

# Hackney Youth Offending Team

Youth Justice Plan 2007-2008



City and Hackney **NHS**  
Primary Care Trust

**METROPOLITAN POLICE**  
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**Hackney**

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# A. Summary

## Overview:

Hackney Youth Offending Team has made substantial improvements over the last year and has now established a strong strategic and operational framework for continued improvement and development. The YOT is now firmly positioned within Hackney Children and Young People's Services giving it a stronger position to develop and improve working relations with children's social care services. The near complete restructuring of the YOT has been successful with high calibre Operations Managers being appointed and 80% of permanent staff now in post.

Hackney YOT has a diverse staff group that reflects the community and there is increased evidence through the range of programmes and individual work that diversity is being taken into account in ensuring the YOT meets the needs of black and minority ethnic children and young people in Hackney.

The initial inspection of the Hackney YOT, conducted in May and June 2005, revealed a range of shortcomings in the work of the

YOT and a follow up inspection was conducted in February 2006, focusing on the recommendations contained in the initial report.

The follow-up inspection was conducted at the same time as the Hackney JAR of Children's Services. The inspection concluded that "significant work had been undertaken to address the position and structure of the YOT, and the Board, management and staff were enthusiastic about the future..... and the resulting improvements were beginning to show". The overall assessment following reinspection was that the YOT was still requiring improvement. In addition the inspection cited that the YOT building did not meet the operational needs of the YOT. Work is currently in progress to ensure the relocation of the YOT.

"Improvement was still required in the YOT's practice to incorporate continued change management to develop a culture aimed at building children and young people's aspirations and where victims were brought central to all work. Continued focus on the full implementation of the risk management policy, joint work with Social Services on vulnerability, and developing work with diversity were critical areas where practice needed to be

developed". The YOT Management Board receives routine reports on the work of the YOT and achievement against Key Performance Indicators, National Standards and the Effective Practice Quality Assurance. In addition, the YOT Management Board assists in informing the YOT's contribution to strategic planning and partnership service delivery.

Overall performance against the YJB framework is currently scored as Level 2 with a scoring of 59.5%. In 2005/06 the overall scoring achieved a Level 3 with a scoring of 60.7%. This was achieved with intensive oversight and scrutiny from appointed consultants. The current scoring, whilst showing a decline in performance from level 3 to 2, actually reflects only a 1.2% variation – the rating for achieving a level 3 being 60%. This performance rating for 2006/07 has been achieved during considerable restructuring and with a newly appointed management group. The YOT Head of Service is keen to ensure that performance levels are a true reflection of sustained performance and that systems are embedded into YOT workers

general practice without requiring continuous high level of Operational Management input.

A robust Risk Management system for individual high risk young people is in place within the YOT and information sharing with partners is becoming more effective. The multi agency Youth PPO Risk Management Panel ensures risks are identified and Action Plans are in place to manage risk factors and provide increased protection to the public and other young people. However, with the increase of weapon related incidents in schools and in the community wider risk management and information sharing procedures are developing, including training for practitioners across both statutory and community and voluntary sector organisations that work with children and young people.

The work of the Mobile Gang Intervention Team (MIT) together with the other interventions developed through the Floor Target Action Plan for Guns and Gangs is

# A. Summary

showing promising outcomes and an evaluation of this work is due to commence.

Although there remains a significant amount of performance improvement across the service, particularly in the area of compliance with National Standards, I am confident that the next year will see the YOT achieve a Level 3 in the YJB Performance Framework and that the strategic influence of the YOT will be key to shaping strategy and resources for Youth Crime Reduction. This first year in the restructuring the YOT has achieved improved morale, raised aspirations and increased motivation to ensure a highly achieving and performing Youth Offending Service within Hackney

## Key Objectives for the Forthcoming Year:

- Improvement of overall performance against the YJB Performance Framework to raise from Level 2 to a sustained high Level 3.
- Further Development of Prevention Services and the integration/relationship with Targeted Youth Support to achieve a reduction in youth crime.
- Improve the ETE target and develop strategic interventions with the Learning Trust and Youth Service.
- Further develop Parenting Services and ensure integration with other parenting provision across the Partnership.
- Ensure continuous reduction of reoffending and the seriousness and frequency through robust risk management systems and the range of effective interventions and programmes available, compliance with National Standards and referrals to specialist services.
- Ensure continuous training and development for all staff through individual supervision, work plans, appraisals and

training and development and service and directorate development days.

- Achieve a reduction in the use of the Secure Estate through improved service and a communication strategy aimed at court services.
- Reduce gun crime and offences of violence – consolidating the work of the Mobile Gangs Intervention Team and ensuring the accommodation needs of young people exiting gangs are met.
- Relocation of the YOT premises.

## B. Local planning environment

**Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:**

Hackney Youth Offending Team sits within Children and Young People's Services (CYPS). The YOT Head of Service is a member of the CYPS Management Team and is, therefore, well placed to ensure that the YOT informs and contributes to planning within CYPS partnership and corporate planning and that the YOT business complies in all aspects with CYPS policies and procedures as well as corporate and financial requirements.

The YOT is now represented at all key strategic planning and coordination groups and management boards. The arrangements are robust and ensure full involvement of the YOT across both the Children and Young People's and Crime Reduction Partnerships. The YOT Head of Service is a member of both the Children and Young People Partnership Board and the Safer Cleaner

Partnership Board arrangements. The YOT Head of Service is also a member of the City and Hackney Safeguarding Children Board, Borough Criminal Justice Group (BCJG), the Borough MPS Tasking and Co-ordination Group (BTCCG) and the management boards for Prolific and Priority Offenders, Anti Social Behaviour, Drug Action team (DAT) and Connexions. The YOT Head of Service chairs the Youth Crime Reduction Tasking Group, the Youth PPO Risk Management Panel, and YISP Steering group and co-chairs the borough YIP Steering Group. YOT Operational Managers are members of a range of other steering groups and coordination and planning groups including MAPPA, Safer Neighbourhood Action Planning, Youth Court Users Group, PYO Task Group and Supporting People.

The strategic partnership for the Local Authority is coordinated through Team Hackney which brings together the public, private, community and voluntary sectors. Team Hackney consists of a family of partnerships that specialise in different areas of expertise.

At the centre is the Team Hackney Board which oversees the work of five 'themed' partnership boards.

These are:

- Children and Young People Partnership Board
- Economic Development Partnership Board
- Thriving, Healthy Communities Partnership Board
- Better Homes Partnership Board
- A Safer, Cleaner Place to Live Partnership Board

The key partnerships for the YOT are the Children and Young People Partnership Board and A Safer Cleaner Place to Live Partnership Board. The YOT has been influential in ensuring joined up planning and integration between these two thematic partnerships to ensure understanding of shared priorities and that we work together towards delivering services that improve outcomes particularly for young offenders and children and young people at risk of being involved in offending and/or anti social behaviour.

The Safer Cleaner Partnership is the Crime and Disorder Reduction Partnership (CDRP) in Hackney and is responsible for achievement of the safer, cleaner outcomes set out in Hackney's Community Strategy and Local Area Agreement (LAA) (2007/08-2009/10). The partnership includes key statutory organisations such as the London Borough of Hackney, Hackney Police (MPS), London Probation, City & Hackney PCT, The Learning Trust, Metropolitan Police Authority and the London Fire Brigade and also selected representatives of the community and voluntary sector. The partnership comprises a strategic executive board, a number of sub groups each with a thematic focus and a performance co-ordinating group. It forms an important part of the family of Team Hackney Partnerships and has formal links to the Better Homes and Children and Young People Partnership Boards through the Liveability, ASB and Respect Sub Groups, Drugs and Alcohol Strategic Sub Group, the Youth Crime Reduction Strategic Group and the Domestic Violence Sub Group. The partnership is supported by a range of other functions and bodies such as the

## B. Local planning environment

Drug Action Team Management Board and the Youth Offending Team Management Board.

The long term vision for the Safer Cleaner Partnership is to make Hackney a place where people feel safe in their homes and are able to walk the streets, day or night, without fear of intimidation or harassment and feel pride in living in a safe, clean and green borough. The key local priorities the partnership has identified are:

- Reducing violent crime and criminal gang culture
- Addressing anti-social behaviour and the fear of crime
- Tackling drug and alcohol misuse and related crime
- Improving liveability and tackling environmental crime
- Reducing property crime such as street robberies and burglaries
- The following diagram provides an overview of the structure and sub groups which are strategic management groups for their respective themed areas. The strategic sub groups are also supported by delivery bodies such as the Youth Offending Team and Drug Action Team Management Boards that are not explicitly represented in the strategic partnership structure.

## Safer Clearer Partnership Structure and themed subgroup



**Please note:** Dotted lines indicate where sub groups are formally linked to other thematic partnerships although lead responsibility for attainment of the outcomes managed by the particular sub group remains with the Safer Clearer Partnership Board

## B. Local planning environment

The Youth Crime Reduction Strategic Group is chaired by the MPS Partnership Superintendent and is deputised by the YOT Head of Service. The YOT Head of Service is also a member of the ASB and Respect sub group and the performance coordinating group. The strategic sub groups make strategy and policy decisions relating to the Crime and Disorder strategy and manage performance against a suite of indicators identified in the Local Area Agreement and other local indicators which address crime and disorder outcomes. The sub groups are also responsible for making decisions on commissioning priorities and manage the strategic commissioning process for the delivery of the Safer Cleaner outcomes of the Local Area Agreement and ensure that links and relationships with other thematic partnerships are strong and effective and that cross cutting themes are addressed jointly.

