oversight of this area and will report directly to the Head of Service.

Operationally it will be the responsibility of Head of Service and the Operational Management Team working in partnership with other agencies locally and across the County.

The Head of Service will report on the Strategy in the Youth Justice Plan and propose any amendments within that Plan.

Appendix D: Action Plan

Enabler	Objective	Specific Actions	Deadline	Links to Plans / Performance	Risks	Success Criteria
Governance & Leadership	Strategic Oversight of Prevention activities to be coordinated by the Prevention Programme Management Group.	YOT HoS to chair meeting on a quarterly basis.	Quarterly	Children's Plan,	Lack of continued funding	Maintain quarterly meetings
Resources	To ensure the sustainability of the existing Crime Concern and The Children's Society Early Intervention Programmes.	Establish a sustainability group to include a range of partners in order to secure the necessary funds for the projects to continue. The Children's Society and Crime Concern to host a sustainability Conference.	01 March 2008	Children's Plan,	Lack of continued funding	Existing CC and TCS Projects continuing post March 2008
Governance & Leadership	To review the YOT Prevention Strategy following the recommendations in the Prevention QA Improvement Plan	Ensure that all activity is co-ordinated and relates to the findings of the QA process.	01 June 2007	Children's Plan,	None identified	Revised and updated prevention strategy
Performance & Quality Systems	Complete Phase 3 of the FTE research.	Share the research with all relevant partners and ensure closer examination of how the FTE cohort relates to the County's Early Intervention Programme.	01 August 2007	Children's Plan,	Research findings delayed further	Completed piece of FTE research
Performance & Quality Systems	Reduce the number of female FTE (26% in Cheshire compared to 18.4% nationally).	Further analysis of the data is required in order to ensure appropriate services are targeting young females. Work with Lancashire University in relation to a piece of research regarding young women in the Criminal Justice System.	01 August 2007	Children's Plan,	Partner Agencies involvement	Completed piece of research re females in the CJS
Performance & Quality Systems	Implement a system to quality assure YOT prevention cases.	Ensure at least one Qualitative Case File Monitoring form is completed per unit per month.	01 June 2007	Children's Plan,	Time constraints	Case file audit completed on a % of prevention cases
Performance & Quality Systems	Review the identification process for Early Intervention Programmes.	Via the Prevention Programme Management Group ensure that a consistent approach is adopted in relation to identification of new referrals.	01 June 2007	Children's Plan,	High number of referrals	Revised criteria re referral process
People & Organisations	Aim to recruit, maintain and develop a diverse staff complement who will be trained to promote the interests of diversity in service delivery.	Performance of staff will be assessed and developed through the supervision and appraisal process. We will use a wide range of mediums to advertise new posts. Diversity Training for staff will be an ongoing process in line with the Diversity Learning Plan. Representation to be made to the County Diversity meeting in relation to establishing a BME network support group for staff.	Ongoing	Area Performance, Assessment and Outcomes for Children Service	Time constraints and workloads	A more diverse workforce

