

# Bracknell Forest Y.O.T

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## REVIEW OF THE YOUTH JUSTICE PLAN

*Financial Year 2001 – 2002*

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## Introduction

The Crime and Disorder Act 1998 requires every Local Authority area to formulate and implement an annual Youth Justice Plan. Since the introduction of Youth Offending Teams in April 2000, the Bracknell Forest Youth Offending Team has worked very closely with the Royal Borough of Windsor and Maidenhead Team. During the early stages of developing Youth Offending Teams there was considerable debate, both locally and nationally, regarding the appropriate geographical and demographic size and make up of such Teams and what was the optimum size. As local government re-organisation had only recently taken place within Berkshire [April 1998], with the old County boundaries being divided into six small Unitary Authorities, many of these new areas wished to develop their own local services and thus wanted their own YOT. Due to initial overtures to other Unitary Authorities regarding the possibility of sharing a YOT being rejected, it was decided that the Borough should have its own dedicated Team.

Bracknell Forest and RBWM YOTs currently have a great deal in common and work closely together in various areas and also share some personnel. The Teams share both a Probation Officer and a Health Professional and the Bail Support Worker and Parenting Co-ordinator work across the three Unitary Authorities of East Berkshire, including the Borough of Slough. The teams have also collaborated with the Social Services Emergency Duty Team to recruit and train a team of volunteers who cover PACE provision for the Thames Forest Police Area [the two Teams share a Police custody area which is Maidenhead].

Since April 2000 there has been considerable re-structuring within most of the Youth Offending Team's parent and partner agencies. The Thames Forest Police area command boundaries are now co-terminus with the combined boundaries of Bracknell Forest and Windsor & Maidenhead. The East Berkshire Youth Court is situated in Maidenhead but serves the three East Berkshire Youth Offending Teams. Also, since YOT's came into being the National Probation Service has come into being, replacing the old county Probation Services, thus Berkshire Probation Service has been replaced by the Thames Valley region of the National Probation service. The boundaries of the Thames Valley Probation area are now co-terminous with those of Thames Valley Police, covering the County boundaries of Berkshire, Buckinghamshire and Oxfordshire. In view of these factors and the fact that both areas are comparatively small in terms of population and youth offending numbers, discussion is currently taking place regarding the merger of the two Youth Offending Teams into a larger entity. Both Borough Councils are currently considering these proposals.

It is anticipated that a joint Strategic Management Team will be formed in April which will oversee the merger, with a view to the two Teams gradually working closer together at an operational level. In view of these factors, and that the next Youth Justice Plan is for three-year period, it has been agreed by both Boroughs, and the Youth Justice Board that a Review of the year's Youth Justice Plan will be submitted initially. A comprehensive Youth Justice Plan covering both Boroughs will be produced following formal agreement of the merger in the summer of 2002. Teams will retain a base in both areas to ensure that a strong local focus is maintained.

## **Team Review.**

The past year has continued to pose many challenges for Bracknell Forest Youth Offending Team. Recruitment has proved to be a major problem for all public services within the South East, and particularly in Berkshire where housing prices are some of the highest in the country. The Probation Officer left in August and has still not been replaced despite both local and national advertisement. Similarly the Health professional, who left in June has also still not yet been replaced. Both of these posts are shared between Bracknell Forest Youth Offending Team and Royal Borough of Windsor & Maidenhead Youth Offending Team. As well as these posts, the Youth worker left the team in August and is due to be replaced by a part time registered psychologist [this position is currently being job evaluated] and Lindsey Bass, the team's Strategic Manager left at the beginning of October [and is not due to be replaced due to possible merger]. The Team has also had to re-recruit to the positions that have been shared across the three East Berkshire YOTs, Bail Support Worker and Parent Co-ordinator. While these posts are now filled, it did inevitably lead to a further stretching of resources and the need to review these schemes. As recruitment to all the public services attached to the Youth Offending Team has been equally problematic this has left some gaps in some related areas of work. To help reduce the problem and relieve pressure the YOT has taken on an agency member of staff [who is a first year Social Work degree student] on a part time basis and has given a student placement to a second year Dip.S.W student. The possibility of recruiting sessional staff is also being considered.

The Social Services Youth Support Team, which used to share the YOT building, has been disbanded and replaced by a Social Services After Care Team. This means that there is no longer a service which the YOT can refer on to, to do longer more in depth work, after the completion of some comparatively short statutory interventions such as Final Warning Schemes. Therefore some young people assessed by the YOT as requiring more broadly based preventative work are not able to receive the input that they are assessed as being in need of. However, Social Services do have plans for a new family support team and it is believed this will more than fill the gap left by the disbanding of the Youth Support Team. Also, another positive factor is that the new After Care Team are now able to support some young people, from a very vulnerable group, who are often over represented in the Youth Justice System, through a difficult transition period which does complement the work of the YOT.

Despite the pressures on the team performance has been good. The team personnel who remain in post are dedicated and hard working and continue to offer a high quality service. Innovative work by the YOT, such as offering a short but intense group work programme to a group of quite high profile offenders, in danger of becoming a considerable problem, in one area of Bracknell [this programme, offered as part of these young persons Community Orders, coupled with some of these young people receiving DTO's, lead to a noticeable reduction of offending in that area]. The team have also, as part of our preventative strategy, been delivering anger management programmes in schools to children at danger of exclusion. The team has improved their use of YOIS and the Administrative Officer has also become very skilled in its use and thus data returns are improving.

As stated, a volunteer Appropriate Adult scheme for P.A.C.E. interviews has been introduced with Royal Borough of Windsor and Maidenhead and the Social Services Department, Emergency Duty Team. A Steering Group was formed, comprising representatives from both of the Youth Offending Teams, the Emergency Duty Team, the Police, Duty Solicitors Scheme and the Thames Valley Partnership to manage and monitor this scheme. Following press releases and a recruitment process,

fourteen volunteers were recruited and undertook the training provided by the Police and YOT's. Volunteers then shadowed Youth Offending Team staff to gain hands on experience before undertaking this task alone. The volunteers are supported by regular meetings and individual supervision to enable them to fulfil their task and feel supported in doing so. The scheme was officially launched in October 2001 and is proving to be most beneficial in providing a more responsive service to the Police, Solicitors, young people and their families. However it has to be noted that about a third of the original volunteers have now left the scheme and we do need to recruit again. Regular meetings with the volunteers and the steering group are looking at recruitment and retention of volunteers so as to reduce the loss of trained people. Full time members of the Youth Offending Team have also been allowed to concentrate on more intensive work with young people. The scheme has also provided an opening and opportunity for the wider public to become more aware and potentially involved in the youth justice process and has been beneficial to the recruitment of Referral Panel volunteers.

### **Reprimands and Final Warnings.**

These continue to be administered initially by the Police. All Reprimands and Final Warnings are undertaken within a Restorative Justice context inline with Thames Valley Police policy. Regular and positive liaison has been maintained between the Youth Offending Team and the Police Community Safety Team, both between through Team Managers and through the Police Officer attached to the Team and through the other Police personnel, e.g. the Restorative Justice Officer regularly attends Youth Offending Team meetings. Following the Final Warning being given a member of the Youth Offending Team will undertake an ASSET assessment and an intervention is always offered. This intervention is tailored to the needs of the Young person as indicated by the Asset and will comprise of four or five sessions. An intervention will always include victim work and some element of Reparation, either direct or indirect and where possible will include an RJ conference. On occasions, at the request of the Police RJ officer, interventions have been offered at reprimand stage.

### **Community Orders**

Reparation has been a key element of all Community Orders. Reparation Orders themselves have proved particularly beneficial in ensuring that young people are confronted with the consequences of their offending, the affects on victims, and be provided with an opportunity to undertake direct or indirect reparation work. To maximise the potential of indirect reparation where the option of direct reparation is not appropriate or available links have been made with the Fire Brigade, the Borough's Park Rangers and the Local Community Farm.

Action Plan Orders have allowed a great deal of flexibility to tailor particular programmes to meet the needs of young people. The Youth Offending Team and the Magistrates Court have found these orders a very beneficial addition to the range of community penalties. Young people are able to engage in a short-term but intensive programme that can include elements of direct or indirect reparation.

Attendance Centre Orders on their own or as part of an Action Plan are still proving to be an effective intervention. They are allowing work on specific issues related to a young person's offending e.g. presentations from Alcoholics Anonymous or reformed drug users etc and work with representatives from organisations such Victim Support, whilst also bringing some structure and activity into some young persons

lives. The officer in charge of the Local Attendance Centre, Slough, has developed a good working relationship with Bracknell Forest YOT and has attended one of our team meetings and improved communication.

Supervision Orders, the new Community Rehabilitation Orders, Community Punishment Orders and Community Punishment and Rehabilitation Orders continue to offer programmes for young people requiring more long-term intervention. The Team has liaised regularly with colleagues in the Probation Service and Community Service to ensure these Orders are implemented and monitored appropriately and also breached where appropriate.

Curfew Orders with Electronic Monitoring have proved particularly beneficial when linked to some form of community supervision. These Orders have helped to bring structure and boundaries into the lives of some young people, such as helping them to remain indoors at particular times when they are more likely to become involved in offending, and thus complement other interventions by the YOT.

Detention and Training Orders have remained stable over the past 12 months though staff are still committed to further reducing the use of this order through good report writing and the offering of good, high quality, robust alternatives to custody. Sentence Planning has generally proved beneficial in ensuring that young people sentenced to custody receive a more structured transition through the custodial stage and into the community stage of the Order. This is particularly so in relation to education and training, with the YOT education worker, who is also responsible for Connexions and careers, attending both the initial and final [of the custodial phase] planning meeting with the case worker. From the moment a young person is sentenced to custody the YOT are planning for their release and their smooth transition and re-integration back into the community. The Team has developed a particularly positive relationship with Huntercombe Young Offenders Institution due to regular staff liaison and attendance by managers at the Huntcombe Resettlement Group meetings. It is anticipated that joint work will be further strengthened in the year ahead with the YOT looking to develop new ways to link in with the casework team and improve communication.

Parenting work: Preventative work has been undertaken through the Parenting Co-ordinator with the families of both young offenders and those at risk of offending. The referral process for the groups offered by the YOT, has been opened up to other agencies e.g. Social Services. Both group work, family work and individual work has been offered by the Parenting co-ordinator along with referrals to other agencies such as Parent Talk. Positive feedback has been given by parents receiving this support over the past year and the all except one of the members of the first parenting group to be held have decided to maintain the group as a self help and support group. Bracknell has had one parenting order requiring parents to attend sessions to improve their parenting skills, every one else who has been engaged on a parenting programme has engaged voluntarily. This system has proved very successful and we have found that parents have responded very well to the offer of help and support. Links with other agencies involved with families, particularly Social Services, have been very important in supporting some of the more dysfunctional and socially excluded families, though good, the YOT will continue to develop these links in order to improve the service offered.