The Performance Co-ordinating Group co-ordinates performance against Local Area Agreement indicators, ensures that wider crime and disorder reduction responsibilities are addressed, recommends commissioning priorities to the Safer Cleaner Partnership Board

and co-ordinates the commissioning process for the Safer Cleaner Partnership.

The commissioning specifications are being developed through thematic design teams with the support of appointed consultants. The YOT Head of Service is fully involved in this process and leads on the design team for youth crime. The above structure and involvement in the performance coordinating group ensures that the YOT is engaged at a strategic level

Within Children and Young People's Services the key area of development is the Tier 2 services and the implementation of Targeted Youth Support Teams. The YOT Head of Service is working with the Head of Youth Service to ensure robust systems for targeting, assessment and delivery of interventions are in place that ensure that the needs of all children and young people are met and that the interface between YOT prevention service and TYST complement, integrate and work together to meet both YOT and TYST goals.

# C. Drivers of Performance

## C1. Governance and Leadership

### **Overview of Strategic Management and Leadership arrangements:**

Hackney YOT is now established within strategic planning and coordination of reducing youth crime in Hackney. There is alignment with all key priorities for the local authority which ensures that appropriate resources are provided for the delivery and development of the YOT. The Management Board is comprised of senior officers across the partnership all of whom have been supportive and committed to the restructuring of the YOT. During the first 9 months of the YOT restructuring the Management Board met on a bi monthly basis. Following the successful recruitment of YOT Operational Managers and improvements the YOT Management Board agreed to convene on a quarterly basis in line with YJB performance reporting. The YOT Management Board oversees all YOT performance as does the Youth Crime Strategic Sub Group and the performance group of the Safer Cleaner Partnership Board.

Attendance at the YOT Management Board is commendable and members' contribution to the restructuring, strategic direction and improvement in resources and performance has been outstanding. There have been new additions to the YOT Management Board to reflect the partnership and strategic commitments. The Management Board now includes the Community and Voluntary Sector, lead member for children and a representative from Children's Social Care.

The YOT Head of Service is line managed by the Deputy Director of Children's Services. The membership of the CYPS Senior Management Team which is chaired by the CYPS Deputy Director is the Assistant Director of Children's Social Care, Assistant Director of Finance, Head of Human Resources, Head of Children's Commissioning, Head of Strategic Policy and Performance, Head of Youth Service and the Head of YOT. This ensures joined up governance arrangements for Hackney YOT.

# C. Drivers of Performance

The YOT is represented at MAPPA and is part of the management arrangements for Prolific and Priority Offenders. The Youth PPO Risk Management Panel which covers both Catch and Convict and Prevent and Deter for young people in Hackney is now firmly established with good partnership attendance and systems to ensure the risk management of prolific and persistent young offenders.

High risk cases or incidents are reported to the YJB in line with Risk of Serious Harm Arrangements and are also reported to the Deputy Director of CYPS and to the YOT Management Board.

**Table A: Composition of Management Board**

<b>Name</b>	<b>Agency representing</b>	<b>Post in agency</b>	<b>Ethnicity</b>	<b>Gender</b>
Chair: Steve Goodman	Children & Young People's Services	Deputy Director	White	Male
Steve Dann	Metropolitan Police	Chief Superintendent/ Borough Commander	White	Male
Kate Gilbert	London Probation Service	Head of Service Delivery	White	Female
Leroy Logan	Metropolitan Police	Superintendent	Black	Male
Peter O'Kane	Housing Needs, LBH	Assistant Director	White	Male
Steve Belk	The Learning Trust	Executive Director	White	Male
Florence Kroll	Youth Offending Team	Head of Youth Crime Reduction	White	Female
Lesley Mountford	City & Hackney PCT	Deputy Director of Public Health	White	Female
Sarah Gibbs	CAMHS, East London & City Mental Health Trust	General Manager and Head of Performance	White	Female
Debbie Banks	Connexions	Hackney Connexions Strategic Manager	Black	Female
Funke Nana	Finance Department, LBH	Divisional Chief Accountant	Black	Female
Gary Francis	Hackney Community Voluntary Services	Director of the Strategic Priorities Unit	Black	Male
Carole Williams	London Borough of Hackney	Councillor	Black	Female

# C. Drivers of Performance

## C2. Performance and Quality Systems

### Overview of performance management and data quality:

The YOT Policy and Performance Manager and the Information Officer produce fortnightly performance reports to ensure in time monitoring of performance. There remain some data inputting concerns about YOT case workers and the completeness of all data. In addition, there are some concerns about the quality of ASSETs and ONSET and the related scoring to inform the planning of interventions. This will be addressed through supervision, appraisals, work plans and competency procedures where required. In addition a rolling programme of training is being implemented to ensure that practitioners are equipped to understand the requirements of the databases as well as the assessment of needs and risks of a child or young person.

At the early stages of the YOT reorganisation an Operational Management Group, chaired by the Assistant Chief Officer for Hackney Offender Management Service was convened

with the specific objective of monitoring and improving performance against the YJB Key Performance Indicators and National Standards. This group meets on a quarterly basis. The membership of this group includes operational managers across the partnership as well as YOT Operational Managers. It had been considered that when improved performance was sustained this group would no longer meet. The YOT Operational Managers and Partnership Operational Managers however, welcome this group to ensure continued performance improvements and continuation of the YOT Operational Group is in the process of being reviewed.

At present the YOT Head of Service meets with the YOT Operational Managers and the Policy and Performance Manager on a weekly basis to implement restructuring, consider staffing needs, develop services, ensure the implementation of policies and procedures and monitor performance and plan actions where required. In addition Operational Managers have implemented a structure of regular team meetings and whole unit meetings across

the service. During the first two quarters performance sustained at a level 2 for KPIs and level 3 for National Standards with an overall scoring of 3 across the performance framework. However, in Q3 this reduced to an overall level 2 due to a decrease in performance against National Standards where a level 2 was achieved. This, in part, is due to new staff commencing and the whole of the quarter being reported as opposed to the middle month as in the other quarters. A National Standards' Improvement plan is in place and Operational Managers are implementing this across the service.

Data recording within prevention services is also being reviewed and consideration being given to a specific Prevention Services Information Officer being appointed to ensure this data is an accurate reflection of prevention services.

There are a number of management systems in place to assure data quality and completeness of case management records. These include supervision of staff, yearly appraisals and quarterly

reviews, case audit tool checklist and quality assurance system for all PSRs and Referral Order reports.

The Policy and Performance Manager provides fortnightly performance reviews to the YOT senior management team for both Key Performance Indicators and National Standards. Audits of case records across the service are currently undertaken by the Head of Service on a 6 monthly basis. It is envisaged that as the quality of performance increases and sustains this will reduce to yearly audits undertaken by Head of Service and 6 monthly by the Head of Policy and Performance. In addition Operational Managers are in the process of implementing initial supervision planning meetings and reviews chaired by Senior Practitioners or Operational Managers to ensure direct feedback from young people and their families.

In addition to the YJB performance it is important for the YOT to understand crime trends within the borough particularly in relation to the LAA and the development of the YOT Mobile Gangs

# C. Drivers of Performance

Intervention Team. The NRF Gangs' budget has funded a crime analyst to ensure data is provided specific to youth crime and crime data for young adults to ensure we understand crime trends and gang activity within the borough.

The YOT Management Board reviews performance at all Management Board meetings and makes recommendations for action where required.

## C3. Resources

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

The net 2007/2008 budget for LBH YOT is £2,462,996. LHB of Hackney has provided £179K, as part of the 2007/08 Resourcing Our Priorities budget setting process. This growth bid is to fund the cost of staffing for the YOT restructure and new provision for two new parenting officer posts and also an additional £32K as a priority growth bid to fund the cost of a full time Court Breach Support Officer to meet the new targets for enforcement

from the Borough Criminal Justice Group.

The total funding from YJB in 2007/08 is as follows: the YJB Core funding has increased by 2% (£5007), the allocation in 07/08 is £324,859 (06/07 allocation £319,852). The Prevention allocation is £232,610 which includes the YIP provision of £88,000, the Resettlement and Aftercare Provision (RAP) provision is £231,124. The total 07/08 HO YJB grant funding amounts to £788,593 compared to £723,393 in 06/07.

Contributions from key partners are detailed at table A2.

The Hackney Children's Fund (HCF) is again providing funding for £140,000 for the YISP project. The Learning and Skills Council is also providing funding of £30,000 for a Keeping Young People Engaged project, this funding is to fund one post. The YOT has also secured funding from Team Hackney to fund a Mobile Gangs Intervention project in the amount of £460,600 and for a Persistent and Prolific Offender Officer post in the amount of £40,000.