Performance & Quality Systems	To have an Action Plan in place regarding the Diversity Policy.	Complete an Action Plan in relation to a number of the pledges in the Diversity Policy.	Ongoing	Area Performance, Assessment and Outcomes for Children Service	Time Constraints and workloads	Mainstream Diversity Issues within CYOT
Performance & Quality Systems	Develop a systematic way of identifying every BME young person to ensure parity in service.	Via completion of Case File Audits regarding all BME young people ensure that BME young people do not experience disproportionate outcomes/service as compared to their white counterparts. Any issues identified as part of this process to be discussed at OMT and the Diversity Policy and Performance meeting. Ensure that there is a mechanism in place to identify gypsies and travellers within this cohort.	01 June 2007	Area Performance, Assessment and Outcomes for Children Service	Difficulties with data	Spreadsheet circulated on monthly basis with accurate data
Performance & Quality Systems	Report on all BME young people as a separate cohort in the recidivism exercise.	Devise a system to use yearly recidivism exercise to identify all BME cases and establish any difference in relation to recidivism as compared to their counterparts.	01 October 2007	Area Performance, Assessment and Outcomes for Children Service	Time Constraints	Data available on BME Young People following the recidivism exercise
Governance & Leadership	Use information systems to collate data to understand and where necessary, improve our services in connection with diversity.	Complete quarterly report for the YOT Management Board in relation to all BME cases.	01 July 2007	Joint Inspection Improvement Plan	Difficulties with Data	Information system agreed and circulated as part of the Diversity P&P group
People & Organisations	To pursue collaboration with representatives from BME groups in Cheshire and be more outwards-looking in making these links.	Establish contact with BME groups in the county and agree a process for communication exchange on a regular basis.	01 September 2007	Joint Inspection Improvement Plan	Time constraints	Directory of local organisations
Governance & Leadership	Our processes will be systematically designed and reviewed to promote the interests of diversity and meet our legal requirements	Complete Impact Assessments in relation to new policies, procedures and functions.	01 September 2007	Joint Inspection Improvement Plan	Time constraints	Completion of Impact Assessments and Compliance with legislation
Performance & Quality Systems	To monitor and review the number and issues faced by young people open to the YOT in accessing appropriate accommodation	To collate information from the case closure forms every quarter and feed that back to YOT Board and Supporting People	Ongoing	KPI on accommodation	Partner agencies	Performance in line with KPI, reports to YOT Steering Board
Partnership Working	To prevent youth homelessness	Develop local agreement between LA Housing and partner agencies around prevention of youth homelessness in Cheshire	30 June 2007	KPI on accommodation, CYPSP	Partner agencies involvement and commitment	reduction in the number of young people becoming homeless
Performance & Quality Systems	To monitor and review the number and issues faced by young people in accessing appropriate accommodation	Completion of MAM forms	Ongoing	Supporting People and County Housing plans	forms not being completed regularly by staff	number of MAM forms returned by YOT increasing
People & Organisations	For staff to have the appropriate knowledge to assist young people in finding accommodation	Development of a flowchart to guide staff on process	30 June 2007	Resettlement EPQA	none identified	Increased staff knowledge and confidence

Performance & Quality Systems	To improve outcomes for young people being released from custody	To collate information on ethnicity, gender, ETE, re-offending, successful completion and housing provision every quarter for all young people who have finished a DTO	Ongoing	Resettlement EPQA Action plan	provision not available from partner agencies in identified areas of need	Better outcomes recorded for young people finishing DTO's
Performance & Quality Systems	To ensure practice in relation to resettlement is in accordance with the principles of effective practice	To review EPQA on resettlement	30 April 2007	Resettlement EPQA Action plan	Practice has not improved	Higher EPQA self assessment score
Performance & Quality Systems	To improve quality of interventions provided by YOT in relation to resettlement	To complete monthly case file audits in line with Cheshire YOT policy	Monthly	EPQA Action plan	Time constraints and workloads	Four case file audits completed a month from each unit
Resources	To improve quality of service to victims involved in RJ	Develop system for evaluating victim satisfaction through RJ focus group and complete RJ assessment tool in all relevant cases	30 April 2007	Victim Code of Practice	Lack of continued funding for posts	Increase in victim satisfaction and RJ assessment tool completed in all cases
People & Organisations	To increase the number of RJ interventions involving victim	To consolidate and review the Cheshire YOT model of victim engagement. To ensure all RJ interventions are recorded accurately on Careworks	Ongoing	New YOT KPI on RJ. Victim Code of Practice	Loss of funding for workers	Increase in use of RJ interventions
Governance & Leadership	Ensure by 31 March 2008 a reduction in size of the under 18 custodial population by 10% by reducing the use of custody work. To be achieved by reducing the rate of and seriousness of re-offending in the target group by 5% through providing ISSP to young people at risk of custody and as part of the premium service for the Prolific Priority Offenders Strategy for Prevent and Deter.	Ensure objectives of the Youth Justice Board for ISSP are being met as an credible alternative to custody. Ensure that LCJB through Youth Offending Sub-Group have oversight of ISSP in Cheshire, Halton and Warrington to ensure ISSP that these objectives are being delivered and meeting Youth Justice Board outcomes both in service delivery and financially as outlined within the ISSP Action Plan.	Monthly	Area Performance, Assessment and Outcomes for Children Service, LCJB Plan, ISSP Plan. LAA Agreements	Growing Agenda of LCJB may marginalise ISSP	Performance Data from YJB, Service Level Agreements, Reports to Youth Offending Sub-Group of the LCJB.
Performance & Quality Systems	By using Careworks Data Base evaluate and provide a report on ISSP recidivism for young offenders who first entered scheme in 2003 to present date	Collate Data from two separate Careworks data bases across Halton and Warrington and Cheshire YOT to analyse those offenders who entered the scheme for the first time in 2003 by examining the type of offence, gender, ethnicity, and gravity of offence compared to, if and what they re-entered the scheme with.	To be agreed	Halton and Warrington Youth Justice Plan	Difficulties with data migration and access due to difficulties with web base Careworks Programme	Performance Data to indicate normal method of collating recidivism a crude method.
Resources	Prepare for Self Assessment due in June 2007	To meet with ISSP Practitioners, Cheshire Managers, Halton & Warrington Managers, Partner Agencies and the voluntary sector to evaluate and review the allocation of resources within tight financial constraints to provide the best service to young offenders, parents, carers and the community.	Quarterly	Children's Plan,	Increase in referrals may dilute quality of programme	Reduction in custody through qualitative programme, NEET targets hit