## **Referral Orders.**

Referral Orders are due to be introduced in April 2002 after successful pilots in other areas of the country. A Referral Order Co-ordinator has been appointed and though preparation has been hard and time consuming the first cadre of panel members have now been recruited and are over half way through their training programme. This has been a hard and intense process in order to get a representative section of the community who have the ability for and are suited to the task required of them. These new Orders are welcomed by the team as an important new asset in dealing with Youth Crime and working with Young offenders. We believe they will play a key role in shaping the work of the Youth Offending Team over the coming years and we are looking forward to the challenge. The implementation of these orders is likely to lead to a shift in both the working pattern of the Team and in sentencing patterns in the Youth Court and it is hoped they will lead to a far greater involvement of victims in the Youth Justice process. A further round of recruitment is planned for the summer with the next training cadre beginning in the early autumn. It is hoped that we will be more successful at recruiting members of the ethnic minorities as panel volunteers with our next recruitment campaign as the first campaign failed to recruit anyone from an ethnic minority.

In all interventions the Bracknell Forest Team has been, and will continue to be, committed to the use of Asset lead, targeted, evidence based interventions tailored to the individual needs of the child or young person. The aim of all interventions has been to reduce offending behaviour and the harm caused, both to the community and to the client, of crime. Whilst welfare needs identified through our interventions are addressed through liaison with partner agencies, it is acknowledged by the team that we have a duty to, in all but exceptional circumstances, adhere to national standards and maintain our credibility with the Courts and our clients. Therefore when necessary and appropriate all orders have been enforced with Warnings and Breaches to maintain compliance.

## **Links with partner agencies.**

In most cases, over the past year, links between the partner agencies of the Youth Offending Team have been good and are continuing to improve. These have, however, at times been hampered by changes in personnel both within the Youth Offending Team and within the agencies themselves. Links with both Police and Social Services remain particularly strong and it has been found that these agencies are the most supportive of the YOT. The vacant Probation Officer and Health Worker post have also hindered close and regular liaison with the parent agencies but links with local representatives of these agencies have been reasonably positive and helpful to the YOT. The Senior Probation Officer for Bracknell has proved particularly helpful when liaising over the transfer of clients who have reached or are reaching the age of 18. Through the Steering Group, liaison with Thames Valley Probation Service Headquarters and at a local level on a day to day case basis liaison is reasonably good and looks to improve. Similar links have been maintained at a local basis with Health services. Health has undergone a recent review and Primary Care Trusts are being introduced in April. Work is currently under way with the Child & Adolescent Mental Health Services to agree a protocol for the assessment of young people and arrangements for appropriate intervention, although this has been an area of concern due to lack of services. A drop in counselling service has been provided for young people by the Youth Service in conjunction with Mind and YOT clients can be made aware of this and referred. Also, recently, the YOT bid to the

Local Health Authority for, and was awarded money for a teenage pregnancy prevention scheme, which we hope to run in the summer.

Links with the Education department are strong and well maintained due to the efforts of the YOT's Educational Professional and through meetings with the Educational Welfare Team's, Team Manager. This also extends to links with individual schools and specialist resource such as the Pupil Referral Unit. A multi-disciplinary approach to young people truanting or excluded from school, who may be at risk of offending, is taken with the Police, YOT and education welfare teams working together for the earlier identification of this group. The three teams then adopt an appropriate strategy to reduce the risk of further educational problems and offending. As well as this the YOT is delivering a programme of Anger Management groups in local school with an aim of allowing the school staff to take of the continued running of the groups after a period of training. Also a protocol has been agreed with the Local Learning and Skills council.

The Police Service has remained a strong partner agency for the Team. The Area Commander takes an active interest at all levels from strategic management to operational issues. The Police Officer attached to the Team has undertaken a series of training sessions with colleagues advising them of the youth justice system and of the need to work closely together in providing an effective service and his knowledge of Police procedures has proved invaluable. At a local level, the Bracknell Restorative Justice team have developed excellent links with the YOT and the RJ co-ordinator attends team meetings on a regular basis. In addition, one of the local schools officers co-facilitated the Parenting Support Group.

Links with various teams within Social Services are very good and improving. The YOT is currently in the process of recruiting an accommodation worker who will be based in the Social Services Family Placement Team and who's main role will be to develop accommodation services for YOT clients. YOT managers link into Social Services management meetings and hold regular meetings with their opposite numbers in the Social Service team. The YOT are also supported well by the Social Services Personnel Team and other ancillary support services such as IT.

A very positive relationship with CASCADE, the drug and alcohol team has been developed and a protocol has been drawn up regarding information sharing regarding both teams. Improvements continue to be made with other organisations, and the YOT regularly invite members of other teams e.g. Careers, Housing etc to attend our staff meetings and feedback on how we can improve links and improve the service we offer to clients. An example of this working well has been the one stop housing and assessment form developed by the Housing department, YOT and Social services to reduce the amount of forms clients of more than one partner agency have to fill in.

The Youth Offending Team remains keen to provide group work opportunities for young people based on specific, evidence based, interventions, e.g. cognitive behaviour based groups such as Anger Management, which, it is hoped, will reduce offending behaviour. As well as the Parenting Groups, other examples of groups run are, Offending Behaviour, Anger Management, Vehicle Group, a "Change It" group, and a "Wallop" group [run in conjunction with the Fire Service]. It is hoped that this can be expanded in the year ahead, particularly when the Team is back in full strength. It is hoped that the addition of a part time psychologist to the Team will allow a better, more intensive and focussed group work programme to develop. Also, it is hoped to use the money awarded by the Health Service to deliver two information days about teenage pregnancy prevention.

## **Training.**

Over the year a range of training opportunities has been provided, some by the YJB, some by Social Services, some purchased by the YOT and some by other agencies such as Victim Support or Crime Concern. These have included Induction Programmes, PACE Interview Training, Pre-Sentence Report Writing, YOIS Case Management, Team Building and Information Technology etc. Various speakers have attended Team Meetings to inform the Team of their particular work and expertise and team members have attended relevant conferences such as NACRO and NAYJ.

Further training is also being planned on Referral Orders, Brief Therapy and Solution Focused Interventions. Staff Team development days have been held and more are planned. Currently one member of the team is undertaking their PQ 2 in Child Care. The Team has developed links with Buckinghamshire Chilterns University College and currently has a Social Work Student from that college on Placement. Another member of the team has applied for the Practice Teachers Course, which will allow for more students coming on placement at the YOT. Also, earlier in the year, the Team had a Youth Work Student on placement and hopes to have more students from partner agencies in the future.



## Section Three - Objectives

### National/Local Objective – Swift administration of justice

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome to date.
Appropriate Adult Services	Improve response time and consistency of service	Recruitment and training of volunteer Appropriate Adults in partnership between the YOT, Thames Forest Police Area, Duty Solicitor Scheme and Emergency (Social Work) Duty Team	August 2001	Successfully achieved. Volunteer scheme introduced in partnership with RBWM YOT and Social Services EDT. Formally launched [after all 14 volunteers had completed training and induction programme] in October 2001.
Accommodation under PACE for young people refused bail and for young people Remanded to Local Authority Accommodation	Consistently available service to be developed	Review current service with Children's (Social) Services	June 2001	As per Children's Services Plan. Protocol agreed. Social Services managers and YOT manger meet regularly. All young people RILAA have managed to be found accommodation. YOT currently in process of recruiting a PT Accommodation worker who will be based in Social Services Placement Team.

**National/Local Objective – Swift administration of justice**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcome to date.</b>
<p>Bail information and support</p>	<p>To provide timely information to the Court to assist in the assessment of risk and the identification of alternatives to remands in custody</p> <p>Ensure young people's attendance at Court</p> <p>Prevent offending whilst on bail</p>	<p>East Berkshire Scheme. Post currently vacant.</p> <p>Management of post to be transferred to Slough YOT, in line with source of bulk of Bail information &amp; support issues and location of remand Court</p> <p>Service in interregnum to be continued through BF YOT duty officers, using best practice already developed as part of bail support scheme</p>	<p>Transfer to be accomplished by April 2001</p>	<p>A worker has been recruited into this post. Procedures have been updated.</p> <p>Management of post has been transferred to Slough and a Steering Group has been set up and meets regularly to monitor this post and its effectiveness.</p> <p>Bracknell Forest YOT will cease to contribute to this post in April 2002. Exit strategy is that due to low level of need for Bail Support in the Bracknell Forest area not justifying a specific post, that the Post will cease to exist. Bail support will be provided by the Team's duty system.</p>

## National/Local Objective – Swift administration of justice

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome to date.
<p>Pre-Sentence Reports Progress reports</p>	<p>Reducing length of time from conviction to sentence for PYOs and Spree Offenders</p>	<p>Systematic use of recent reports in conjunction with progress reports for PYOs and Spree Offenders – where succeeding offence if not significantly more serious than the offence for which the original report was prepared</p>	<p>Implementation April 2001.  Monitoring of use of recent reports and progress reports against sentencing - ongoing</p>	<p>100% of reports written and submitted on time. Occasional use of stand downs when no victim issues identified or when victim agrees [e.g. Criminal Damage in Children's homes.]. Old reports and addenda have also been used when it has been felt appropriate in the interests of the child, the victim and speeding up justice.</p>

**National/Local Objective – Swift administration of justice**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcome to date.</b>
<p>Pre-Sentence Reports Specific Sentence Reports</p>	<p>Reduce average length of time from conviction to sentence, general population</p>	<p>Maximise use of SSRs by:</p> <ul style="list-style-type: none"> <li>a) Where there is doubt regarding appropriate type of report, stand down assessment to be undertaken by YOT Court Officer to advise regarding type of report</li> <li>b) Where SSR is ordered, but disposal stated is inappropriate, relevant information to be included in SSR and alternative proposal made</li> </ul> <p>PSRs to be prepared in accordance with Timescales set out in National Standards in 80% of cases</p>	<p>April 2001</p> <p>Current practice to continue</p> <p>April 2001</p>	<p>Target successfully met. Currently a protocol is being written by the Three East Berkshire YOTs which it is hoped will be agreed by east Berkshire Youth Court. It is hoped this will increase the use of SSR's, stand downs and addenda when appropriate.</p> <p>The arrest to sentence times are now reduced to 66 days. Regular tracker meetings being held with the Court staff to reduce this further.</p> <p>YOT still successfully managing to meet this target and work in this way.</p> <p>Target met and exceeded.</p>

## National/Local Objective – Swift administration of justice

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome to date.
<p>Pre-Sentence Reports Specific-Sentence Reports</p>	<p>Courts able to have more confidence in PSRs, enabling sentencing on first occasion in all cases</p>	<p>Progressive quality improvement in PSRs and SSRs by use of monitoring/feedback form attached to all reports for use by sentencers, young people and carers</p>	<p>Implementation by June 2001</p>	<p>Target met. A new Gate keeping form introduced. No PSR goes into the Court bag without first being Gate Kept by another worker. This form is then given to Court officer to check. Two new quality assurance forms introduced for reports, one to be completed by the Young person or his parents and the other to be completed by the Magistrates. Forms returned show that reports going to Court are of a high standard. Congruency rates are good.</p>

## National/Local Objective – Confronting Young Offenders with the Consequences of Their Offending

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome To date.
Victim contact at Reprimand/Final Warning/PSR/Community Penalty/DTO stages	Increased victim involvement in direct reparation and/or restorative interventions	Identify funding for specialist Victim Contact Officer	Identification of funding by August 2001  Recruitment by January 2002	Target mostly met. No funding identified. Victim contact continues to be carried out by Team Police Officer. Liaison with Victim support regular and good. Victim Protocol agreed with Victim Support. A worker on the team has been identified who will liase with Victims and Victim support after initial contact in order to monitor victim satisfaction / quality assurance re their contact with the YOT. All PSR's require victim statement, part of gate keeping process.
Ethnic monitoring of victims of offences to inform provision of service	Provision of services appropriate to ethnicity of victims.	Monitoring system to be developed	July 2001	Statistics provided by YOIS. YJB guidelines adhered to. See victim protocol.