## C3 a - Financial Resources

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

Core activity	Budget expenditure (£)
Prevention services	933,830
PACE Services	15,000
Pre-court services	154,108
Court-based services	506,848
Remand services	176,419
Community-based services	815,481
Through care / after care (including RAP)	351,124
Other orders	1,474,492
Total:	4,427,302

# C. Drivers of Performance

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

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	154,108		28,561	182,669
Probation (from Table A2c)	44,580		10,000	54,580
Social Services	1,552,932		910,064	2,462,996
Education	39,943		9,137	49,080
Health (from Table A2b)	88,000		4,784	92,784
SUB19	75,000			75,000
Additional Funding (from Table A2a)	829,129		630,064	1,459,193
Connexions	51,000			51,000
<b>Total:</b>	<b>2,834,692</b>		<b>1,592,610</b>	<b>4,427,302</b>

**Table A2a: Additional sources of income**

Additional source	Amount (£)
LAA (Team Hackney)	500,600
Youth Justice Board	788,593
Children's Fund	140,000
Other (KYPE)	30,000
<b>Total (for inclusion in Table A2)</b>	<b>1,459,193</b>

**Table A2b: Health service contributions to the youth offending teams**

Health contribution: Funding source	Amount (£)
Source 1: PCT	39,000
Source 2: PCT	4,784
Source 3: CAMHS	49,000
Total (for inclusion in Table A2)	92,784

**Table A2c: Probation contributions to the Youth Offending Teams**

Cash Contributiion (£)	Payments in kind*1 excluding staffing		Payments in kind (Staffing)		Total (£)
	Specify Items	Cash Value (£)	Specify Grade and number	Cash Value including on costs	
(a)	(b)	(c)	(d)	(e)	(f) (a+c+e)
44,580					44,580
10,000					10,000

# C. Drivers of Performance

## C3 b. Programme Resources

Hackney YOT now has a wide range of programmes that young people are able to access through the YOT to ensure the delivery against core youth justice objectives. The YOT Head of Service is the lead officer within the design team of the LAA to develop services and programmes to reduce youth crime. In addition there are other cross cutting LAA design teams with which the YOT are involved that will develop complementary universal, targeted and specialist services. This process will provide an opportunity to develop further services both within the YOT and the partnership to reduce offending and improve outcomes for children and young people.

### Specialist Services

- Parenting workers
- Education worker and KYPE worker
- Connexions workers
- Substance Misuse Services – Tier 2 and 3, Sub 19 in conjunction with DAT.
- Mental Health Services – CAMHS CPN nurse. This post is currently vacant and services are being provided by CAMHS with a fast tracked referral process. The recruitment of this post is in progress and it is envisaged a replacement will shortly be in post
- Accommodation officer
- Police Officers for Risk Management , Restorative Justice and the administration of Final Warnings
- Victim worker
- Mobile Gangs Intervention Team (MIT)

## Programmes

- North and South Hackney YIP, YISP
- Intensive Supervision and Surveillance programme (ISSP) YAP UK
- RAP Programme and Workshops
- CORE (Citizenship, Opportunities, Responsibility and Empowerment) Programme
- Offending Behaviour Programmes: - Teen Talk and Motivation and Enhanced Cognitive Skills (MECS) group work programme
- HOPE – football programme
- Rise Above – MIT Individual and Group work Programme

- Metropolitan Black Police Association (MBPS) Black Youth Leadership and Empowerment programme
- Young women's group
- Weapons programme incorporating First Aid for young people

## **C3 c- Information and communication Technologies**

**Overview of the use of ICT as an enabler to delivery of services (covering, within the “Wiring up Youth Justice” programme, electronic transfer of information across the YJS and the use of secure email. Also covering case management systems, ICT to support engagement of young people, any other ICT enablers, the benefits expected from use of IT and barriers to IT use and how these will be overcome):**

Hackney YOT utilises the Youth Offending Information System (YOIS) for the recording of data for all statutory services. For

# C. Drivers of Performance

prevention services it utilises UMIS. The change from YIP MIS to UMIS in October 2006 has caused some disruption to the ability of staff to use the database effectively. Training has been provided to improve use of IT systems.

The implementation of secure email is now complete and all court staff are now using secure emails to communicate with the YJB placements team and other YOTs. As Hackney Children and Young People's Services come on line this will lead to greater use of secure emails between the YOT and social care.

Remote hosting is in progress and it is anticipated this work will be complete within the next month. The Citrix Client has been installed on all machines. Due to the overall Hackney transfer from one provider to another the YOT was unable to access administrative rights for a short while. This transfer is now complete and is progressing access to remote hosting.

Further training in use of the database will be provided over the forthcoming year to work towards improvements in data

management and providing accurate recording of services and assessment and evaluation of young people's needs against youth crime trends.

The information provided by the new arrangements for the Youth Crime Analyst will also assist in the partnership to analyse and report on youth crime, anti social behaviour and young victims of crime.

## C4. People and Organisation

### C4 a. Workforce Planning

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

The current establishment is 68 staff of which 57 are local authority employees. 2 further parenting posts and a court support breach officer is in the process of being established. The main phase of the YOT restructuring is now complete with a rigorous recruitment drive ensuring a reduction from 60% to 20% agency staff with a further 7% reduction over the next 2 months.

Council staff (57)	Feb 2006	Feb 2007	May 2007	
Permanent staff	23 40%	37 65%	45 79%	The workforce development aims to retain staff and ensure a high level of capability and performance.
Staff appointed but yet to take up post	0 0%	8 14%	4 7%	Progress appointments through HR expediently
Vacancies not yet recruited to	34 60%	12 21%	8 14%	3 posts admin Advertise other posts by September 2007

Within the total establishment including seconded staff there is two current vacancies. There has been a good response to the Mental Health practitioner post and it is envisaged that this will be filled by August 2007. Arrangements are currently in place with CAMHS to provide cover for this work whilst there is a vacancy.

The posts established under 'Resourcing our Priorities' are currently being covered by agency staff and we aim for those to be recruited to by September 2007.

## C. Drivers of Performance

<b>Total confirmed establishment 71 (68+3)</b>	
Vacant Seconded staff • police officer	Post within gangs team covering vacancy – grant from NRF Funding youth crime analyst
• mental health practitioner vacancy	Advertisement closing date 17th May
Posts approved within ROP	Establishment Control process in progress – posts currently covered by agency staff
• Parenting Senior Practitioner	
• Parenting worker	
• Court support officer	

Hackney YOT has had a successful recruitment campaign within local papers and venues for volunteers for Referral Order panel members and for RAP mentors. We currently have 35 volunteers all of whom have received accredited training and receive ongoing

support and training from the Referral Order Coordinator and the Effective Practice and Programmes Manager as well as from Dalston Youth Project who provide the training and support for the RAP mentors.

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

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	10	5		20	5	7			35	83
Fixed Term											
Seconded Social Services											
Seconded Probation											
Seconded Police		1			2						3
Seconded Health											
Seconded Education					1						1
Seconded Connexions					1	1					2
Seconded Other					1	2					3
Outsourced											
Temporary			2		10		7	2			21
Vacant		1			1						2
<b>TOTAL</b>	<b>1</b>	<b>12</b>	<b>7</b>		<b>36</b>	<b>8</b>	<b>14</b>	<b>2</b>		<b>35</b>	<b>115</b>
Gender/Ethnicity											
White Male		2	3		5		2			2	15
Black Male		5	1		11	1		2		4	27
Mixed Race Male										1	1
Chinese/Other Male											
White Female	1	1			8	2	5			9	26
Black Female		3	3		8	5	5			17	41
Asian Female											
Mixed Race Female										2	2
Chinese/Other Female					1						1
<b>TOTAL</b>	<b>1</b>	<b>11</b>	<b>7</b>		<b>35</b>	<b>8</b>	<b>14</b>	<b>2</b>		<b>35</b>	<b>113</b>

# C. Drivers of Performance

## C4 b. Workforce Development

### **Overview of workforce development including volunteers and staff in outsource agencies:**

Building on the restructuring of Hackney YOT across 2006/07 the drive to ensure that staff had access to additional training interventions across 2005/06, the lack of which had been highlighted in the report of the YOT Inspection (Sept 05) has been maintained across 2006/07. The recruitment of a new management team and a large number of permanent staff has contributed to maintaining a programme of continuing professional development. Specific activities undertaken across 06/07 and continuing across the period of this plan are detailed below.

Senior Management Team development plan has commenced.

A programme of approx 8 sessions utilising the services of an external facilitator will be held over the forthcoming year.

2 Operational Managers have commenced formal Management Training Courses, one accredited, one run 'in house' as part of the London Borough of Hackney's management development programme. Managers have also completed corporate training

in the application of Council policies and procedures e.g. recruitment and selection, appraisals, capability, disciplinary and grievance procedures, managing sickness absence and effective budgetary management.

A facilitated team 'away day' encompassing the whole service has been arranged. The principal focus of activities across the day will be on professionalism, communication and team development.

A revised induction programme for new entrants to Hackney YOT and specific to the YOT has now been introduced. It is a priority for this year to ensure that new entrants not only undertake YOT induction but at the end of that process also attend council wide induction.

It is essential that training interventions are equally available to all staff throughout the organisation. Administrative support staff have accessed the Institute for Leadership and Management Introductory Certificate in First Line Management and PowerPoint, Access and Excel training.

All staff members have attended 'Managing Critical Incidents' training.

Planned core training interventions prioritised for 2007/08 includes the following:

- Effective PSR writing
- Risk Management (INSET and in house training)
- Assessments and Planning Interventions
- 'Carefirst' Training to enable practitioners to identify young people already subject to Social Services intervention
- Child Protection Training (ongoing)
- National Standards (ongoing)
- Continued ASSET Training – to facilitate continuous improvement in the quality of ASSETs produced

A number of staff are currently undertaking the Professional Certificate in Effective Practice (PCEP), including one manager. Plans will be formulated across this year to ensure that entry to the PCEP is available to as many staff as can be supported without impact on overall service delivery.