People & Organisations	Ensure ISSP Staff are developed and trained in multi-faceted areas of Youth Offending Programmes. Ensure ISSP/YOT Staff have a full understanding of ISSP and legislation/national standards. Ensure staff receive supervision and instruction in line with Performance Development Review.	Monthly supervision of Staff, reviewing PDR. Monthly team meetings addressing issues of performance, legislation, risk, health and safety and issues from external partner agencies affecting service delivery/performance and matters arising from both Youth Offending Team Meetings and Youth Offending Sub-Group.	Monthly	Training Plan, ISSP Plan, Halton and Warrington Youth Justice Plan	High numbers of referrals restricting staff availability for training	Performance Monitoring/Evaluation of Staff Programmes. YJB Performance on completion rates, Yearly Training Plan review.
Partnership Working	To ensure ongoing take up of ISSP through the Courts. Ensure commitment by the Police re surveillance. Effective Liaison with Electronic Monitoring Firm G4S. Ensure that the needs of the Offenders are met by partner agencies	Attend Magistrate Meetings and Court User group meetings. Ensure ISSP meet with local Police Intelligence Officer regularly. Ensure regular information from Electronic Monitoring company is accurate regarding compliance to formulate basis for breach. Ensure overlap between Police priorities in local areas and ISSP objectives. Ensure partner agencies are aware of what are the likely volumes and the needs of the young people and required outputs	Quarterly	Police Priorities, ETE element of the Youth Justice Plan, LSC/Connexions Targets/Objectives	ISSP maybe seen as a replacement provider for other partner agencies. ETE Resolve project funding ending in May 2007. Lack of ETE provision.	Service Level Agreements, Regular Meetings with Police/Magistrates. Active member of partnership boards. Feedback reports.
Partnership Working	To develop links with the secure estate	Health Specialists to attend relevant DTO/remand meeting	Ongoing	EPQA Mental Health Action plan	loss of funding for workers, time constraints and work loads	EPQA self assessment review scores higher
Resources	To continue to monitor performance and quality	Health Specialists to continue to attend Intervention planning meetings in order to develop SMART targets for health care plans	Ongoing	EPQA Mental Health Action plan	loss of funding for workers, time constraints and work loads	EPQA self assessment review scores higher
Resources	Map deficits within the three geographical areas	To collect data that will enable the identification of deficits in relevant health resources for young people working with Cheshire YOT	Ongoing	Joint Inspection Improvement Plan	resourcing issues	Gaps in services identified and resources sought
Partnership Working	Ensure that CYOT is engaged in the dialogue of the restructure of the PCT and CAHMS	Ensure that the relevant personnel	Ongoing	KPI on referrals to CAHMS	loss of funding due to restructure, change in geographical boundaries	Service Level Agreement, regular discussion with relevant PCT and CAHMS re restructure
Performance & Quality Systems	To provide quality and accurate data to the DAAT	Amend the monitoring form for PPO staff to record data to allow accurate recording.	Quarterly	KPI re assessment timescales, DAAT plan	forms not being completed regularly by staff	More accurate recording and data being produced in relevant commissioning group papers
Partnership Working	Improve response to YP alcohol misuse	Await the findings of the 2006 research	Ongoing	DAAT Plan	Research findings being delayed further	Increase in use of findings to influence delivery of programmes
Governance & Leadership	Maintain YOT representation on DAAT SM group	nominate a YOT representative to attend relevant meetings	Ongoing	DAAT Plan	Demands on staff make this difficult	YOT representation at all SM sub group meetings