## National/Local Objective – Confronting Young Offenders with the Consequences of Their Offending

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome To date.
Monitoring of racially motivated crime.	Inform planning of services to tackle Hidden Crime.	Report back to Community Safety Champion for Hidden Crime	October 2001	Target met. This is monitored as a Standard Operational Procedure. New ways being developed to meet the needs of victims of hidden crime. YOT manager has met with Police Domestic Violence Unit. Agreement reached re sharing information even when offence does not result in a charge or charge is dropped.
Community Penalties/DTO	Increased number of offenders made aware of the consequences of their offending	Ensure element of each supervision programme explores consequences of offending for victim, family, offender's family, community, etc	April 2001 - ongoing	Target met. Victim awareness central to all interventions. Consequences of Offending explained to all young people.

## National/Local Objective – Confronting Young Offenders with the Consequences of Their Offending

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome To date.
Community Penalties/DTO	Offenders confronted with consequences for themselves of non-compliance. Increased confidence in Community Penalties for Courts and public	Ensure enforcement according to National Standards except where specifically authorised by YOT Manager, in exceptional circumstances	April 2001 – ongoing	Target met. All young people on Orders receive warnings or are breached in line with National Standards if they do not comply with the requirements of their Order. In exceptional circumstances, when agreed by the YOT manager, some young people have been given more warnings than laid down by national standards before a Breach requested.



## National/Local Objective – Confronting Young Offenders with the Consequences of Their Offending

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcome To date.
<p>Restorative Interventions Pilot</p>	<p>Increased range of restorative options available to victims of offending</p> <p>Increased quality and consistency of restorative interventions for victims</p>	<p>Build on work of Thames Valley Police in Restorative Conferencing to include practitioner training in Mediation and Family Group Conferencing. In partnership with Thames Valley Police, Victim Support, and Bracknell Forest Borough Council</p> <p>Development of practice standards and ongoing training and support for practitioners</p>	<p>Steering Group established by April 2001. Implementation Group established by June 2001</p> <p>Training of practitioners August – October 2001</p> <p>Practice Standards to be developed by November 2001</p>	<p>Partially achieved. Management Group established and meeting regularly.</p> <p>Some form of Direct or Indirect Reparation on all orders even if it is only a letter to Victim that is put on file. Fire Service, Community Farm and Park Rangers have now linked in with the YOT and all now provide Indirect reparation. Where possible all reports look at the Possibility of an RJ conference and direct Reparation.</p> <p>All but one Practitioner now trained to level one.</p> <p>Feedback from Victims encouraged, used to inform and improve service.</p>

**National/Local Objective – Interventions to tackle risk factors**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes To date</b>
ASSET assessments	Targeted interventions tackling risk factors	Use of ASSET for 66% of Final Warnings, all PSR, and SSR (Action Plan Order) assessments	Ongoing	All Young People receiving a Final warning are encouraged to attend the YOT to receive an Asset. This informs an intervention tailored to that Young Persons needs. Young People who do not attend the first appointment will receive two letters and a home visit to try and encourage them to comply with the programme. Interventions now happening in over 70% of final warnings. Asset used in 100% of PSR's and SSR's.

**National/Local Objective – Interventions to tackle risk factors**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes To date</b>
<p>Anger Management Programme</p>	<p>Reduction in violent crime</p>	<p>Programme offered to 48 young people</p>	<p>March 2002</p>	<p>Target mostly achieved. One Anger Management Group run by the YOT [at the YOT] for 8 clients. Three anger management groups run by the YOT in partnership with teachers at a local school for 24 Young People. Individual anger Management programmes offered to all YOT clients where a need is identified by Asset.</p>

## National/Local Objective – Interventions to tackle risk factors

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes To date
Anger Management Programme	Reduction in exclusions from school	Extension of use of programme to local schools, in partnership with the education department	September 2001	Achieved. Anger Management Group run in one local school three times now. That school has now taken over the running of that programme and YOT staff are due to take the programme into another school next month. So far indications are good that this programme is helping the school reduce the need to exclude children for violence or anger related behaviour.
Community Supervision, DTO's, Final Warning Programmes – drug abuse	Timely access to drug & alcohol services	Development of joint working with CASCADE outreach worker	June 2001	Protocol developed with CASCADE. Good working relationship with their outreach worker. Referral process agreed and regular meetings held to monitor the effectiveness of the service provided.

## National/Local Objective – Interventions to tackle risk factors

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes To date
Housing for vulnerable 16 & 17 year olds	Provision of range of accommodation for vulnerable homeless young people	10 supported housing and 5 move on units provided for vulnerable young people	August 2002	Partially achieved. Improved Links with social Services Placement team. Currently recruiting a YOT accommodation worker who will be based in the family placement team. Joint Assessment form developed with Housing and Social Services in order to reduce the need to fill in each agencies individual forms. Links with hostels developed. New provision for this client group being built.
Mental Health	Provision of appropriate mental health services for 16 & 17 year olds, and for adolescents experiencing poor mental health	Systematic identification of need using ASSET and health assessments carried out by Health Worker in YOT. Recording of unmet need using YOIS. Exploration of funding sources, in partnership with Health Services	December 2001	Not achieved. Lack of a health worker for over 6 months has severely hampered this. Asset being used to identify the need, unmet need being recorded. Protocol is being developed between health [CAMHS] and YOT.

## National/Local Objective – Interventions to tackle risk factors

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes To date
Parenting	Parents more able to respond effectively to their children's behaviour	Development of a range of services, in partnership with Education, Children's (Social) Services, Thames Forest Police Area. To include the provision of parenting groups, practitioner training in Family Group Conferencing, provision of advice and support to parents on individual basis	<p>Joint parenting programme – August 2001</p> <p>Family Group Conferencing Training for YOT staff – April 2002</p>	<p>New parenting co-ordinator recruited. Parenting Groups set up. Other local agencies can refer to this group. Liaison ongoing with partner agencies. Good working relationships developed with Police and Social Services. Lack of YOT health worker has hampered further developments in this area. Good links with other agencies has allowed the YOT to refer families on who need extra support.</p> <p>Training in conferencing not yet achieved.</p>

## National/Local Objective – Interventions to tackle risk factors

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes Todate
Assessment and intervention services for young people who sexually abuse	Reduction in re-offending for adolescent sex offenders	Provision of joint service  Strategy for purchasing further specialist services	September 2001	1 YOT and 1 SSD worker trained in this work. Work together with children and young people in need of intervention. YOT member attends community risk assessment panel. Good links with Police. Links developed with SWAAY [specialist resource for young sexual abusers]. YOT has joined NOTA. Relevant training identified and attended.
Car Crime	Reduction in recidivism of disqualified drivers	Development of programme for disqualified drivers	September 2001	Partially achieved. One vehicle offender group has been run. Links made with vehicle offender project in Slough and this service can be spot purchased. Also "Change It" group run by YOT included driver education.

### National/Local Objective – Interventions to tackle risk factors

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes To date
Looked After Children and Children in Need	Early identification of risk factors associated with offending	YOT to deliver training for Children's Social Workers to enable them to identify and address risk factors	Programme in place by September 2001	Target achieved. Good links with Local SSD. Work done with Local Authority Children's Home and Foster Carers re LA children involved in crime. Meetings held and strategies formulated re reducing involvement of LA children in offending behaviour.
Evidence Based Practice	Effective interventions	YOT staff to receive training re. Evidence Based Practice Evaluation of group programmes – measuring recidivism, attitude shift, visible behaviour change	December 2001  August 2001	Partially achieved. Half of staff team have received training in this area. YOT has access to Research in Practice via Social Services and some team members have attended Research in Practice seminars. Evidence based practice underpins all interventions.



**National/Local Objective – Punishment proportionate to the seriousness of the offence**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes To date.</b>
Final Warnings	Equality in decision making	Monitoring of decisions by Police and YOT at weekly meetings. Concerns to be referred to YOT Manager, Community Safety Inspector, and Administration of Justice Inspector	System of monitoring in place by April 2001	Achieved. Change in Police Personnel has made it more difficult to maintain as much consistency as would be liked but working partnership with Police good and problems have been overcome. Police and YOT meet at different levels. Police RJ co-ordinator attends YOT staff meetings. He also meets with YOT Police officer once a week. YOT administrator liaises with Police administrator. YOT management meet with Police area inspector regularly.

**National/Local Objective – Punishment proportionate to the seriousness of the offence**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
<p>Pre-Sentence Reports Specific Sentence Reports</p>	<p>Consistent proposals, taking into account all relevant risk factors and equality issues</p>	<p>All Pre-Sentence Report proposals to be discussed by multi-agency team forum to ensure consistency and proportionality. Equality issues to be considered in each case</p> <p>Reports also to be monitored in customary way, using monitoring criteria developed in accordance with National Standards</p>	<p>Build on existing work to develop systems of recording and monitoring outcomes of discussion</p> <p>Continuation of existing service</p>	<p>Achieved. All reports discussed at team meeting. New forms developed for gate keeping which incorporate equality as a measure to be addressed in reports. Feedback forms for parents and magistrates developed to monitor their perceptions of the quality of reports. All proposals discussed with parents before Court.</p>

**National/Local Objective – Punishment proportionate to the seriousness of the offence**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Court Duty/Youth Court User Group	Improving equality in sentencing/procedures	Equality issues to be standing item on Youth Court User Group agenda	April 2001	YOT make sure this is addressed at Youth Court user group and panel meetings. Decisions and consistency of individual bench chairmen monitored by YOIS. Letter of complaint sent by all three East Berkshire YOT's to the Court [copied to YJB] in relation to the amount of Rumanian Asylum seeking families receiving parenting orders.