Attendance at conferences & workshops will continue to play an important part in Hackney YOT's planned training interventions.

Targeted at specific groups of staff or individual staff members topics already attended have included MAPPA assessments, 'guns and gangs', Respect agenda, Domestic Violence and Restorative Justice.

A number of specialised training interventions are planned across the lifetime of this plan, to be delivered to identify individuals. These include Cognitive Behaviour Therapy training and working with young people who sexually abuse.

Hackney YOT has recently recruited 20 new panel members following a successful advertising campaign within the community. Hackney YOT has developed a programme allowing all volunteer referral order panel members to undertake the Certificate in Community Volunteering (NVQ level 2) accredited by the Award Scheme Development and Accreditation Network (ASDAM). ASDAM is accredited by the DfES.

The timetable for the undertaking and completion of all staff appraisals has been determined; all managers are committed to completing 100% of appraisals and work plans by June 2007 in line with Hackney Council requirements.

# C. Drivers of Performance

## C5. Partnership Working

Overview of partnership working including complementary and conflicting targets:

The Partnership work across Hackney Children and Young People's partnership and the Safer Cleaner Partnership with a newly configured strategic partnership in Team Hackney has gone from strength to strength. This has assisted the YOT in the restructuring process and we now have an excellent framework in which to develop further improvements and innovative initiatives.

The high level strategic partnership has provided leadership for the YOT and Operational Managers across partners who continue to show commitment to the YOT and to the YOT Operational Group. It is important to now ensure that front line workers also work in

partnership in order to provide joined up thinking and provision of services. Partnership has now formed excellent partnership working across its range of partners who are committed to work together for the benefit of children and young people.

Examples of support from partners is detailed below:

- High level strategic/leadership support from partners – evidenced through the membership of the Management Board
- Commitment by partners to the YOT Operational Group
- Strategic Partnership within the LAA and commitment to Children and Young People

- Partnership working with MPS and Hackney Community and Voluntary Services(HCVS) to provide guns and gangs interventions within the Floor Target Action Plan
- Work with Youth Service in developing Targeted Youth Support services
- Youth Crime Reduction Tasking Group
- MAPPA and Youth PPO
- Children's Safeguarding Board
- Connexions Local Management Board
- Primary Care Trust and CAMHS
- Borough Criminal Justice Group
- Borough MPS Tasking and Co-ordination Group (BTCCG)
- ASB Management group and partnership Safer Neighbourhood Action Panels(SNAPs)
- DAT Management Board

# D. Delivery Plan

## Prevent Offending

### Overview:

The prevention work within Hackney YOT has significantly strengthened over 2006/2007. The prevention teams have worked with a total of 219 young people across the YIPs and YISP. We have successfully recruited to the post of Operations Manager for Prevention Services (Prevention Manager) and the successful candidate joined our team in November 2006.

The partnership work within Prevention Services are now more structured with better processes for targeting those young people at risk of offending. Prevention Services are represented at all four neighbourhood ASB / Safer Neighbourhood Action Panels resulting in an increase in referrals and the profile of Prevention Services increasing across the borough

The YOT Prevention Manager attends ASB and Respect Sub Group of Team Hackney Partnership Board which oversees the development

and delivery of relevant services including Intensive Family Support Teams as well as managing ASB policy borough-wide.

Prevention Services have been audited under the YJB Prevention QA process and secured a score of 2 (Good) for Programmes and 2-3 (Good-Excellent) for Prevention Strategy. The outcomes of this audit are being used to further improve the coordination and delivery of Prevention Services in Hackney.

The YOT is developing a partnership with the PCT for involvement in the rollout of the pilot Teenage Health Demonstration Site (THDS) which will deliver healthy lifestyles support to young people through our Prevention Services

The YISP is now operating to tighter timescales and structures ensuring all young people supported are presented to Panel for consideration for closure after six months of intensive support. This allows Panel to agree an exit plan including signposting to mainstream services. This will also lead to an increased capacity

for YISP Key Workers. The YISP is in its final year of being resourced through the Children's Fund. Additionally, we have used YJB funds to expand the age range of the YISP up to age 16.

Woodberry Down YIP has extended its area remit to cover North Hackney from where it can source a wider range of referrals. We are working closely with the Youth Service to develop a partnership between the YIP and Parkside Youth Club that can potentially form the basis of closer working across the borough between our two services. North Hackney YIP is funded by the YJB through our existing YIP grant.

Similarly, Haggerston YIP has expanded its reach to cover South Hackney resulting in the whole of the borough being able to refer to a YIP. South Hackney YIP is funded through our YJB Prevention funds. The steering groups for both YIPs have been combined to centralise management of YIP support to young people and their families. This is resulting in more focussed discussions and developments around finances, referrals, joint working and

partnerships and has resulted in improved attendance and representation.

#### **Other achievements in 2006/07**

Nearly all staff working for Prevention Services received intensive Onset Training in March – 3 day course.  
In January staff received conflict resolution training – 3 day course.

The Prevention Manager has presented to the range of services with the Family Support Services (Social Care) in order to raise awareness of the services we offer and improve links and partnership working between our two services

In addition, the Head of Service, Preventions Manager and Operational Managers for court outcomes presented to all of the teams under the Learning Trust's education department Behaviour and Attendance Services. The result of this has been a greater understanding, on both sides, of expectations and collaboration

# D. Delivery Plan

including clearer referral channels

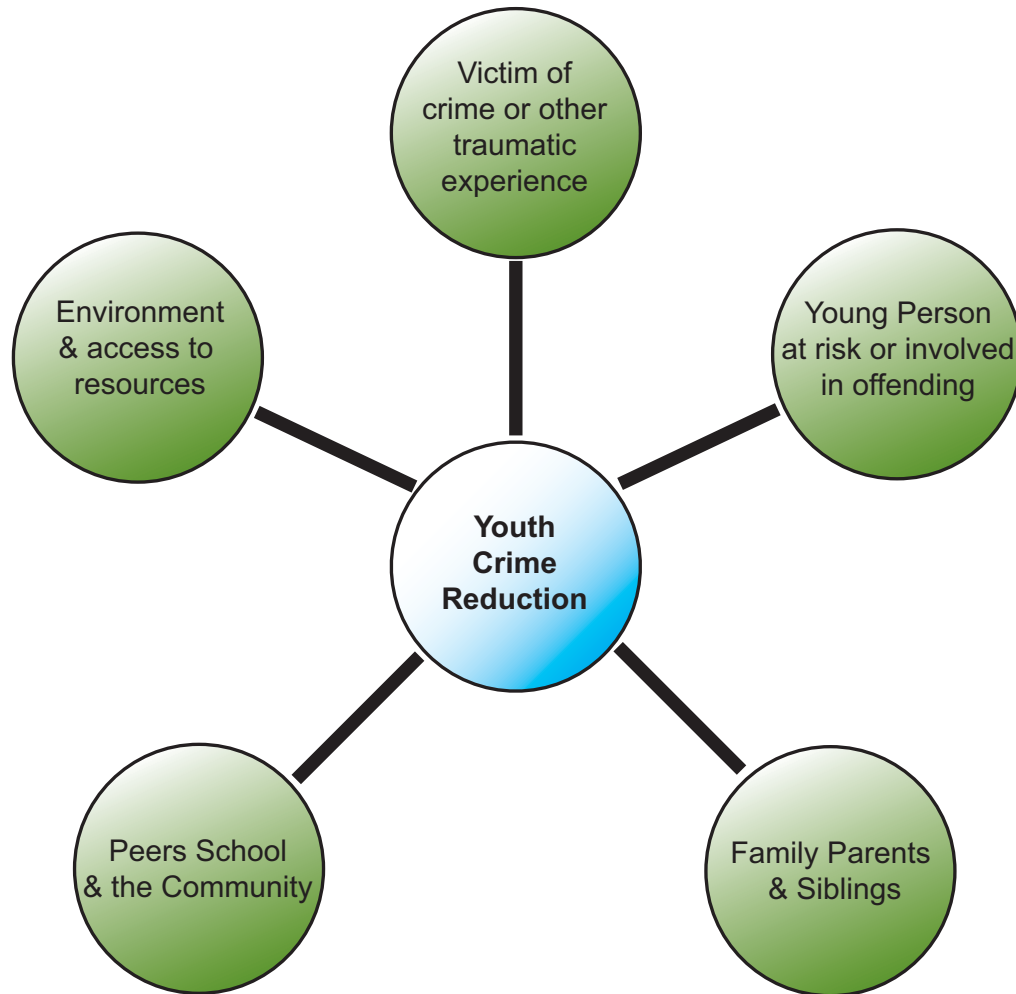
The YOT Prevention Manager has been invited onto the PAYP Steering Group in order to inform the allocation of these resources and ensure they are targeted effectively to young people at risk of moving into offending behaviour. Similarly, the PAYP Coordinator continues to be an active member of our YISP Panel

## **Prevention Strategy focus for 2007/08**

Reduction of youth crime cannot focus solely around offenders but around the interrelationship with other drivers as illustrated in the paradigm model overleaf. Our overarching prevention strategy therefore, is to develop a Youth Crime Prevention Partnership Strategy integrating targeted youth support, prevention in schools, including restorative justice in schools, and work with MPS to reduce the numbers of young people brought before the criminal

justice system through restorative cautioning. This strategic work and design specification for deliverables has commenced through the Local Area Agreement and Youth Crime Reduction Strategic Group and will be finalised by the end of summer 2007.