Partnership Working	To implement the alcohol strategy into CYOT plan once agreed	To monitor the strategies implementation and amend plans accordingly	Ongoing	DAAT plan, PCT's alcohol strategies	Delay in the implementation of the strategy	A demonstrated increase in the reduction of young people referred for alcohol misuse
Performance & Quality Systems	Examine the effectiveness of delivery of parenting interventions, and parent satisfaction with YOT involvement.	Through systematic evaluation of parents satisfaction with YOT involvement at the end of Court Orders through use of a parent questionnaire.	Ongoing	YJ Plan	Not achieving effective level of qualitative performance	Increased in Parenting satisfaction
Performance & Quality Systems	To continue to monitor and improve performance, to increase target of parents completing parenting interventions, and being satisfied.	Continuation of quarterly Parenting policy and performance focus groups to monitor performance, and drive forward strategic and practice development to improve performance.	Ongoing	Parenting EPQA	Low level of parenting interventions	Increase in the numbers of parents engaging with and completing evidence based parenting interventions
Partnership Working	To meet requirements of LCJB and end to end targets	Continue to attend meetings with LCJB and Cheshire Protocol group	ongoing	Cheshire Community Penalty Breach Protocol	Workload pressure to achieve targets for enforcement	Meeting timescales and performance targets in relation to the need to end targets on the Protocol
Performance & Quality Systems	To maintain level 5 standard in national standard relating to enforcement	Through continuation of self monitoring of national standards, and through adherence to the community penalty breach enforcement guidance.	ongoing	Cheshire Community Penalty Breach Protocol	Workload pressure to achieve targets for enforcement	Achieving effective level of performance in meeting National Standard relating to enforcement
Performance & Quality Systems	Effective monitoring of improvements in offender management and further area for development	Redesign Qualitative case file audit documentation (QCFA) to reflect priorities established from the Joint Inspection. New Format to include EPQA type scoring. Continue to report on collated findings on a monthly basis	01 April 2007	Inspection improvement Plan	Time constraints and managers workloads	10 audits a month completed/improvements in all areas when compared to base line set in Jan/Feb 07
People & Organisations	All new staff to have a 1-1 APIS session as part of induction	Identify specific slots when new staff come into service	01 April 2007	None	None identified	Staff complete standard session re APIS. Quality of APIS continues to improve
Performance & Quality Systems	Ensure quality of service to BME, LAC and Gypsy Traveller Service users	Cultural Considerations pro-forma to be used more widely and evidenced on casework. Continue to audit all BME service users case files. Monitor BME satisfaction rates compared with wider population using viewpoint.	01 August 2007	Diversity Action Plan	Staff not loading on the system	Case records routinely demonstrate that assessments are completed. Outcomes for BME clients are positive when compared with other cohorts
Performance & Quality Systems	The Service will have a good understanding of the effectiveness of the Accredited OBP that are currently in use	Consistent use of evaluation documentation and evaluation pro-forma. Findings to be reported back through Policy and performance group and Unit team Meetings	01 August 2007	OBP improvement plan	Staff not systematically collecting data/feedback	The Service has a good understanding of programme effectiveness and a strategy for deploying resources