**National/Local Objective – Punishment proportionate to the seriousness of the offence**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Reparation Orders & Action Plan Orders	Proportionality in number of hours sentenced to Action Plans and Reparations Orders for comparative offences	Monitoring across Thames Valley Region to assess level of parity in sentencing using operational manager's forum	Starting April 2001	Partially achieved. Court teams have discussed with other East Berkshire YOTs. Attendance by YOT Manager and Operational Manager at Thames Valley management meetings has meant that this subject has been discussed by YOT managers. Other ways being looked at to monitor this.

**National/Local Objective – Punishment proportionate to the seriousness of the offence**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes To date.</b>
<p>Pre-Sentence Reports Specific Sentence Reports</p>	<p>Victim's views represented at sentence stage</p>	<p>Identify funding for specialist Victim Contact Officer</p>	<p>Identification of funding by August 2001  Recruitment by January 2002</p>	<p>Target not met. No funding identified. Victim contact continues to be carried out by Team Police Officer. Liaison with Victim support regular and good. Victim Protocol agreed with Victim Support. A worker on the team has been identified who will liase with Victims and Victim support after initial contact in order to monitor victim satisfaction / quality assurance re their contact with the YOT. All PSR's require victim statement, part of gate keeping process. Victims views were given are always conveyed via report to the magistrate. Records of all victim contact maintained.</p>

**National/Local Objective – Punishment proportionate to the seriousness of the offence**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Pre-Sentence Reports Specific Sentence Reports	Team aware of offender's and their carer's views regarding proportionality	Feedback form attached to all reports for young offenders and their parents to provide feedback on their view regarding the proportionality of the proposal and the way in which information about them has been presented	Implementation by June 2001	Achieved. Forms developed and attached to all reports. Congruence of all reports to sentence awarded monitored. Reasonably good. All reports and proposals discussed with young person and family before Court attendance.
Pre-Sentence Reports Specific Sentence Reports	Team aware of any disparity between proposals and sentencing	Monitoring of congruence tables quarterly at team meetings	Quarterly upon production of returns	Monitored by YOIS and shown on quarterly and annual returns. Congruence levels reasonably good but looking to improve.

**National/Local Objective – Encouraging reparation to victims**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Victim contact throughout the range of Youth Justice Services	Increased level of victim contact/higher frequency of positive response from victims	Identify funding for specialist Victim Contact Officer	Identification of funding by August 2001  Recruitment by January 2002	Target not met. No funding identified. However, Victim contact remains very good. Continues to be carried out by Team Police Officer. Liaison with Victim support regular and good. Victim Protocol agreed with Victim Support. A worker on the team has been identified who will liase with Victims and Victim support after initial contact in order to monitor victim satisfaction / quality assurance re their contact with the YOT. All PSR's require victim statement, part of gate keeping process. Records of all victim contact maintained.

**National/Local Objective – Encouraging reparation to victims**

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes Todate.
<p>Communications strategy</p>	<p>Increased frequency of positive response from victims</p>	<p>Raise victim's expectations that they may be contacted and offered the opportunity to confront the offender as part of our work, and that they may have the opportunity for their views to be represented in reports to the Court</p>	<p>YOT communications strategy – continuation of existing service. Four articles regarding restorative interventions or representation of victims views between April 2001 – March 2002</p>	<p>Achieved. Thorough attempts made to contact all victims. Good liaison with Victim Support. A form developed that is filled in by report writer within 24 hours of report being ordered. This requests team Police Officer to contact victim/s of offence. This is then completed when contact made and victims wishes are conveyed to report writer and included in the report. Feedback off victims is sought regarding their level of satisfaction with YOT contact. When possible RJ conferences and direct reparation offered [so far YOT has had more success getting corporate victims, e.g. Railway companies to co-operate with direct Reparation.]. YOT looking to further improve level of victim involvement.</p>



**National/Local Objective – Encouraging reparation to victims**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Action Plan Orders Supervision Orders	Increased levels of direct reparation	Provision of Victim Contact Officer	Identification of funding by August 2001  Recruitment by January 2002	Partially achieved. See above.
Restorative interventions throughout the range of Youth Justice Activities	Increased restorative work with families	Provision of training for some YOT practitioners to develop skills in a range of restorative practices, so that more flexibility is available to meeting the needs of victims. In partnership with Thames Forest Police Area and Victim Support	Training programme to be in place by April 2002	All but one team member are RJ level one trained. Most team members have attended training regarding the needs and involvement of victims in the Criminal Justice System. Close liaison with Police RJ unit developed. All interventions contain some form of direct or indirect reparation. Direct reparation and conferencing encouraged where possible.

## National/Local Objective – Reinforcing the responsibilities of parents/carers

Action / Service Strategies	Outcomes Intended	The Target(s)	Timescales	Outcomes Todate.
Parenting education and support	Parents/carers more able to respond effectively to their children's behaviour	Development of a range of services, in partnership with Education, Children's (Social) Services, Thames Forest Police Area. To include the provision of parenting groups, practitioner training in Family Group Conferencing, provision of advice and support to parents on individual basis	Joint parenting programme – August 2001.  Family Group Conferencing Training YOT staff – April 2002	All PSR and SSR's address parenting. Where requested specific assessments for parenting orders are carried out. Voluntary parenting intervention [groups, one to one and family interventions] offered where appropriate. Family Group Conferencing Training not yet done.
Appropriate Adult services	Increase parental involvement in acting as Appropriate Adult under PACE	Development of protocol with Thames Forest Police Area to ensure that carers receive appropriate encouragement and support, and are not subject to long waiting times, discouraging future involvement	Protocol to be in place by May 2002	Meetings have been held with Police re this. Police are reminded when they call the YOT re an AA to make sure they have tried family members first. Draft protocol written, not yet formally agreed.

**National/Local Objective – Reinforcing the responsibilities of parents/carers**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Restorative interventions Family Group Conferencing	Increased restorative work with families	Provision of training for some YOT practitioners to develop skills in Family Group Conferencing, in partnership with Thames Forest Police Area and Victim Support	Training programme to be in place by April 2002	Only partially achieved. Still developing programme. Some YOT workers have received limited training in this area. No formal Family Group Conference training received as yet.

**National/Local Objective – Reinforcing the responsibilities of parents/carers**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Community Supervision and DTO's	Parents involved in work to tackle their children's offending behaviour	<p>Maximise parental involvement in planning and intervention.</p> <p>Encourage parental attendance at planning for DTOs.</p> <p>Use of expectations agreements for those young people returning to family following DTO sentences, outlining possible difficulties and how families will be support and be supported through these</p>	<p>April 2001</p> <p>To be monitored throughout year using YOIS system</p>	<p>Achieved. Being monitored by YOIS.</p> <p>All parents are encouraged to attend DTO reviews, where appropriate transport provided by the YOT.</p> <p>Parents encouraged to be involved and offer support at all stages of the DTO.</p> <p>Case worker maintains contact throughout order with parents. Also encouraged to attend reviews of Community Orders and in many cases these are held in the client's homes. Parenting co-ordinator working with and supporting families where appropriate.</p>

**National/Local Objective – Reinforcing the responsibilities of parents/carers**

<b>Action / Service Strategies</b>	<b>Outcomes Intended</b>	<b>The Target(s)</b>	<b>Timescales</b>	<b>Outcomes Todate.</b>
Parenting programme and individual work through East Berkshire Parenting Co-ordinator in partnership with YOT	Parents/carers more skilled in responding to children's difficult to manage behaviour	Continuing use of group and individual work, following needs led assessment	Current provision to continue	Achieved. Where assessment has shown a need parenting support via a variety of interventions is offered. Where appropriate work is done in partnership with the parents and other agencies, e.g. Social Services to help parents cope with their children's behaviour.

<p>Community Conferencing</p>	<p>Improved understanding between young people and adults in local communities – reducing the fear of crime and crime itself</p>	<p>Provision of training for members of local communities to develop skills in a range of restorative practices, for delivery of restorative community conferences, initially in conjunction with the formal partners involved in the project. Attention will be paid to ensuring that members of communities recruited to the process are representative of the makeup of the community and that they will be properly trained and supported. This project is being developed in partnership between Thames Forest Police Area and Victim Support Services</p>	<p>Training programme to be in place by April 2002</p>	<p>Articles in local press, supplementing those by the YJB in the National Press, publicising the work of the YOT. Local magistrates invited to and attended the YOT to discuss our work. YOT Open day planned for end of March. First cadre of Referral panel volunteers have now been recruited and trained. Unfortunately despite an extensive advertising campaign no members of the ethnic minority communities came forward as volunteers. This is being looked at so that we can better target our recruitment process at people from these communities when the next cadre is recruited. Also 14 members of the local community recruited as volunteer appropriate adults. Links with other groups such as Local Victim Support. YOT looking to increase its involvement with the Local Community.</p>
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<p>Communications Strategy</p>	<p>Decreased fear of crime</p>	<p>Promoting positive interventions to tackle young people's offending, in order to foster public understanding that effective, timely intervention can provide safer communities</p>	<p>Provision of four articles publicising positive interventions between April 2001 – March 2002</p>	<p>Achieved but hope to improve and achieve more. Links with Partner agencies. Visit to YOT by chairwomen of the Youth Bench of East Berkshire Court. Various articles in the local press and council news letters. Poster campaign. Use of Borough Councils website. Work with groups such as Victim Support. Work on a YOT information booklet being developed. YOT open day at end of March.</p>
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<p>Hidden Crime (see definition on page.</p>	<p>Increased reporting of Hidden Crime, leading to a reduction in Hidden Crime</p> <p>Promoting equality</p>	<p>YOT to be a reporting centre for Hidden Crime Team members to receive training regarding the nature of Hidden Crime, the impact on victims, and the operation of the reporting system</p> <p>By the above, reinforcing a clear message of unacceptability regarding incidents of racial/homophobic abuse, domestic violence, etc</p>	<p>August 2001</p>	<p>Some training received. All staff now aware of the nature of hidden crime. Links with Police domestic violence unit developed. All clients who raise concerns that they may be the victims of hidden crime encouraged and supported to report crime to Police. Allegations of hidden crime recorded. Message of unacceptability of this form of crime given to both victims and people who suggest they are perpetrators or believe certain offences of this nature are acceptable. All clients challenged re negative stereotypes.</p>
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**TO: THE PORTFOLIO HOLDER – CLLR PAUL BETTISON**

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**MERGER OF BRACKNELL FOREST AND WINDSOR & MAIDENHEAD  
YOUTH OFFENDING TEAMS  
(Director of Social Services & Housing)**

**1 PURPOSE OF DECISION**

- 1.1 There would be significant advantages in a merger of the Bracknell Forest and Windsor & Maidenhead Youth Offending Teams. Strategically there would be improved representation of all partner agencies at senior level, enabling issues of resources and service delivery to be improved and operationally a larger team would provide a more flexible and responsive service.

**2 RECOMMENDATIONS**

- 2.1 That agreement is given to the proposed strategic merger of the Bracknell Forest and Windsor & Maidenhead Youth Offending Teams. Further detailed work will be undertaken to consider the financial, legal and human resource issues.
- 2.2 That agreement is given to Windsor & Maidenhead taking the lead responsibility for the operational management of the merged Youth Offending Team.