A model for Targeting Youth Crime Reduction



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The Operational focus within the YOT for 2007/8 is raise performance across our teams and to improve the targeting of our services through better partnership working and coordination of resources so as to have a greater impact on the reduction of first time entrants to the youth justice system.

### **How we will achieve this:**

By working more closely with our partners in Youth, Community Safety, Police and Social Care Services we will ensure our services reach the most socially excluded young people at risk of offending by improving our targeting of resources to identify them earlier and enable higher quality referrals to our programmes. Core processes of identification, referral, planning, intervention and review will inform the roll-out of partnership working ensuring all agencies involved in reducing the number of first time entrants to the youth justice system deliver services to the highest quality along evidence based processes.

A focus on reducing ASB and supporting, through intervention rather than enforcement, young people involved in ASB, will

enable us to actively work to coordinate provision to ensure it is targeted effectively.

Similarly, by analysing our FTE cohort to determine characteristics: offence, age, ethnicity, gender, location and place of residence we can better inform the nature and location of our prevention interventions to better ensure they are working to reduce relevant risk factors and placing protective factors where they are most needed.

Through improved systems within our Prevention Services we will shift the focus of our targeting towards those at greatest risk of offending and reduce the number of those young people we work with who already have convictions or Final Warnings in order to contribute to our FTE target.

Our YIPs will engage 90 young people and our YISP will engage a further 90. Our Mobile Intervention Team (MIT), which targets young people at risk of, or already involved in gangs, will engage another 40 young people without convictions. Therefore, our

prevention services will engage 220 young people. Our FTE total for 06/07 was 412. This requires us to reduce the number of first time entrants by 10 as calculated at a 2.5% reduction. If we assume a YIP success rate of 11% (YJB estimate) then we will be on track to exceed this target by working with the planned 220 young people.

We will assess the offending rates of our target group both before and after intervention so that we can react early to any deviation from our FTE reduction plans.

We are confident that practitioners, having received training, are able to effectively assess the needs of the young people they support and use the Onset scores as an effective way of tracking changes in risk rating by assessing at start, 3-month mid point and at the end of the intervention package.

By working with our partners in the Learning Trust and Connexions, we will ensure that we capture accurate ETE data at the start and end of our intervention's packages to gauge

our effectiveness, in particular to ensure our exit strategies make sure that young people remain supported and are able to access appropriate opportunities.

Our developing work with schools, which includes a locally funded (LAA) expansion of the YISP to target primary schools specifically, will ensure our Prevention Services are able to focus on young people of a younger age, increasing their protective factors and reducing their likelihood of adding to our FTE figure.

Through a tiered approach to risk we are aligning our Prevention Services alongside services delivered by our partners in the Youth Service, Community Safety, Social Care, the Police and Schools / Learning Trust to better coordinate provision and resources

Our MIT is now fully functioning, receiving referrals and supporting young people through a number of interventions. The MIT will continue to increase the capacity of our existing Prevention Services through training and support and combined, will ensure young people across the tiers of risk of gang involvement, have a

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relevant intervention to access services.

Again, this tiered approach to services and interventions is informing our discussions with Youth Service partners around the development of Targeted Youth Support Teams (TYST). Our YIPs will move up the tiers to engage those at higher risk of offending thus creating space for the TYSTs to deliver focused work to young people with identified but less complex needs.

We will work with the Metropolitan Police Service to discuss options around the Offences Brought to Justice (OBTJ) target in order to explore possibilities of better supporting the police when they come into contact with young people by offering interventions that can more usefully divert young people away from offending.

Data:

Performance Indicator: 06/07 April –  
December actual and % against target  
Base line figure of 330 first time entrants to the  
Criminal Justice system

Performance Indicator: 07/08 target  
5% reduction by March 2008

**Action plan: Prevention - see Action Planning Tool**

## **Intervene Early**

### **Overview**

100% of young people on a Final Warning are supported by an intervention. The intervention is based on an assessment of needs and a range of low level services are in place to work with these young people. However the numbers of young people receiving a Final Warning and scoring 12 or more are very low

There have been a number of young people recently who have received a Final Warning or Reprimand and then committed a serious offence or been involved in gang related behaviour. The assessment is currently completed by YOT police officers and it may be that a different threshold for risk and needs assessment is being used. In addition, delivery of interventions is provided by commissioned programmes. These programmes include a football and mentoring programme and a 4 week activity and offending behaviour programme. It has been decided that the football programme will continue for a further year with a robust monitoring and review process to inform decisions for 08/09. The activity and offending behaviour programme has been decommissioned.

#### Focus for 2007/08

- How many Final Warnings and Reprimands are given throughout the year and would the YOT have the capacity to offer a programme to all young people who have received either of these outcomes.

- The quality of current assessments and whether it is the best use of police specialism to undertake completion of ASSET.
- Review interventions offered and develop more effective evidence based programmes which are proportionate to the seriousness of the offence whilst considering the risk factors and needs of the child or young person.

Data: Final Warnings

Performance Indicator: 06/07 April – December actual

and % against target 100%

100%

EPQA: 03 rating 2.12

Performance Indicator: 07/08 target

100%

EPQA: 05 result N/A

**Action plan: Early Intervention - see Action Planning Tool**

# D. Delivery Plan

## Provide Intensive Community Supervision

### Overview

The proportion of young people receiving custodial sentences remains at high-level with 10.8% of court disposals being custodial. The indicative Q4 percentage has however reduced to 8.4% perhaps demonstrating more effective assessments and sentence planning within PSRs. This however will need to be monitored over a longer period.

ISSP is provided through a consortium with Tower Hamlets, Islington and Camden YOTs. The ISSP provision is commissioned to YAP UK. Through extensive review we are now more confident that all young people receive 25 hours of supervision per week in the first 3 months of intervention and that effective work is undertaken throughout the programme. The ISSP steering group and Operations Group monitor performance against all areas of work. A dedicated Hackney ISSP worker attends the YOT each week to ensure effective communication between ISSP practitioners and YOT case workers.

The ISSP programme has gone through a review to ensure more robust systems are in place to identify early warning of non compliance through more complete and timely case recording. A challenge for the forthcoming year is the capacity for ISSP programmes within a case limited budget. This has been addressed by the ISSP consortium steering group and work is in progress to ensure that programmes meet demand. In a borough like Hackney with a high level of serious offending it may be that we have to supplement the commissioned ISSP programme with other high level intensive supervision provided within core services.

### Focus for 2007/08

- Communications strategy to ensure the court is aware of improved services within Hackney YOT.
- Quality Assurance audit of PSRs to ensure that the QA process is effective and that recommendations for improvements for PSRs are implemented.

- Development of effective programmes and capacity to deliver intensive supervision
- Monitoring of the reasons why young people are sentenced to custodial outcomes particularly young BME men
- Review of ISSP programmes with Thames consortium

**Action plan: Intensive supervision - see Action Planning Tool**

## Reducing Re-Offending

### Overview

The rate of reoffending within Hackney YOT is scored at a Level 4 demonstrating good recidivism rates as defined by YJB performance framework. Community supervision is supported by a range of programmes to complement individual casework. Operations Managers are focusing on ensuring a high quality of assessment which form intervention planning and delivery of

service. Individual supervision plans and reviews are beginning to be more consistently applied and these are increasingly being chaired by a manager who then has direct insight into progress within the supervising of the young person.

The referral process has vastly improved with the appointment of a permanent Referral Order Coordinator and panels and interventions are being held in line with national guidance. Caseworkers need some improvement in prioritising Referral Orders as they can be seen as less priority than other high risk young people. Training and workshops within the YOT seek to improve this assumption.

Supervision programmes cover a range of interventions from offending behaviour, increasing motivation to changes, development of emotional and social skills. There is a range of interventions provided by specialist services and group work programmes are becoming utilised with increased participation from young people.

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The Mobile Gangs Intervention Team (MIT) and RAP programme, whilst voluntary interventions provide an important element in reducing reoffending, these programmes are used as delivery throughout the order as well as provide an exit strategy to then access more community based support. The Mobile Gangs Intervention Team is working in conjunction with the Metropolitan Black Police Association to deliver the Leadership Programme for young black men. This is extremely effective with group members and the YOT and MBS are working on a more qualitative evaluation to understand the detail and impact of its effectiveness.

The MIT also works at assisting young people exit gangs and is currently providing support to three separate young people who wanted to leave gangs and have been relocated to other boroughs with intensive support from the team to access positive resources and achieve sustained change in their lives. This work is being evaluated through the strategic partnership and works closely with the Youth Service and Community and Voluntary Service to aim to reduce the increasing tensions of gang related activity within the

borough and indeed across London. It is hoped that in the forthcoming year further Pan London work will be introduced to address these concerns.