Partnership Working	Young people who are assessed as experiencing difficulties in relation to Lifestyle from ASSET will have greater access to Youth services	Specific Points of Contact to be identified in each locality. Youth Service managers to regularly attend YOT team meetings and send information of possible programmes of engagement.	01 October 2007	Inspection improvement Plan	Youth Service engagement could be limited	Youth Service managers attend Team meetings. There is an increased number of YOT clients engaged in Youth Service activity
People & Organisations	A clearer approach to reviewing Assessments will be in evidence	lead manager APIS to establish review criteria and disseminate to staff. Implementation will be assessed through the use of QCFA	01 June 2007	Inspection improvement Plan	Staff reluctance	Review ASSET criteria will be consistently applied
Resources	Services will take into account user feedback more consistently	Increase the use of Viewpoint in Units through promotion at team meetings and the standardisation of format at Panel meetings. Review findings through OMT	01 October 2007	None	Completion rates. IT problems. Rural locations	Use of Viewpoint to be increased to 100 completions in the first 6 months
Partnership Working	Reduce the number of young people held overnight in police cells	Review the numbers and reasons for overnight rest and report back to OMT. Revisit PACE bed provision with Children's services	01 September 2007	Inspection improvement Plan	Data availability	Review report completed for OMT and actions taken forward to reduce the numbers held in custody
People & Organisations	Ensure the smooth transition to youth community orders to ensure robust community options are available to the courts	Review guidance and implementation dates. Write and disseminate guidance to staff. Inform CPS, Courts and defence solicitors of identified changes	01 September 2007	None	Uncertainty re implementation	Menu of interventions available/smooth transition
People & Organisations	Ensure all appropriate staff are trained and that reports are gate kept to a high standard	Staff to have access to appropriate training. Quality case file audit form is amended to monitor key improvements	01 June 2007	Inspection improvement Plan	reports still not congruent due to sentencing decisions	Improvement in congruence KPI. Case file audits indicated that the majority of reports are gate kept
Resources	Remands are reduced through the provision are timely bail packages	Current processes are reviewed and findings implemented in conjunction with EPQA review	01 January 2008	EPQA Action Plan	Lack of clarity for staff with regards new criteria	Reduction in the number of remands. Improvement in KPI
Performance & Quality Systems	Enforcement processes result in only those deemed most at risk being given a custodial sentence or being recalled to custody	Enforcement processes are reviewed to establish any link to improved arrangements and the increase in the use of custody. Any link will be explored and additional guidance given to staff and courts about other outcomes that could be recommended.	01 September 2007	EPQA Action Plan	Staff will receive mixed messages with regards enforcement. Data availability	Evidence of appropriate use of breach. Reduction in the number of remands/custodial sentences
Resources	Increase the use of specified activities where ISSP is not available/suitable	Ensure all staff have appropriate guidance, information and resources to offer credible alternatives to the court.	01 September 2007	EPQA Action Plan	Different allocation of resources across Units	Reduction in the use of custody
Resources	Reduce the number of remands into custody from Saturday courts	Review performance of Saturday court staff to establish baseline performance figures	30 June 2007	EPQA Action Plan	Sufficient data not able	Baseline established to inform future planning
Performance & Quality Systems	Reduction in the use of remands to custody.	Bail Supervision and Support provided in all appropriate cases	01 June 2007	EPQA Action Plan/Inspection improvement Plan	Lack of evidence recorded on Bail ASSET	Improvement in KPI performance

Governance & Leadership	Reduce the number of inappropriate Final Warning referrals and improve the consistency of quality of handover information	YOT PC's to deliver training across Cheshire to serving PC's on identified training days. Meet with lead Inspector and Sergeant within the SSC Unit to review report provided by the Yot on the problems that have been identified and establish an action plan for improvement.	01 June 2007	None	YOT PC time constraints	reduction in the number of reported problems with the use of inappropriate FW's
Governance & Leadership	Ensure that Final Warnings sit within a robust and established framework	Meeting with SSC Unit. Review SLA	01 August 2007	None	Police engagement. Need to tie in future Plans with HW YOT	Improved knowledge of YOT role within SSC Unit. Closer relationships
Partnership Working	Ensure the smooth implementation of the use Fixed Penalty Notices for young people in Cheshire	Establish working group with the Police to review plans, implementation and YOT involvement	01 August 2007	None	Police engagement. Need to tie in future Plans with HW YOT	SLA review completed
Resources	National Standard 6.6 6.11 will be consistently achieved	Revise appointment paper work and mechanisms for initially contacting families. Establish the consistent use of Final Warning Clinics across Cheshire.	01 August 2007	None	Individual PCs will still want to use individualised systems	Clear improvements with YOT KPI
People & Organisations	Improve the consistency of delivery of Final Warnings across the 3 Units in Cheshire	Continue to utilise Policy and Performance meetings to review working practice and to monitor the quality and consistency of delivery. Regular review of the use of Final Warnings across the 3 Units by the lead manager to feed back on differences.	01 August 2007	None	none identified	Greater consistency across the 3 Units
Performance & Quality Systems	Ensure that the right young people have been targeted using the new YJB KPI target	Lead manager for Final Warnings to audit dip sample of cases to compare outcomes for young people who received a Final Warning with and without an intervention.	01 August 2007	None	Unpredictable nature of workload will still lead to inconsistent delivery of target	Clear improvements with YOT KPI
Resources	Literacy and numeracy are reassessed at the end of custodial period and individual learning plans are updated	Case holders to raise in each sentence planning meeting. ETE policy and performance group to monitor	01 July 2007	Joint Inspection Improvement Plan	Secure estate will still not routinely complete	Increase in the numbers of assessments completed and improved KPI performance
Partnership Working	Provision and support is available to ensure children and young people of compulsory school age receive 25 hours a week education	ETE partners attend YOT Board and review barriers identified through KPI reporting. ETE Partners will report back on actions taken to o remove identified barriers	01 July 2007	Joint Inspection Improvement Plan	Attendance at meetings and completion of actions	Improved KPI performance
Governance & Leadership	Outcomes and performance is improved across all age groups in relation to ETE	Appointment of ETE co-ordinator to monitor performance and develop staff and partnership arrangements	01 July 2007	Joint Inspection Improvement Plan	Lack of ETE provision. Continued long delays in resolving issues with LEA	Improved KPI performance