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 The Crime and Disorder Act requires every Local Authority area to form a multi-agency Youth Offending Team comprising of staff from five key agencies. Considerable debate took place both locally and nationally during the early stages of development regarding the appropriate geographical and demographic size for Youth Offending Teams. Government guidelines and the Youth Justice Board had always envisaged a minimum population of 200,000. Bracknell Forest did attempt to engage neighbouring unitaries without success, but the smaller unitary authorities have been encouraged to develop closer links and to continue to consider merger when appropriate. Reading and Wokingham, for example, decided to join together from the outset.
- 3.2 Since the creation of Youth Offending Teams, several key partners have changed their boundaries. The Police Service, Thames Forest, now covers both Bracknell Forest and Windsor & Maidenhead. The Youth Court covers East Berkshire and Probation covers Berkshire, Bucks and Oxon. Some agencies have found it difficult to attend several Strategic Management meetings.
- 3.3 To ensure appropriate accountability it is proposed that the merged Youth Offending Team would be accountable to a strategic group of senior officers from both authorities and partner agencies and would also report into the Community Safety Strategy Groups in both authorities.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The Youth Offending Teams would retain their current arrangements, but it is felt that there would be lost opportunities to maximise service delivery.

## **5 SUPPORTING INFORMATION**

- 5.1 As the Borough is a relatively small unitary authority, two posts currently shared with Windsor & Maidenhead. These are Health and Probation. Two further posts, undertaking more specialist roles, are shared across East Berkshire, Bail Support and Parenting Co-ordinator.
- 5.2 Along with many public services in this area both Windsor & Maidenhead and Bracknell Forest have struggled to attract and recruit key positions within the Youth Offending Teams due to the high cost of housing. Social Worker posts have remained vacant for several months and both the Probation Officer and Health positions remain vacant.
- 5.3 Strengthening the links between the two areas would almost certainly help both the recruitment process and allow a more flexible use of resources to meet service needs. Teams could remain in each Borough to ensure local justice and services are being retained.
- 5.4 The base budget for 2002/03 has been set at £230K (this includes partner contributions, but excludes external grants from the Youth Justice Board). It is not proposed to merge the Bracknell Forest & Windsor & Maidenhead budgets for the year 2002/03 but the lead authority (Windsor & Maidenhead) would need to submit grant claims to the Youth Justice Board.
- 5.5 It is proposed that staff from Bracknell Forest Borough Council are seconded to the merged Youth Offending Team on the current Terms & Conditions. Detailed protocol work is underway to cover further arrangement for specific personnel processes.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 The Crime and Disorder Act 1998 contains the power to establish Joint Youth Offending Team.

### Borough Finance Officer

- 6.2 It is not proposed to merge the two budgets for the year 2002\2003, but there will be efficiencies gained by only one YOT Manager post.

### Access Implications

- 6.3 Access implications will be fully taken into account.

### Other Officers

- 6.4 Human Resource Issues:

A joint protocol with Windsor & Maidenhead is being developed which will address the ongoing Human Resource issues and how these will be managed by a Joint Manager with teams employed by two Unitary Authorities.

## **7 CONSULTATION**

### Principal Groups Consulted

- 7.1

Method of Consultation

7.2

Representations Received

7.3

Background Papers

Contact for further information

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# **BRACKNELL FOREST**

## **YOUTH OFFENDING TEAM**

**BUSINESS PLAN FOR 2002/03**

# **Bracknell Youth Offending Team**

## **Business Plan 2002/03**

### **Introduction**

This Business Plan for 2002/03 is a streamlined document that is in lieu of the Youth Justice Plan for 2002/5 and it supplements the Review of the Youth Justice Plan 2001/2002. While the Review of the Youth Justice Plan includes a performance summary for the preceding year, this Business Plan focuses on the year ahead and concentrates on how the YOT will deliver on the thirteen performance measures defined by the Youth Justice Board. Due to the possibility of a merger with another YOT a full Youth Justice Plan with a detailed narrative of the plans for the next three years has not yet been written.

### **Delivering on the YJB 13 performance measures**

- Reducing burglary and car crime
- Reducing re-offending
- Final Warnings
- Reduce use of secure estate
- Restorative Processes
- Victim satisfaction
- Parental satisfaction
- Use of ASSET
- Pre Sentence Reports
- Detention & Training Order
- Education Training & Employment
- Accommodation
- Mental Health

### **Resources**

- Budget for 2002/03.
- YOT Staff.

### **Plans for 2002/03**

- Training
- Recruitment
- New services
- Budget
- Management Information System
- Buildings

**YJB 1:****Reduce the number of Young Offenders committing offences of Domestic Burglary and Car Crime.****Target:**

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

Vehicle crime: 20% reduction by 2003; 30% by 2004.

**Baseline:**

Offence	2001 data	'02 local target	'03 YJB target	'04 YJB target	'05 YJB target
Burglary	12	12	11	10	9
Vehicle crime	66	64	59	54	48
Number of young people found guilty for this type of offence					

This table shows the actual reductions required in numbers of individual offenders reprimanded, warned or convicted for each offence for the YJB targets to be met.

**How are we going to achieve the target?**

- Work closely with the Police to develop new initiatives and strategies regarding the Police LPSA target for further reducing vehicle related crime.
- Work with Police regarding Drug related crime LPSA and link with them to identify young offenders with a drug problem and provide services for these people to deal with their addiction.
- Develop a two-tier group work programme in conjunction with RBWM YOT. This initiative is aimed at delivering specific group work programmes, both to young people who are on the threshold of becoming involved in crime [or who are no further involved with the Youth Justice System than Referral Order stage] and to young people with more deeply entrenched offending behaviour, both through voluntary and compulsory attendance. These programmes will look at specific areas of problematic behaviour such as drug and alcohol, vehicle crime, acquisitive crime and anger management etc and try and help make sustainable change .
- Further develop Group Work Programmes that specifically address the needs of Young People involved in Vehicle Crime. First group to be running by February 2003.
- Try and develop links with the Fire and Ambulance Services and get input from them on Vehicle offender Groups. To be done by January 2003.
- Try and engage more parents with the YOT Parenting Programme. Try and achieve a target of at least 10% of Parents of children with Tier One and above sentences in voluntary parenting programmes.
- We are currently in negotiations to set up the Intensive Supervision and Surveillance Programme, aimed at serious offenders at the threshold of custody. This programme is being rolled out as part of the Government Street Crime Initiative and will be operational by September 2002. This alternative to custody

programme will help the YOT work with young people who are more heavily involved in offending behaviour [not just perpetrators of street crime].

- Try and develop a protocol with the Police, so that those young people who are given a Reprimand for either vehicle crime or involvement in burglary, and who are identified as needing further intervention will be offered a voluntary assessment and intervention programme at this stage.
- We will maintain and further our links with our partner agencies, and set up joint working protocols to promote the referral of those most at risk of further offending to partner agencies, for diversionary work after the completion of YOT intervention, e.g. to the Youth Service.
- We will further develop our information sharing arrangements with the Police Service to explore the potential for targeting and surveillance of young offenders involved with the YOT who are known to be actively involved in domestic burglary and vehicle crime. This would hopefully allow intervention programmes that are in progress to be further tailored to meet an individuals needs.
- Further develop our information sharing with colleagues in the Education Department and Youth Service in order to identify and target young people who are believed to be on the periphery of vehicle crime and burglary. Then in conjunction with colleagues in these services deliver group and [in specific cases] individual work to these young people on a voluntary basis.
- Ensure that all young offenders are assessed for substance misuse either by YOT workers or by CASCADE. The desired outcome here is to reduce the risk of re-offending that is presented by a continued involvement in the mis-use of alcohol and drugs.
- Recruit, by December 2002 a part-time drug and alcohol worker to do individual and group work with young people whose offending is linked to drug and alcohol abuse. This will hopefully have an impact on the rates of acquisitive crime such as burglary.
- Promote the use of Restorative Justice approaches including victim-offender dialogue and mediation, especially in offences of domestic burglary.
- Develop and make use of Indirect Reparative activities that involve a direct link with vehicle crime and burglary e.g. work with the Fire or Ambulance Services.
- Look at further training for team members in order to develop their skill and knowledge base to be able to work constructively with vehicle offenders using programmes that are evidence based.
- Look at further training for team members in order to develop their skill and knowledge to be able to work constructively with offenders involved in acquisitive crime using programmes that are evidence based.

### **Constraints**

- Pressure on police to improve detection performance may result in an increase in young people being reprimanded, warned or convicted for offences. This will have an affect on the YOT workload, this will impact on the type of and intensity

of intervention offered. The current detection rate for domestic burglary is 12.6 %, and for vehicle related crime is 6.9% [these figures are for year 2001 – 2002]. Rates for Domestic burglary for Bracknell are low in comparison to similar areas in England and Wales, rates for Vehicle crime are medium in comparison to similar areas.

- Victims may be [understandably] reluctant to encounter and engage with the young person who burgled their home. This may prevent the YOT increasing victim participation in any form of Restorative Justice.
- Difficulty / Lack of CAMHS support for young people.
- Lack of full time education or work placements for some young people.
- Staff Vacancies.
- Resources – see budget section.

#### **Links to Partner Agencies**

- Further develop links with the Police in general but in particular with specific sections e.g. Restorative Justice and schools officers. Set up a group to look at shared targets and how best to achieve these.
- Further develop work, in conjunction with Police, Youth Service and Community Safety Team to target Crime Hotspots.
- Further develop links with Youth Service in order to develop diversionary schemes.
- Further develop links with Victim Support to look at how best to develop Restorative Justice and monitor our interventions.
- Allow team members to go on fact finding visits to other YOTs to look at strategies and interventions they are using and bring new ideas and innovation to Bracknell Forest YOT.
- Develop a link with CAMHS in order to get appropriate services for Young People whose offending may be linked to specific Mental Health Needs.
- Further develop links with local Schools to identify and target Young People at risk of exclusion who may then become involved or further involved in offending.

#### **Links to other themes**

- National Standards for the Youth Justice System.
- Referral Orders
- Restorative Justice / Reparation / Community Payback



**YJB 2:**

**Reduce re-offending rates for pre court disposals (Reprimands and Final Warnings); First Tier Penalties; Community Penalties; and Custodial Penalties.**

**Target:**

By 2003 achieve reduction of 3%      Based on 2000 cohort sample compared with  
By 2004 achieve reduction of 5%      2001 cohort after 12 and 24 months

**Baseline:**

Sentence band	Performance	YJB Target 2002/03	YJB Target 2003/04	2000 Cohort, sample size: 72 total
Pre-court	[2000 Cohort] 45 of which 6 [13.3%] re-offended.	10.3%	8.5 %	45
First Tier Penalties	[2000 cohort] 9 of which 3 [33.3%] re-offended.	30%	28%	9
Community Penalties	[2000 cohort] 13 of which 8 [61.5%] re-offended]	58.5%	56.5%	13
Custody	[2000 cohort] 5 of which 1 [20% re-offended.	To small to conclude an accurate reduction	To small to conclude an accurate reduction	5

Total re-offending rate, tracking this cohort [1/10/00 – 31/12/00] tracked over one year until December 2001 is already relatively low at 25%.