A further important programme development in the early stages of implementation is the overarching CORE programme (Citizenship, Opportunities, Responsibility and Empowerment). This encompasses the restorative justice and reparative interventions together with citizenship work, community volunteering and peer mentoring. An exciting development of the CORE programme is the Youth Action Board (YAB). This was formed to meet this objective of young people influencing and being prohibitive role models for other young people. It is available to young people who have completed half or more of their community supervision. Membership of the Youth Action Board is all young people and is a formally structured board with chair, treasurer and minute taker. They meet with key council senior officials and YOT staff to discuss and advise on interventions they think will help other young people avoid offending or reoffending. One of the suggestions is the development of a peer led induction programme

for young people newly receiving a community sentence. The YAB has received funding from the Youth Parliament to undertake training for peer mentoring.

The YOT has also hosted or been involved in a number of one off workshops and programmes. These include workshops with the Hackney MP, Dianne Abbott, Damilola Taylor's father, Richard Taylor, and workshops with Eddie Nestor from Radio London. Sessions such as these provide a valuable insight into young offenders' views and drivers and obstacles for change.

Other programme developments: –

Offending Behaviour Programmes –  
Motivation and Cognitive Behaviour

Weapons Awareness programmes incorporating First Aid training for young people in conjunction with the Red Cross.

Sexual Health

Accredited Arts Awards - CORE programme worker is accredited in facilitating Arts Awards for accreditation. Using arts and drama to increase emotional and social skills and gain accreditation for access to ETE.

Peer Mentoring

Volunteering in the community – Hackney marshes – community gardening, Work with Park Rangers and Abney Cemetery. Abolition of Slavery Education programme also to develop with Abney Cemetery as there are a number of abolitionists buried at Abney Cemetery.

Focus for 2007/08

- Implementation of Teen Talk individual programme for young people.
- Continuous development of effective evidence based programmes and interventions.
- Development and delivery of a tool to ensure the cycle of

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effective practice (assessment, planning, programme delivery, monitoring, evaluation, review) is employed for the delivery of all interventions and programmes.

- Ensure use of all specialist services across the YOT.
- Ensure Initial Supervision Plan meetings and reviews are undertaken for all young people.
- Continued development of MIT provision.
- Review of RAP group work provision to ensure we continue to meet the needs of young people.
- Communications strategy to all partners to publicise range and effectiveness of programmes.
- Qualitative Evaluation of the Leadership Programme.

## Data:

Performance Indicator: 06/07 actual (Oct – Dec cohort) and % against target\*

Pre court -10.3%, First tier penalties – 6.8%,  
Community Penalties – 7.7%, Custody not available

Performance Indicator: 07/08 target

Reduction of 5% in the reoffending rate for 2007/08 when compared with the 2002/03 cohort with respect to all pre court and court decisions and reduce the seriousness and frequency of re- offending

**Action plan: Reducing re-offending - see Action Planning Tool**

## Reduce the use of custody

### Overview

The proportion of young people within the secure estate remains at a high level with 43.3% of remand decisions being secure remands and 10.8% of court disposals being custodial. In Quarter 2 all young people receiving a custodial sentence were black young men; this needs to be monitored and addressed through the Race Action Plan. Good systems are now in place for the quality assurance of PSRs but further work needs to be undertaken in continuous improvement in the quality and effectiveness of PSRs. The high level of the use of the Secure Estate is, in part, due to the seriousness of offences committed and the profile of Operation Stabiliser in targeting gun and gang related crime. However, there are still some young people who are receiving short custodial sentences for less serious offending. There remain a high number of occasions where ISSP is recommended but custodial sentences are imposed.

The TUPE of staff previously employed by Rainer who provided the bail and remand services is now complete and permanent staff are within court services. The recruitment of the permanent Senior Court Officer will continue to drive service improvements.

### Focus for 2007/08

- Communications strategy to ensure the Court is aware of improved services within Hackney YOT
- At Risk of Custody Conferences held for all young people at risk of custodial sentencing
- Quality Assurance audit of PSRs to ensure that the QA process is effective and that recommendations for improvements for PSRS are implemented
- Court Training for all staff.
- Monitoring of the factors contributing to custodial sentencing particularly for young BME men.

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Data:	
Performance Indicator:	
06/07 April – December actual and % against target (remand) (old performance indicator)	55.7%
Performance Indicator: 06/07 April – December actual and % against target (custody)	10.8%
EPQA: 05 or 06 rating	1.25
Performance Indicator: 07/08 target (new performance indicator)	9%
Performance Indicator: 07/08 target	5%
EPQA: 07or 08 target	2.00

Action plan: Reducing re-offending - see Action Planning Tool

## Enforcement and enabling compliance

### Overview

Consistent application of compliance with National Standards is an issue for Hackney YOT. There have been numerous changes in staff personnel and the case working team is newly established. The YOT building is also not conducive to maintain effective reporting due to the location of the YOT – many young people will not attend appointments within the area as it is in a known post code gang area and safe interviewing space impacts on performance with only one formal interview room. We have converted a space to provide additional interviewing room and staff have been using alternative venues for conducting interviews. However this is unsatisfactory and continues to cause some disruption to the service. A commitment has been made from the local authority to relocate the YOT and a capital grant of £120k has been made available from the YJB to Hackney YOT for contribution to improvements in service location. It is anticipated that the YOT will move premises by the end of the calendar year. Under resourcing our priorities a breach post was approved and it is envisaged that this will assist YOT staff in processing breaches

within National Standards guidelines.

The implementation of a robust system for initial supervision plans and reviews including breach meetings will also contribute to sustained good practice in this area.

#### Focus for 2007/08

- To continue to target National Standards Audit to ensure that all orders are enforced in line with National Standards with close monitoring.
- To target National Standard in ensuring that all young people on community orders receive appointments in line with National Standards and information is recorded correctly
- To continue to work with the LCJB in meeting the national delivery target.

- To progress relocation of the YOT.
- To work with the court to improve the process for enforcement and breach of cases to ensure that this is robust and straightforward.

#### Action plan: Enforcement - and summary of National Standards Action Plan.

#### Summary of National Standards Action Plan

6 monthly audit of a sample of cases using YOT case audit tool and National Standards checklist.

Ensure initial planning meetings and reviews are held for all young people supervised by the YOT. Attendance at these meetings needs to include parents/carers, specialist staff and partnership agencies where partners are involved with the young person. Operations Managers or Senior Practitioner to chair all planning and review meetings.

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Information leaflets to be devised

Acceptable Behaviour Contract reviewed and revised to include explanation of terms. Ensure young person signs contract and order.

YOT Training and Development Plan to include the use of National Standards – Enforcement and Welfare.

At Risk of Custody Conferences to be introduced for young people at risk of custody due to the seriousness or persistency of offending.

Relocation of YOT premises to ensure sufficient and appropriate interview space to facilitate effective management and compliance with National Standards for all statutory court orders.

Work with specialist staff to facilitate better understanding of each others roles.

Policies and procedures relating to National Standards and the management of statutory court orders to be reviewed and revised.

Race Audit Tool and Action Plan to be reviewed.

YOIS Training Plan and Competency Checklist to be devised.

## DTO Training Plans

### Overview:

Performance against this target has improved from 44.8% to 56.1%. This, however, is still at a poor level and stringent measures are now in place to improve performance in this area. A combination of factors is influencing this target. These include late notification of custodial sentences from Crown Courts and lack of clarity about the importance of ensuring all DTO training plans are drawn up within given timescales. Staff are improving at working together to cover prison visits.

The indicative performance for Q4 January 2007 to March 2007 is significantly improved at 81.8%. A more stable workforce and

cooperation between YOT staff for sharing visits, the interface with secure estate staff and the use of remote hosting should all contribute to continuous improvement in this area.

It is also important to ensure the risk management and quality of DTO Training Plans and this will now be included in the ongoing audits of the assessment and services to young people. It is also important that case workers make accurate assessments of accommodations, substance misuse and mental health needs as well as ETE requirements, so that where required, effective interventions can be accessed prior to release.

#### Focus for 2007/08

- Continue to monitor and make improvements in the timeliness and quality of DTO Training Plans
- Ensure effective risk management of all young people serving DTOs and other custodial sentences

- Ensure DTO Training Plans incorporate accommodation, substance misuse and ETE needs and planned interventions

#### Data:

Performance Indicator: 06/07 April – December actual and % against target	56.1%
Performance Indicator: 07/08 target	95%

Action plan: Assessment - see Action Planning Tool

### Support Young People Engaging in Education Training and Employment

#### Overview:

Work in this area is beginning to improve – indicative Q4 rate is 65.9% - however the rates of young people not in education, employment or training remain high. Anecdotally we are enabling

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more and more young people to access and sustain college placement and the recent introduction of a learning numeracy and literacy advisor is assisting in this process. However, there remain some errors in the database recording as this seems to be a field that does not get completed accurately. The Effective Practice and Performance Manager, together with the education workers, is developing an Action Plan to address this concern.

The relationship with the Learning Trust education department has significantly improved since the commencement of employment of the education worker. She has developed good working links with the Behaviour and Attendance teams and information sharing with those teams is becoming more robust. Work is developing with OLASS and a new working relationship with City and East London College should achieve continuous improvement in this area.