Performance & Quality Systems	Systems for earlier intervention in relation to hard to place children and young people are developed	Further development of existing mechanisms are agreed by YOT Board	01 September 2007	Joint Inspection Improvement Plan	Staff changes and identification	Improved KPI performance. Swifter resolution to identified issues
Resources	Individual learning plans are completed in all cases	ETE staff are made aware of requirement. Completion to be monitored through supervision and policy and performance group	01 September 2007	Joint Inspection Improvement Plan	Staff time constraints	Improvement in the number of plans completed leading to improved outcomes for clients
Partnership Working	There will be a arrange of suitable alternative educational packages	ESL representative on the Board to review existing provision. Gap analysis to be completed and funding sought to meet need	01 March 2008	Joint Inspection Improvement Plan	Lack of funding for alternative provision	Increase in the number and range of placements available
Resources	There will be increased training and employment opportunities for young people	Existing provision to be reviewed, gap analysis completed and reported to Connexions for further development. Recruitment of EASE Workers to increase support and motivation for young people within this client group	01 March 2008	Joint Inspection Improvement Plan	Lack of funding for alternative provision	Increase in the number and range of placements available
Performance & Quality Systems	Review the identification process and delivery of ETE interventions	Conduct mini EPQA of the YOTs ETE processes	30 June 2007	Joint Inspection Improvement Plan	No access to ETE provision required to improve performance	Increase in performance against ETE KPI

Glossary of Terms

APIS	Assessment Planning Intervention Supervision
ASBO	Anti Social Behaviour Order
ASSET	The YOT Risk Assessment Tool
BME	Black Minority Ethnic
CAMHS	Child and Adolescence Mental Health Service
CCC	Cheshire County Council
CDRP	Crime and Disorder Reduction Partnerships
CHAWREC	Cheshire, Halton And Warrington Race Equality Council
CYOT	Cheshire Youth Offending Team
CYPSP	Children and Young Person's Strategic Partnership
DAAT	Drug Alcohol Action Team
DipSW	Diploma in Social Work
DTO	Detention and Training Order
ELS	Education and Learning Skills Councils
EPQA	Effective Practice Quality Assurance
ESF	European Social Fund
ETE	Education, Training and Employment
FTE	First Time Entrants
HMCS	Her Majesty's Court Service
HMI	Her Majesty's Inspector
HOS	Head of Service
ISSP	Intensive Supervision and Surveillance Programme
IYSS	Integrated Youth Support Services
JAR	Joint Area Review
KPI	Key Performance Indicators
LAA	Local Area Agreement
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LSC	Learning and Skills Council
LSP	Local Strategic Partnership
MAM	Multi Agency Monitoring
MAPPA	Multi Agency Public Protection Arrangement
NEET	Not in Education, Employment or Training
OBP	Offending Behaviour Programme
OLAS	Offender, Learning and Skills
OMT	Operation Management Team
PAYP	Positive Activities for Young People
PCEP	Professional Certificate in Effective Practice
PCT	Primary Care Trust
PDR	Plan Do Review
PPO	Prolific and Priority Offenders
PPP	Planning and Performance Manager
PSR	Pre Sentence Report
QCFA	Quality Case File Audit
RAG	Red, Amber, Green (KPI indicators)
RJ	Restorative Justice
SAP	Substance Awareness Programme
SQIFA	Screening Questionnaire Interview for Adolescents
SSC Unit	Safer and Stronger Community Unit
SSCG	Safer, Stronger Committees Group
TCS	The Children's Society
YJB	Youth Justice Board
YOT	Youth Offending Team
YP	Young Person