The re-offending rate for the DTO group in this cohort, at 20%, is low in comparison to the National average and also low in comparison to the South East average.

Based on a cohort of 72 Children and Young People who offended between 01/10/00 – 31/12/00. When this sample was looked at again one year later 18 had re-offended [25%].

The Council have included a target to reduce youth re-offending within their application for a Public Service Agreement. This target requires a stretching of projected performance to an additional 2% above the national target 2004\05. The decision relating to the agreement will be made by the Government in September 2002.

**How are we going to achieve the target ?****Pre court:**

- At present all young people given a Final Warning by the Police are offered a voluntary Asset Assessment and Final Warning Programme. We will try and increase the percentage of Young People who engage in this programme [from current rate of 80% to 85%] and use the ASSET to better identify those young people at greatest risk of re-offending and ensure that appropriate, more in depth, intervention and support programmes are put in place.

- We will improve partnership working with the Police so that those Young People who are given a Reprimand whom the Police believe are at risk of becoming involved in further offending behaviour may be referred to the YOT and if appropriate offered an assessment and intervention programme.
- In addition to the above we will work closely with the Police to develop a system where children who are causing concern may be referred to the YOT for voluntary intervention. It is hoped that the Police will be able to identify those children, who may not yet be involved in crime, but who are at risk of becoming involved due to various factors. These factors may include such issues as constant absconding from home, domestic violence in the family home, known to be involved with a peer group who are heavily involved in crime or anti-social behaviour etc. It is hoped short, voluntary interventions at this stage may reduce the risk of a child becoming involved in criminal and anti-social activity.

### **Fines & Discharges:**

- This group includes the Reparation Order and Referral Order.
- With regards to young people given fines and discharges they will be contacted and be offered the chance to voluntarily engage in an assessment and if appropriate an intervention programme.
- With regard to those young people made subject of a Reparation Order they will continue to be assessed at Report Writing stage and the Reparation Order Plan will be specifically tailored to the individual and will include Victim Awareness Work as well as Reparative Activity and / or Community Payback.
- The Referral Order offers new opportunities to develop Restorative Justice approaches, which should impact positively on the re-offending rate for this group. The contract they agree to at the Panel stage of the Order will be specifically tailored to that Young Person and, where possible, will take account of the wishes and feelings of the victim.

### **Community Penalties:**

- We will continue to rigorously implement National Standards requirements on frequency of contact between the YOT and the Young Person and we will continue to offer intensive programmes tailored to individual need.
- We will continue to use ASSET at report writing, review and end of intervention stages, to ensure that our interventions are correctly focused on Criminogenic, Social and Welfare needs to both assess the effectiveness of the intervention and adjust it and develop it as appropriate.

### **Custody:**

- We will continue with current level of service to Young People in custody and through care will remain a priority to the team.
- We will continue to meet National Standards on working with Young People in Custody.

- The Education worker on the team will continue to attend the first and last planning meeting, of the custodial phase, of all Young People sentenced to custody.
- In all interventions we will continue to try and engage the parents of the offenders in Parenting Programmes offered by the YOT.

*For all interventions we will continue to use quality assurance checks which involve the use of Viewpoint software, feedback questionnaires and specific DTO feedback questionnaires.*

### **Constraints**

- Resources – see budget section.
- Staff vacancies.
- Provision of accommodation for Young Persons leaving custody.
- Provision of Education and training for Young Persons leaving custody.

### **Links to Partner Agencies**

- Continue to develop links with both partner agencies, local authority departments and with other providers of Reparation Placements e.g. Bracknell Forest Rangers.
- Continue to develop and strengthen our links with the Police Restorative Justice team.
- Through links with Social Services and Housing look at and address accommodation needs of young people.
- Through links with the Education Department and Learning and Skills Council we will continue to monitor and address the provision of Education and training for young people.
- Continue to develop links with partner agencies, particularly Police and Education re identifying people at risk of further offending and offer voluntary interventions at a pre- court stage.
- Develop link with CAMHS to monitor the need for and provision of mental health services to young people, particularly the 16 plus group.

### **Links to other themes**

- National Standards for the Youth Justice System.
- National Adult Standards for the Supervision of Offenders.
- Referral Orders
- Restorative Justice / Reparation / Community Payback

**YJB 3:**

**Increase the proportion of Final Warnings, which are supported by interventions**

**Target:**

Proportion of Final Warnings that are supported by Interventions:

To;

70% by 2003

80% by 2004

**Baseline:**

Proportion of Final Warnings supported by interventions during 2001: 80%

**How are we going to achieve the target?**

- At present all young people who are receive a Final Warning are offered an assessment, and subsequent to the assessment an intervention programme, by the YOT. A strenuous effort is made to engage these young people, if they do not reply to the first letter a further two letters will be sent and then a home visit will be made to try and engage the young person. Those young people who receive an assessment but do not subsequently engage in the programme offered are not counted as having had a programme.
- In order to increase participation in the Final Warning Programme it is planned that YOT workers who deliver our Final Warning Programmes go to neighbouring YOTS who have a higher success rate of engaging young people and look at how they are managing this.
- Work with the Police to look at what is being said to young people who are being given a Final Warning and look at what emphasis is being placed on participation in the programme.
- Look at the types of intervention being offered and whether these are meeting each individual's needs. Look at new types of intervention and linking interventions with partner agencies, e.g. attendance at college interviews etc.

**Constraints**

- Participation in the programme is voluntary, many young people choose not to engage at this stage even when they are informed that non participation will be mentioned in any subsequent court report should they ever appear in Court for sentencing.
- Competing pressures from implementation of Referral Orders.
- Resources – see budget section.
- Staff vacancies.

### **Links to Partner Agencies**

- [Thames Valley Police.](#)
- [Victim Support.](#)

### **Links to other themes**

- [National Standards for the Youth Justice System.](#)

**YJB 4:****Reduce the use of the secure estate [custody] for both remands and custodial sentences****Target:**

Remands: Reduce the proportion of remands to the secure estate [as a percentage of all remand episodes, including bail supervision, RILAA etc] to 30% by 2004

Custodial sentences: Reduce to 6% The proportion of custodial sentences imposed [Detention and Training Orders and Sections 90 – 92] to Community Penalties, by 2004

**Baseline (2001 Performance)**

	2001 Performance	Local Target 2003	YJB Target 2004
Remands to secure estate	1 of 7 = 7.1 %	N/A	Presently being met.
Custodial sentences	10 of 122 = 8.33 %	7.5 %	Less than 6 % equivalent of 7 Custodial sentences out of present 122 sentencing episodes

**How are we going to achieve the target?**

Reduction in the use of Secure Remands:

- The overall rate of remands to Secure and Prison Service Accommodation is already relatively low [at 7.1% of all remand decisions]: The proportion of cases recorded as receiving formal bail support is 0. No case has required this yet. The Court on occasions has gone for conditional bail as opposed to bail support. For 2002 we will work to a local performance target based on the number of secure remands as a proportion of all remands episodes [including bail].
- We will continue to work with colleagues in Social Services, Children's Services to develop accommodation resources for young people who are on remand and in need of accommodation. We will continue to attempt to recruit a part time accommodation worker who will be based in the Family Placement team who will help facilitate this task.
- We will further reduce the use of B + B accommodation for those Young People on remand.
- We will continue to offer a Bail support package to all young people at risk of remand who we feel could be supported in the community.
- We will attempt, by March 2003, to develop a remand Management Strategy that is agreed by the YOT Steering Group.

### **Reduction in the use of custodial sentences.**

- The custody rate in Bracknell Forest currently exceeds the YJB target of 6 % of all sentencing episodes by 2004. However congruency rates between the sentence proposed in the Pre sentence Report and the actual sentence awarded are good and continue to improve. It is therefore hoped that with our continuous improvement and the advent of ISSP's we will be able to manage this target.
- We will continue to maintain and develop our links with the local magistrates and develop their knowledge of and belief in the use of Community based sentences and their faith in the ability of the YOT to deliver these.
- We will attempt to develop written quarterly feedback to magistrates regarding sentencing trends in the Youth Court, this will include information regarding congruency of PSR proposals and actual sentences.
- We will maintain our existing commitment to a full range of community sentences [Reparation Order, Attendance Centre, Action Plan Supervision Order].
- We will, from September be able to offer the Intensive Supervision and Surveillance Programme which is aimed at serious and persistent offenders whose offending places them at risk of a custodial sentence.
- We will continue to ensure that Pre Sentence reports are written to a high standard and wherever feasible present community based options.
- We will continue with our quality assurance programme regarding PSR's which entails gate-keeping and quality assurance feedback forms for both the magistrates and the clients.

### **Constraints**

- Some young people, because of the nature and / or frequency of offending, their previous non-compliance with community orders or the danger they pose to the community will always need to be placed in custody. In order to retain credibility with the Courts and the community and to help maintain community safety it is not possible for the YOT to suggest a Community Penalty for all young people appearing before the Courts.
- Resources – see budget section.
- Staff vacancies.

**YJB 5:  
Use of Restorative Justice Processes**

**Target**

Ensure restorative justice processes are used: In 60% of disposals by 2003.  
And: In 80% of disposals by 2004.

Restorative processes include:

Direct Reparation to the victim; Indirect Reparation for the benefit of the community; victim offender mediation; Restorative conferencing; Letters of apology, either sent to the victim [with prior permission of the victim] or written to be placed on file. Victim awareness sessions will continue to be delivered in all interventions.

For the purpose of this indicator a Final Warning with an intervention also counts as an RJ intervention.

A "disposal" is a Final Warning or any sentence of the court.

**Baseline**

<b>Final Warnings and Tier one and Community Penalties</b>	<b>2001/02 Performance</b>	<b>Local Target 2002/03</b>	<b>YJB Target 2002/3</b>	<b>YJB Target 2002/4</b>
<b>RJ Conference</b>	3 out of 162 = 1.9%	10% [At least, due to Referral Orders].		
<b>Indirect reparation</b>	33 out of 162 = 20.3%	50%		
<b>Direct reparation</b>	12 out of 162 = 7.4%.	30		
<b>Final warnings with Programmes</b>	36 out of 162 [Total of FWs, Tier 1 and Com Pen] or = 22.2%.36 out of 49 [Total of Final Warnings] = 80%	30 % or 85%		
<b>Total [Out of 162 Sentences and Final Warnings]</b>	51.9%	70%	<b>60%</b>	<b>80%</b>

NB; Some young people may do a combination of direct, indirect and RJ conferencing during the course of an Order.