## Focus for 2007/08

- Strategic development and implementation with TYS and Learning Trust on contributing to the schools' behaviour strategy

## Data:

Performance Indicator: 06/07 April – December actual and % against target	56.4%
EPQA: 03 rating	2.06
Performance Indicator: 07/08 target	90%
EPQA: 05 result	

- Develop an Action Plan to improve accuracy of data recording to better identify the needs of NEET young people
- Continuous development of links with ETE providers

Action plan: ETE - see Action Planning Tool

## Support Access To Appropriate Accommodation

### Overview:

The YOT has seen significant improvement in this area from a 2005/06 outturn of 76.3% to 91.9% outturn in April to December 2006/07. This is due to improvement in data recording but most importantly the excellent contribution of the newly appointed YOT Accommodation Officer. The RAP provision and mentoring and the access to the RAP house is also assisting in ensuring young people have suitable accommodation. The newly formed Mobile Gangs Intervention Team (MIT) is, however, identifying a further need in provision for young people wanting to leave gangs and at risk of harm from gang involvement. Within 2 months of the fully up and running service 3 young people have been placed in alternative accommodation in out of Hackney boroughs. At present we are accessing and funding private and voluntary accommodation but there needs to be more formal arrangements in place to ensure sustainable provision

### Focus for 2007/08

- Develop further strategic partnership with accommodation providers and resources including supporting people
- Continue to monitor the need of accommodation particularly for young people exiting gang involvement
- Ensure good improvement in this area is sustained and further improved upon

### Data:

Performance Indicator: 06/07 April – December actual and % against target (named officer)	In place
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Performance Indicator: 06/07 April – December actual and % against target (suitable accommodation)	91.9%
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Performance Indicator: 07/08 target	In place
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Performance Indicator: 07/08 target	95%
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## Support Access To Mental health Services

### Overview:

Hackney YOT has had excellent provision with the CAMHS mental health practitioner; however, this specialist practitioner has now left the YOT leaving a current vacancy. There is, however, a good partnership with CAMHS and systems in place to ensure some cover of this service. Notwithstanding this, the contribution of having a mental health practitioner within the YOT is invaluable. In addition, there have been concerns that the capacity of one practitioner is not sufficient to meet the needs of the young people with whom we work.

The Mental Health EPQA was scored at 2.50 and a performance improvement plan has been agreed and is currently being implemented.

Case workers across the YOT have received comprehensive training in this area and improved assessments are being

undertaken. Within the LAA Youth Crime Reduction specification the partnership is considering increasing the capacity of the service within the YOT to meet the needs of young people exposed to traumatic events and/or being victims of domestic violence and/or other abuse. This will work in conjunction with the therapeutic service within Children's Social care services.

### Focus for 2007/08

- Continue to monitor and make improvements in the timeliness and quality of DTO Training Plans.
- Ensure effective risk management of all young people serving DTOs and other custodial sentences.
- Ensure DTO Training Plans incorporate accommodation, Substance misuse and ETE needs and planned interventions.

Data:

Performance Indicator: 06/07 April –  
December actual and % against target (Acute) 100%

Performance Indicator: 06/07 April –  
December actual and % against target (non-acute) 96.6%

EPQA: 05 or 06 rating 2.50

Performance Indicator: 07/08 target 100%

Performance Indicator: 07/08 target 100%

EPQA: 07 or 08 target

Action plan: Mental Health - see Action Planning Tool

## Support Access To Substance Misuse Services

### Overview:

The YOT is well resourced in this area and the specialist workers provide an excellent service to young people. YOT staff have received training and are aware of substance misuse needs. There are, however, continuous difficulties in accurately improving this Performance Indicator. This is largely due to data recording and configuration of the IT systems together with timeliness of referrals. Young people do access the service which is provided by SUB 19 but not within given timescales. An Action Plan, which is shared between the YOT and DAT, is in place and this is resulting in some improvement. There remains however, inconsistencies in the way data is captured within the performance returns.

All young people are screened for substance misuse by YOT case workers using ASSET as the initial screening tool. The YOT Head of Service, in conjunction with the DAT Head of Service, have

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agreed that all young people scoring two or above are defined as having an identified need and should be referred to SUB 19 for a specialist assessment (DUST) within five working days.

During mid 2005/06 a very low identified need was raised by NDTMS and it was realised that the database is configured to collate data after completion of the DUST specialist assessment and not prior, therefore, indicating high level of performance but a very low level of need. It was agreed to manually collate the data using ASSET scores therefore, showing a more accurate reflection of need but a decline in performance. The aim being that both identified need and timeliness of referral are accurately recorded and that the YOT works towards high performance in both areas. However, the IT database is still configured to collate information once the DUST assessment is completed not prior to completion and this results in varying ways in which performance data is collated showing fluctuations in performance. The YOT Head of

Service is in the process of discussions with the IT providers to addresses this issue to ensure consistency of data recording. The Action Plan is beginning to improve the levels of referrals within given timescales.

Once a specialist assessment has been completed the recording of the number of young people accessing the early intervention and treatment services they require is an accurate reflection of performance and this is showing a steady increase with an indicative scoring of 85.1% in Q4.

Another significant issue for Hackney is the high levels of young people involved in drug running leading to drug dealing, gang related involvement and other associated high risk behaviour and activity. This is being considered within the DAT strategic sub group and Youth Crime Strategic Sub Group with a view to developing programmes to address this concern.

### Focus for 2007/08

- Ensure database configuration provides an accurate reflection of both service need and performance against KPIs.
- Continue to implement the YOT/DAT Action Plan for improvements in service.
- Ensure case workers make referrals within given timescales.
- Ensure all staff receive ongoing training in substance misuse needs.
- Monitor the involvement of young people involved in drug dealing and develop interventions to address this concern.

### Data:

Performance Indicator: 06/07 April – December actual and % against target (Screening)	100%
Performance Indicator: 06/07 April – December actual and % against target (Specialist assessment)	51.1%
Performance Indicator: 06/07 April – December actual and % against target (early access to intervention)	71.1%
EPQA: 05 or 06 rating	2.31
Performance Indicator: 07/08 target	100%
Performance Indicator: 07/08 target	100%
EPQA: 07 or 08 rating	

Action plan: Substance misuse - see Action Planning Tool

# D. Delivery Plan

## Support Resettlement into the Community

### Overview:

Hackney RAP continues to provide a broad range of services to young people leaving custody and additionally offers this resource to young people subject to community sentences. A permanent coordinator is now in post and she is working to ensure this provision reaches a higher number of young people whilst in custody and not just on release. Prison visits are now undertaken routinely and this has ensured better engagement with young people on release to the community. The RAP Mentor Co-ordinator has been appointed and is based locally at Dalston Youth Project (DYP were commissioned by RAP to provide a base of volunteer mentors for the RAP Programme).

The RAP kitchen is now complete and this has been a popular resource for young men learning to cook and budget plan for independent living.

An important development within the RAP programme is the provision of accommodation within supported accommodation. The YOT accommodation worker and mentors work closely

with RAP workers to ensure full support to young people within this housing. This has been extremely successful with high risk young people entering and sustaining college placements as well as more stable accommodation. The RAP flexible resettlement fund has not, however, been fully utilised due to some misunderstanding of its use with the new coordinator. This has now been rectified and monitoring systems and procedures in place to make full use of this resource.

### Focus for 2007/08

- Ensure RAP services are targeted at young people leaving custody and that engagement commences at the earliest possible opportunity when serving the custodial element of their sentence
- Ensure full use of the flexible resettlement fund to assist young people accessing resources and improving outcomes
- Review RAP interventions and develop additional/alternative programmes and interventions where required

Data:

EPQA: 05 rating 1.25

EPQA: 07 rating 2.0

Action plan: Resettlement - see Action Planning Tool

## Provide Effective Restorative Justice Services

### Overview:

There has been minimal improvement within services to victims. The indicative figure for Q4 shows an increase from 67.5% cumulative data to 80% in the percentage of victims being offered an opportunity to participate in a direct restorative justice processes. However, there is significant concern about the low level of victims in relation to the number of offences being identified. At this stage the reasons for this are not apparent and extensive monitoring and evaluation of this factor has begun by the Effective Practice and Performance Manager.

Notwithstanding this, the capacity for victim provision within the YOT is minimal due to there only being one part time victim worker. It had been planned that police officers within the YOT would provide additional support to developing and increasing the restorative processes, however, the demand for implementing effective risk management systems together with one YOT police officer leaving the YOT impacted on achieving improved performance in this area.

Victims' views have, however, been more representative at Referral Order panels through the victim worker being available at Referral Order panels to express victims' views which has provided some improvements to Restorative Justice Services.

Young people are also engaged in a wide range of reparative activities provided within the CORE programme which aim to increase young people's responsibility and understanding of the impact of their behaviour on others.

# D. Delivery Plan

## Data:

Performance Indicator: 06/07 April – December actual and % against target (intervention) (old performance indicator)	67.5%
Performance Indicator: 06/07 April – December actual and % against target (satisfaction) (old performance indicator)	100%
Performance Indicator: 07/08 target (new performance indicator)	25%
Performance Indicator: 07/08 target (new performance indicator)	85%

**Action plan: Restorative Justice - see Action Planning Tool**

## Support Parenting Interventions

### Overview:

Until Q4 and the recruitment of additional staff to the parenting work the YOT has continued to have difficulty in reaching the targets within the Parenting KPI. There has been improvement within the satisfaction target which measures parenting interventions closed as opposed to Final Warning and other community sentence disposals supported by a parenting intervention. This quarter has seen significant improvements with the Q4 indicative performance achieving 10.1%.

YOT staff within both Prevention and Court Outcomes Operational teams are committed to parenting work and are improving in making referrals to parenting services. Parenting workers provide a range of parenting interventions from individual to group work based programmes. The model used at present is “Strengthening Families Strengthening Communities”. One parenting worker is receiving Webster Stratten training for delivery to parents of children within the younger age range predominantly receiving YOT YISP and other prevention services.

The YOT is also developing improved links with parenting provision within Children's Social Care Services which will ensure a sound methodology for providing parenting work.

#### **Focus for 2007/08**

- Increase the percentage of parenting interventions across all services.
- Ensure systems are in place to monitor the use of YOT parenting provision.
- Develop strong working relationship with other parenting provision across C+YP Services.
- Ensure effective provision through evidence based interventions using Webster Stratten model for parents of younger children and strengthening families strengthening communities for engagement with parents of adolescents.

#### **Data:**

Performance Indicator: 06/07 April – December actual and % against target (Interventions) (old performance indicator) 0.0%

Performance Indicator: 06/07 April – December actual and % against target (Satisfaction) (old performance indicator) 100%

EPQA: 04 rating

Performance Indicator: 07/08 target (community interventions) (new performance indicator)

Performance Indicator: 07/08 (prevention programmes) (new performance Indicator)

EPQA: 05 result

**Action plan: Parenting - see Action Planning Tool**

# D. Delivery Plan

## Ensure Equal Treatment Regardless of Race

### Overview:

Hackney YOT has made significant development of provision and increased understanding of the needs of young black men entering the criminal justice system. In 2005/06 the total percentage of BME population of 10 to 17 year olds resident in Hackney was 55.5% with 65% of recorded offences being committed by BME population of 10 to 17 year olds. Whilst we are not yet impacting on the levels of first time entrants to the criminal justice system, nor the level of black young people within the secure estate, there is evidence of reduced rates of reoffending and achieving better outcomes within the mid range. The majority of young people on the Youth Board are black young people and the Leadership Programme provided, in conjunction with the Metropolitan Black Police Association, is beginning to impact in improving services to black young men.

The MPS Partnership superintendent has provided a number of workshops to YOT staff to raise the aspirations of staff to delivering

improved performance to the young people within Hackney who receive YOT services most of whom are black young men. The Woodbury Down YIP and the CORE project worker have both developed a range of programme to meet the needs of black young men and women.

In addition, the YOT was actively involved in Peace Week and provided a range of workshops during Black History week.

The Mobile Gangs Intervention Team predominantly works with young black men and has developed a programme entitled, "Rise Above", to address some of the factors pertinent to identity and influencing gang involvement.

Notwithstanding all the above, Prevention Services within the community and schools need to further address the needs within the BME community to prevent youth crime in the first place and raise aspirations to better meet their needs.

### **Focus for 2007/08**

- Continue to monitor and analyse youth crime data to ensure we reduce differences by ethnicity in recorded conviction rates.
- Develop further prevention services to reduce the numbers of young black people entering the criminal justice system.
- Monitoring and evaluation of programmes and interventions provide specifically to young BME service users to understand their effectiveness.
- Continue to encourage participation in the Youth Board and peer mentoring to influence positive role models for black young people.

**Action plan: Equality - see Action Planning Tool**

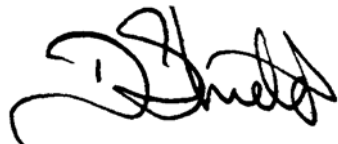


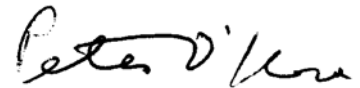
# E. Review and Approval

Please include your schedule for reviewing the actions set out in this plan and the Action Planning Tool. In addition, please ensure that the Chief Officers from the participating agencies, including the Chief Executive of the Local Authority sign the plan.

**Table B: Schedule for review of plan:**

Review date	Reviewer
June 2007	Yot Senior Management Group
August 2007	YOT Management Board
November 2007	YOT Management Board
January	Yot Senior Management Group

**Table C: Signature of approval**

	Name Of Chief Officer	Signature	Date
Acting Chief Executive of the local Authority	Tim Shields		21/5/07
Education Department	Steve Belk		16/5/07
Health Service	Lesley Mountford		21/5/07
	Sarah Gibbs		16/5/07
Police Service	Leroy Logan		23.5.07
Probation Service	Kate Gilbert		17/5/07
Children & Young People's Services	Steve Goodman		16/5/07
Housing	Peter O'Kane		21/5/07

# F. Appendices

- **Appendix A - Organisational Chart**
- **Appendix B – Performance Measures**

Appendix A - Organisational Chart

Head of Youth Crime Reduction

<b>Policy and Performance Manager</b>	<b>Operational Manager Prevention</b>	<b>Effective Practice and Programmes Manager</b>	<b>Operational Manager Court Outcomes</b>	<b>Operational Manager Court Outcomes</b>
Senior Administrator	YIP Coordinator	Police Sergeant	Senior YOT Officer x 2	Senior YOT Officer x 2
HOS PA	YIP Workers x 2 ½	Police Officers x 2	Senior YOT Officer (Court)	YOT Case Workers x 5
Administration Officers x 3	YISP coordinator	CORE Programme Coordinator x1	Court Support Officer	Group work Project Workers x 2
Information Officer	YISP Workers x 3	CORE Project workers x 2	YOT Case Workers x 5	
Finance Officer	PPO Worker – senior YISP	Victim Worker x 1	Bail and Remand Workers x 2	
MIT, YISP, YIP, RAP support workers x 4	Parenting Coordinator	Senior YOT Officer (Referral Orders)		
	Parenting workers x 2	RO Admin officer x 1		
	MIT Team Leader	RAP Coordinator RAP Project Worker x1		
	Senior Prac	Accommodation Officer		
	Gangs Workers x2	CAMHS Worker		
	Gangs Police Officer	Drugs Workers X 2 ½		
	Mobile YIP (Crime Concern)	Education Worker		
		KYPE Worker		
		Connexions worker x1 ½		

# F. Appendices

## Appendix B - Performance Measures

### Performance Indicators

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

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
<p><b>Prevent offending (target since 05/06):</b> Reduce the number of first time entrants to the youth justice system by 5% by March 2008, compared to the 2005/6 baseline, by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>		-100%	Reduce the number of first time entrants to the youth justice system by 5% by March 2008 compared to 2005/06 baseline of 330

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
<p><b>Intervene early:</b> Ensure that 100% of young people on a Final Warning are supported by an intervention if:</p> <ul style="list-style-type: none"> <li>- their ASSET score is greater or equal to 12, or</li> <li>- there are any concerns of risk of serious harm to others, or</li> <li>- their score is less than 12 but any section scores 4</li> </ul>		100%	100%
<p><b>Reduce re-offending:</b> Achieve a reduction in re-offending rates by 5% in 2007/8, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	Oct-Dec 2002 cohort - % reoffending after 12 months	Oct-Dec 2005 cohort - % reoffending after 12 months (if available):	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	-10.3%		Reduction of 5%
First tier penalties	-6.8%		Reduction of 5%
Community penalties	-7.7%		Reduction of 5%
Custody	200%		Reduction of 5%

# F. Appendices

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
<p><b>Reduce the use of custody (secure remands) (new target):</b> Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.</p>			9%
<p><b>Reduce the use of custody (secure remands) (old target):</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%</p>	55.7%	43.3%	
<p><b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%</p>	7%	10.8%	5%
<p><b>DTO training Plans</b> Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed</p>	44.8%	56.1%	95%
<p><b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment</p>	N/A	56.4%	90%
<p><b>Support access to appropriate accommodation:</b> Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to</p>	76.3%	91.9%	95%

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
<p><b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral, with a view to their accessing a tier 3 or other appropriate CAMHS tier service based on this assessment</p>	80%	100%	100%
<p>Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral.</p>	96.7%	96.6%	100%
<p><b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse</p>	87.9.%	99%	100%
<p>Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening</p>	91.3%	51.1%	90%
<p>Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment</p>	63.2%	71.7%%	100%

## F. Appendices

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
<b>Provide effective restorative justice services: (new target):</b> Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT			25%
Ensure that 85% of victims participating are satisfied			85%
<b>Provide effective restorative justice services (old target)</b> Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	77.1%	67.5%	
Ensure that 75% of victims participating are satisfied	100%	100%	
<b>Support parenting interventions (new target):</b> Ensure that 20% of young people with a Final Warning are supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention			20%
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			20%
<b>Support parenting interventions (old target):</b> Ensure that 10% of young people with a Final Warning supported by intervention or a community disposal receive a parenting intervention	4.2%	0%	

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Ensure that 75% of parents participating in a parenting intervention are satisfied	100%	100%	
<b>Ensure equal treatment regardless of race:</b> All YOTs should implement their action plan to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year on year.	77.1%	67.5%	<b>Implement Action Plan</b>

#### EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2.12		
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05-07 or 06-08	0.75	2.0	
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			

# F. Appendices

Theme and measure	Initial score	Predicted score	Actual score
Assessment, planning interventions and supervision			
Education, training and employment	2.12		
Substance misuse: 05-07 or 06-08			
Mental health: 05-07 or 06-08	0.75	2.0	
Accommodation: (n/a)			
Resettlement			
Parenting			

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