**How we are going to achieve this target?**

- We will maintain our commitment to facilitating Direct Reparation, which includes letters of apology as well as direct physical effort on the part of the offender to the benefit of the victim. [e.g. cleaning graffiti of walls].
- We will continue to provide [and further develop] a range of reparation projects in the community – these fit the concept of community payback, in that they are intended to benefit the community against which the young person has offended.
- We will increase, to 50%, the proportion of the team who are trained in restorative interventions, by April 2003.



- Ongoing training re Victim Perspective will continue to be a priority for the team.
- We will continue to facilitate and increase the use of Victim - Offender Mediation / Restorative Conferencing: This process is only considered when the young person is assessed as both suitably motivated and willing and able to cope with the process, and the victim(s) can be identified and are willing to engage [appropriately] in the process. Every effort will continue to be made to encourage and support victims and young people to engage in this process.
- Continue to develop and facilitate victim attendance at Referral Order Panel Meetings.
- Recruit sessional staff and volunteers in order to facilitate the increased use of Reparative Activities.
- Develop links via press office with local media and gain publicity for the YOT and its work via these links.

### **Constraints**

- The implementation of the Referral Order will in itself increase the need for engaging victims and offenders in the RJ processes, which will increase the YOT workload and thus challenge the YOT's capacity to meet the YJB target.
- Resources – see budget section.
- Staff Vacancies.
- Victims reticence to engage in the restorative Justice Process.

### **Links to partners**

- Continue to develop links with both partner agencies, local authority departments and with other providers of Reparation Placements e.g. Bracknell Forest Rangers.
- Further develop our protocol with Victim Support and look at how an even closer working relationship can be developed.
- Further develop information sharing protocol with the Police regarding the contacting of victims.

**YJB6;**

The number of victims who have been either consulted or who have participated in restorative processes, are either satisfied or very satisfied with the outcome.

**Target:**

70% of victims to be satisfied or very satisfied by 2004

**Baseline**

Victim satisfaction data has not systematically been collected to date, a start has been made on this process.

**How are we going to achieve the target?**

- A victim satisfaction survey has been developed and has started to be used.
- During 2002 / 03 we will continue to try and establish baseline data relating to victim satisfaction.
- We will consider the feasibility of having a Referral Order Steering Group, which includes a representative from Victim Support on it.
- Ongoing training at regular intervals to be delivered to the YOT regarding victim issues.
- We will extend, to six, the number of workers in the team trained to undertake Restorative Conferencing.
- We will implement proposals emerging from the Crime Concern Victim Audit.

**Constraints**

- Initial contact with victims is done by the Police Officer on the team. We are currently working with the Police to look at the possibility of another member of the team being allowed to do this work so that the process can be speeded up and our obligation to contact victims is fully met. However at present contact with victims can be very difficult if there are lots of reports and referral orders in the system, if there are multiple victims in an offence and if the Police Officer in the team is off for any reason.
- In the case of Court reports the Police Officer contacts the victim and gets a full victim impact statement. In the case of the Referral Order the Police Officer contacts the victim[s] and seeks permission for further contact to be made by a YOT team member who will then fully explain the Referral Order Process to the Victim, this can be very time consuming.
- Sensitive contact with victims has proved to be resource intensive, requiring considerable time and a high level of home visits.

**Linkages**

- Victim Support
- Thames Valley Police.

**YJB 7:****Parental satisfaction [parenting orders and voluntary parenting programmes].****Target:**

A completion rate of 70% for parents engaging in Parenting Programmes [voluntary and court ordered].

At least 70% of those completing parenting programme stating they are either satisfied or very satisfied.

**Baseline:**

Bracknell Forest YOT share a parenting co-ordinator with Slough and RBWM YOT's. We are now delivering the second parenting support groupwork programme to be run this year. In addition to this the Parenting Support Co-ordinator engages some parents in one to one support sessions if they are not feeling able to attend the groups offered. So far all Parents who have engaged in the last 12 months have done so voluntarily. All Parents of Young people who are engaged with the YOT are offered a parenting programme if it is felt necessary by the child's case-worker.

Completion rate on the first group work programme was 90% [9 out of 10] and on the second 100% [4 out of 4] [not all participants on the groups are parents of YOT clients, some are referred by partner agencies].

Completion rate for individual work with parents is 87.5% [7 out of 8].

Parental satisfaction data has not systematically been collected to date.

**How are we going to achieve the target?**

- We will maintain our commitment to the post of Parenting Co-ordinator.
- During 2002/03 we will establish baseline data relating to parental satisfaction.
- We will continue to develop our capacity to deliver parenting programmes by the YOT in conjunction with partner agencies. It is hoped that we will be able to provide three groups per year plus individual, parenting programmes when required.
- We will establish quality assurance questionnaires in relation to Parental Support intervention.
- We will continue to allow partner agencies to refer to our groups if space is available.
- We will monitor recidivism rates for young people who's parents have attended a parenting programme.

**Constraints**

- Parents need to be willing to engage with the services provided where participation is voluntary.

**Links to partners**

- SS and HD Children's Services re follow on S17 and family-support if necessary.

- Develop links with CAMHS re support for the most vulnerable families.
- Education Department. Supporting EWO colleagues where Parenting Orders may arise in the course of prosecutions for non-attendance.

**YJB 8: Ensure ASSET is completed for all young people subject to both:**

- **Community disposals** (Final Warnings, Referral Orders, Reparation Orders and Community Penalties, including ISSP) during the assessment and the closure stages; and
- **Custodial sentences**, at the assessment, transfer to the community, and the closure stages.

**Target:**

Disposal/intervention	ASSET Tool	Target Completion	2001 Baseline
Final Warning	Short form ASSET [when it comes in, currently using main Asset].	80%	80%
Remand/Bail supervision	Bail ASSET	100%	0 completed, non ordered.
Referral Order	Full ASSET	100%	N/A Started 2002
Reparation Order	Full ASSET	100%	100%
Community sentences	Full ASSET	100%	100%
Custody	Full ASSET	100%	100%

**How are we going to achieve the target?**

- Presently this target is being met in all areas except Final Warnings. All young people who attend the YOT in relation to a Final Warning are given a full asset assessment but due to participation on this programme being voluntary not all people given a Final warning go on to attend the YOT. Also, in all cases except Final Warning Programmes, assets are paired and done at the beginning and then at three monthly intervals and at the end of an intervention.
- Improve intervention rate on Final Warnings.
- Train all new staff in the use of ASSET and use of YOIS.
- Modify YOIS to incorporate the new shortened Final Warning Asset when it becomes available.
- Additional relief staff appointed in recently will increase team's capacity to speed up on ASSET completion times.
- Look at developing a format for collating information regarding Asset scores [increases and reductions during an intervention] and then feeding this back to partner agencies via the Steering Group and to the local Youth Court Bench.

**Constraints.**

- The shortform ASSET [a more streamlined version of ASSET] will not be available in electronic form until later in the year.

- Final Warnings interventions are very short, a new Closing ASSET, [done at the completion of the intervention] will rarely be undertaken where there is no significant programme.

#### **Links to Partner Agencies**

- Information regarding those young people who score highly on the asset and have to have a risk asset completed about the risk they pose will be made available to the Risk Management Panel and may be notified to partner agencies.
- In all cases with a risk to staff is indicated all partner agencies will be notified.

#### **Links to other themes**

- National Standards for Youth Justice.

## **YJB 9: Pre Sentence Reports**

### **Target:**

Ensure 90% of Pre-Sentence Reports are submitted within the time scales prescribed by National Standards. [10 days for PYOs; 15 days for all other].

### **Baseline**

95% of PSRs on general offender population are completed within 15 day time scale  
90% of PSRs on PYOs are completed within 10 day time scale.

### **How we are going to achieve the target?**

- Currently all reports are being completed in the time scales required by the Courts. However sometimes the Courts allow more time for the completion of a report either due to psychiatric reports being ordered or availability of Court time. This means that reports, though on time, are not done within 10 and 15 days. Also sometimes young people do not attend for appointments, this means that they have to go back to Court without a report and then the Court has to order a report and make attendance at the YOT a condition of bail.
- Additional relief and part time staff appointed recently should ease the burden on the team and mean that Reports can be completed within YJB time scales even if they are not the time scales required by the Court.
- YOT Court Officers to remind Clerks to give the correct amount of time for reports i.e. 10 and 15 **working days** [Not 14 and 21 days as this causes a problem if they are counting weekends and Bank Holidays e.g. a PYO Report over Easter weekend would be 8 and not 10 days for completion].
- Work with the Courts so that they make more use of Specific Sentence Reports. Try and achieve a target of SSR's being 15% of all reports ordered.
- YOT Court officers to do Stand Down Reports [as per Court Protocol] if possible and where no victim contact is needed to facilitate the speeding up of justice and reduce the amount of reports requested.

### **Constraints**

- The Court listings have been an issue during the last 12 months, preventing the timely submission of some PSRs even if they have been prepared within the prescribed time limits.
- Magistrates not making use of SSRs.
- Magistrates asking for full, all option PSRs when not necessary.
- Ability to contact victims within time scales.

### **Links to Partner Agencies**

- Crown Prosecution Service: Provision of advance disclosure packages at Court continues to be of great benefit in the preparation of reports.

- Court user group, work with the magistrates to look at how they can speed up the process by being specific about the type of report they require and get them to make more use of SSRs.
- Links with Police re the provision of victim information.
- Completion of the shared, Court protocol between BF, RBWM and Slough YOTs.

**Links to other themes**

- Arrest to sentence targets, Court Tracker meetings.
- National Standards for Youth Justice



**YJB10:**

**Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within the time scales, prescribed by National Standards.**

**Target:**

100 % of initial training plans are drawn up within 10 working days of sentence. [This is the responsibility of the YOT supervising Officer, in co-operation with the Secure Estate]. The plan must address the objectives to be achieved during the custodial phase and objectives to be achieved post transfer. YJB T forms to be used.

**Baseline:**

We have had 100% compliance with this target since it was increased from 5 to 10 working days in 2001.

**How we are going to continue achieve this target?**

- There has been a reduction in the number of secure establishments being utilised for young people from the Bracknell area. Currently all young males in custody are at Huntercombe. However provision for females in custody is still poor, most young women going to Holloway or Bullwood Hall.
- The use of Huntercombe as the principal YOI for young males will continue to enable us to forge effective links with prison staff in this establishment.
- Additional staff appointed recently will increase the team's capacity to meet this target.
- 3 members of staff to attend training regarding chairing DTO planning meetings.
- Continued attendance at the Huntercombe Resettlement Group.

**Constraints**

- Abrupt transfer of prisoners between establishments and the failure of YOIS to communicate effectively with each other could very occasionally be a problem which could delay the drafting of initial training plans but so far this has not been an issue.
- The possibility, due to the advent of S130 remands of Young People being sent to establishments further afield.
- The occasional inability of Prison service establishments to facilitate back to back meetings so the same YOT worker can complete two or more planning meetings during the same visit. This has on one occasion meant two visits to the same establishment.

**Links to Partner Agencies**

- Prison Service establishments, particularly Huntercombe.
- YJB meeting target that by 2004 90% of young people will be placed within 50 miles of their home area.

### **Links to other themes**

- Targets for education/training/employment and accommodation on transfer to community.
- Youth Justice National Standards
- Berkshire / local Connexions partnership.

**YJB11:  
Education Training and Employment**

**Target:**

Ensure that 90% of young offenders supervised by the YOT are either in full time education, training or employment by 2004 [80% by 2003].

**Baseline:**

- 99.6% Young people, who attend school, continue to do so while in contact with the YOT.
- Of those young people with no education placement 100% were re-established in Education during their contact with the YOT.
- Of those young people, above school age, who are involved with the YOT, 63% were involved in constructive daytime activity [25 hours per week of employment, training, further education or voluntary activity].
- Despite the best efforts of the team's Educational Professional and caseworkers this is a target that is proving hard to meet due partly to the lack of Full Time Education Provision but due mostly to some young people not availing themselves of employment opportunities.

**How we are going to achieve the target?**

- The teams Education Professional will continue to liaise with schools and PRUs to maximise opportunities to re-engage excluded and disaffected pupils. Schools need to be pro active in liaising with the YOT and developing links between their school and the YOT.
- Liaise with Education Department to try and get the YOT linked up to the Electronic Monitoring System.
- The Education Department is to expand the pupil referral unit.
- Education Department are committed to providing all young people, excluded from school for 15 days or more, with 25 hours of educational provision per week, from September 2002. Only pupils who will receive shorter periods of home / individual tuition will be children with medical problems or school refusers. In the case of these young people they will have a place at a school to which they can return.
- In the event of a YOT client not availing themselves of the education provision made then Education Welfare Service will become involved. YOT will look at how we can work with and support the Education Department regarding these clients in order to get the child back into education.
- YOT to continue to offer evening appointments to clients who are in Education or full time employment in order not to impose barriers to attendance at work or school.
- We will notify the YOT Steering Group when a client is not receiving full time education as per National Standards.

- We will further develop our protocol with the Learning and Skills Council, in order to further develop our links, so as to maximise training opportunities for YOT clients who are post 16.
- Educational Professional to continue to develop links with the CFBT career service and the local college.
- We continue to engage with and help shape the embryonic Connexions Service so as to develop a service that can help meet the needs of disaffected and disadvantaged young people who are currently without education, training or employment. YOT Educational Professional will continue to sit on the Connexions Local Management Committee.

### **Constraints**

- The capacity of the Education department to deliver 25 hours per week of meaningful activity to all young people in the borough, e.g. those currently receiving 4 hours per week home tuition.
- Shortage of "bridging" resources – programmes to pick up excluded / non - attending young offenders of school age pending placement in alternative provision, creating long period between engaging in education, making successful return to education less likely.

### **Links to partner agencies**

- Education Department.
- Individual Schools.
- Learning and Skills Council.
- Connexions
- Behaviour & Pupil Support Units.
- CFBT careers service.
- Local Colleges.
- Youth Service.

### **Links to other themes**

- Shared Connexions / YOT target to achieve 90% participation in education, training or employment by 2005.
- Truancy Initiatives
- Behaviour Support Plan

**YJB 12:  
Accommodation**

**Target:**

Youth Offending Team Partnerships are to ensure

- a) All YOTs have a named Accommodation Officer.
- b) All young people either subject to community interventions or on release from the secure estate have satisfactory accommodation to live in / go to on release.

**Baseline:**

An attempt has been made at recruiting a part time Accommodation Worker. This has proved unsuccessful so far but further attempt will be made, this worker will be the YOTs named Accommodation Worker.

Comprehensive data on the housing/accommodation needs of young offenders in the Bracknell area has been provided to the YJB in the questionnaire completed in April 2002. Accommodation has been and is still an ongoing problem for a small minority of clients who have on occasions proved difficult to place.

**How are we going to achieve the target?**

- The Young Peoples' Supported Accommodation Group is being re-launched.
- Further attempts will be made to recruit a part-time Accommodation Worker for the YOT, by December 2002. This worker will be based in the Children's Services Placement Team.
- The YOT will continue to link in with partner agencies, mainly the social services and Housing Department to consider and address the accommodation needs of YOT clients.
- Continued liaison with the Social Services After Care Team to make sure young care leavers receive the help and support they are entitled to under the Leaving Care Act.
- Identify, and in conjunction with Social Services Family Support Team, work with families where breakdown is a real possibility with the outcome a young person leaving the family home.
- Continue to have close liaison and good information sharing with Social Services so as to identify and pre-empt problematic situations developing which may result in family / placement breakdown.
- Explore opportunities for the development of Remand Foster Placements. It is hoped that when a part time Accommodation Worker is employed that efforts will be made to recruit and support a small cadre of Remand Foster Carers who will be able to offer accommodation to difficult to place young people.

**Constraints**

- It is acknowledged that independent accommodation, even B + B for clients who are 16 + in the Bracknell area is very costly and is in very short supply, particularly for those who need accommodation with housing support.

- There is a shortage of Foster and Supported Lodging carers in the Bracknell area.
- There is no hostel accommodation in the Bracknell area.

**Links to partner agency.**

- Young Persons Accommodation Group.
- Social Services and Housing Department.

## **YJB 13: Mental Health**

### **Target**

- Acute mental health difficulties to be referred by YOT to the Child and Adolescent Mental Health Service (CAMHS) for a formal assessment commenced within 24 hours of the receipt of the referral with a view to their receiving either a Tier Three or Four service;
- Non acute mental health concerns to be referred by YOT to CAMHS for a formal assessment commenced within 10 working days of the receipt of the referral with a view to their receiving a Tier One or Two service

### **Baseline**

- Acute mental health services are accessed by NHS Accident & Emergency or Social Services EDT within the 24 hour target defined by the YJB.
- Access to non-acute mental health services is a continuing issue for YOT clients. CAMHS will not see young people who are 16 plus who are not still in full time education, a large proportion of YOT clients, the very people who are identified in research as being in need of CAMHS intervention.
- Current access to non-acute mental health services [described as medium risk and low risk] is a very long way from the YJB target.

### **How we are going to achieve the target?**

- Meetings need to be held between YOT, CAMHS and SSHD with a view to developing a protocol regarding who will receive a service, what form will that service take and how will it be provided by CAMHS.
- Agree in protocol to look at risk some clients pose and how best to manage this risk. Agree this part of protocol with Risk Management Panel
- A new CAMHS consultant has been appointed who has expressed an interest in being on the YOT steering group. It is hoped he will join the steering group, which will create an excellent link between the YOT and the CAMHS service.
- The YOT are taking part in Youth Justice Board commissioned research [undertaken by the University Manchester], which will look at CAMHS provision for young offenders in England and Wales.
- A Health worker has now been recruited on to the team on a part time basis and he will further develop and improve links with local health service provision.
- A Part Time Psychologist is to be recruited to the team to help with this process.

### **Constraints**

- CAMHS has gone through a period of change and has only recently appointed a consultant after a period of about 7 months without one.
- No protocol as yet with CAMHS.

### **Links to local partners**

- Health trusts.
- SS and HD Children's Services.
- Child and Mental Health Service

### **Links to local themes**

- Health Improvement Plans
- CAHMS Strategy
- Children's Services Plan



## Resources

### Budget 2002-03

The table below shows how the income for the YOT is derived from funding streams, contributions in kind are shown in Italics.

### Bracknell Youth Offending Team Budget 2002 / 03 – sources

#### Income

Source	2002/03	Contribution in Kind. Police	Contribution in Kind. Education	Contribution in Kind. Health.	Total
Local Authority [SSD and Corporate].	£297,230				£297,230.
All YJB grants.	£123,970				£123,970
L.A Education Authority			<i>0.5 Education Worker [£14800]</i>		<i>0.5 Education Worker [£14800]</i>
Police	£37,250.	<i>One Officer. [£29,000.]</i>			£66,250
Probation	£14,600				£14,600
Health Service.	£6,150.			<i>0.5 Health Worker [£14100]</i>	£20,250
<b>Total</b>	<b>£479,200</b>	<i>One Officer</i>	<i>0.5 worker [£14800]</i>	<i>0.5 Health Worker [£14100]</i>	<b>£537,100</b>

Expenditure	£
Staffing	£394,250
Premises	£31,950
Transport	£8,850
Supplies and Services	£39,540
Support Costs.	£62,510
<b>Total</b>	<b>£537,100</b>

## **Plans for 2002/03**

### **Cultural Diversity**

- Further training for all YOT staff on diversity.
- Audit and action plan to prepare YOT for implementation of the Race Relations Amendment Act.
- Continue to maintain Anti Discriminatory Practice at a high standard.

### **National Standards**

Bracknell Forest YOT will remain committed to National Standards.

A section of the staff away days will be used to concentrate on how best to deliver on National Standards.

Specialist staff will attend specialist course e.g. regarding Best Practice in Report Writing.

### **Budget**

Bracknell Forest YOT has been allowed to carry over YJB Drug worker [£8,713] and General Grant money [£26,324] from last year which will allow extra money to be spent on particular areas such as:

Drug worker: Extra hours for induction and training purposes when PT drug worker is recruited.

Recruitment costs of drugs worker.

Motivational interviewing training for the team.

Resources.

General Grant:

Set up HimP programme.

Specialist training for staff in various areas e.g. re abusers.

Resources re group work programmes e.g. Teenage Pregnancy Prevention.

Extra provision of preventative work.

Recruitment costs of new positions.

Extra hours for new staff for training and induction.

Volunteer recruitment and training.

Contribution towards Mind drop in group.

### **Recruitment**

Recruit Part Time Psychologist [18 hrs].

Recruit Part Time Drug Worker [18 hrs].

Recruit Part Time Accommodation worker [18 hrs].

Recruit a cadre of Relief Workers [0 hrs].

Students, both from Social Work and Youth Work University courses to continue to be encouraged to come on placement at Bracknell YOT. So far this year one student has been on placement and it is hoped to have had at least 3 more by June 2003. This hopefully will mean that there will be a trained group of individuals in the community who can be recruited as relief workers and used in times of staff shortage.

## **New services**

Recruit and train, in conjunction with RBWM YOT, Social Services EDT and Thames Valley Police, more PACE AA Volunteers.

Continue to establish the Referral Order Scheme and Recruit and train a 2 cadre of volunteers.

Look at the possibility of recruiting a cadre of volunteers to supervise reparative activity.

Look at increasing links with new Social Services Family Support Team.

## **Management Information System**

All new staff to continue to be trained to a high standard in the use of YOIS.

The YOIS Referral Order Data Base to be purchased.

All new staff to be trained to a high standard in the use of Viewpoint Software.

## **Building**

Keep Binfield road up to a high standard of maintenance.

If ACT move out of the building look at how this impacts on the budget and what can be done to alleviate this. Also look how best to use the extra space.

If budget permits build the long promised smoking shelter on outside of building.

Clear out and clean up the Portacabin for use as emergency office.