



# East Sussex Youth Justice Plan 2005-2006



NATIONAL PROBATION SERVICE  
for England and Wales



## **SECTION A**

### **Summary by Chair of Chief Officers Group**

I am pleased to introduce the sixth annual Youth Justice Plan for East Sussex.

As Chair of the Chief Officers' Group for the Youth Offending Team (YOT), I know that the YOT is one of the first examples of successful partnership work in action. The YOT draws together staff from a variety of professional backgrounds and experience who use their expertise and skills to help prevent children and young people from offending. The workload of the YOT has grown considerably over the past five years, and particularly in the last two, as changes in the law and the introduction of new national initiatives have taken effect. It is a tribute to the commitment of its staff that the Team has coped with this additional work so well.

The past year has seen the East Sussex YOT continue to consolidate its good work in tackling youth offending. Its practice has been praised by external assessors and its data assurance methods have been judged to be good by the Audit Commission. Increasing pressure is, however, being placed on the YOT by demands from national and regional bodies to carry out more tasks, largely unfunded, and by the constant growth in requests for performance data which seem disproportionate to the information they give and the benefits they can produce.

In this Youth Justice Plan there is evidence of much progress already achieved in tackling youth offending effectively. At the same time there is still much more to do, particularly in the areas of early prevention work and dealing with persistent young offenders. We must all commit ourselves to achieving two key outcomes: reducing the numbers of young people who re-offend and reducing the numbers of young people who become offenders in the first place. The development of a Children's Trust in East Sussex over the next three years provides us with an excellent opportunity to align the work of the YOT more closely still with that of other agencies working with children and families in the county to achieve these two challenging aims.

Cheryl Miller  
Chief Executive, East Sussex County Council

## **SECTION B**

### **LOCAL PLANNING ENVIRONMENT**

The Youth Offending Team is located within the new Children's Services Department of East Sussex County Council and the Head of Service is line managed by the Assistant Director, Children and Families.

In common with other Youth Offending Teams, East Sussex YOT sits between two distinct areas of the local planning environment, those of children's services and criminal justice services. In relation to children's services, a new planning structure is being developed across the county with the creation of 22 Local Partnerships for Children (LPCs) based on clusters of schools and 4 inter-agency Children's Services Planning Groups based on PCT boundaries.

The community safety agenda in East Sussex is centred on the five boroughs and districts which form the basis for the five Crime and Disorder Reduction Partnerships (CDRPs) in the county. Under the Home Office Prolific Offender Strategy, each CDRP shares responsibility with the YOT for establishing a local inter-agency forum to agree joint preventive action to deter those children and young people considered most at risk of offending from being involved in crime and offending behaviour. The majority of CDRPs in the county have now established such a group.

East Sussex YOT is first and foremost an operational service that works to tight deadlines and clear national standards with young offenders and their families. The YOT has very limited capacity to be represented consistently on all the inter-agency groups that seek its input and involvement. The YOT is therefore keen to ensure that the new children's services agenda and the developing community safety and prolific offender strategy agendas do not become detached. This is because many of the children and young people who offend or engage in anti-social behaviour are also those who are vulnerable to exclusion from school, more likely to have alcohol and/or substance misuse problems, more likely to have mental health needs and more exposed to family relationship difficulties.

East Sussex YOT will prioritise the following strategic links in 2005/06 in support of its primary objective to prevent offending by children and young people:-

- Prevent & Deter groups (or their equivalent) in each CDRP
- Anti-Social Behaviour Order groups (or their equivalent) in each CDRP
- Children's Fund partnerships delivering the crime prevention agenda
- Criminal Justice Board: Offender Management Sub-Group and Victims and Witnesses Sub-Group
- PYO Progression meetings
- Children's Services Planning Groups
- Young People's Strategy Group (formerly Connexions Local Management Group)
- Youth Court Panel meetings and Youth Court User Group meetings

## SECTION C

### DRIVERS OF PERFORMANCE

#### C.1 GOVERNANCE AND LEADERSHIP

NAME	AGENCY REPRESENTED	POST HELD IN AGENCY
<u>Chair:</u> Cheryl Miller	East Sussex County Council	Chief Executive
Denise Stokoe	East Sussex Children's Services Dept	Director of Children's Services
Alison Smith	Hastings & St Leonards Primary Care Trust	Strategic Lead, Children's Commissioning
Paul Pearce	Sussex Police	Chief Superintendent
Peter Rogers	National Probation Service	Assistant Chief Probation Officer
Helen Davies	East Sussex Children's Services Dept	Assistant Director, Children & Families
Wendy Megeney	Crown Prosecution Service	Special Prosecutor
David Royce	Crime Reduction Initiatives	Chief Executive
John Hawkins	East Sussex Youth Offending Team	Head of Youth Offending Services

#### C.2 PERFORMANCE AND QUALITY SYSTEMS

When inspected in September 2004 by the Audit Commission as part of its audit of data assurance in 15 YOTs, East Sussex YOT was found to have 'good overall management of data quality'. Our policy on data assurance is to encourage all staff to record their work accurately and promptly and to collect and submit data that is of good quality and that stands up to external scrutiny. Performance data is used routinely by managers and supervisors to inform and improve practice. At the same time we are mindful that an exaggerated focus on achieving certain process-oriented targets can deflect staff from the primary objective of achieving positive outcomes for children, young people and their families, as well as the victims of their crimes and the communities in which they live.

Listed below are some of the measures taken in 2004/05 to improve the performance and quality systems used in the YOT:-

1. Staff have been trained in the upgraded case management system, YOIS Plus.
2. YOIS Plus allows managers to review not only a practitioner's total caseload but also the total ASSET risk for a practitioner's caseload.
3. New cases allocated are recorded by managers in YOIS Plus so that a caseworker's open caseload is updated each time they log on to the system.
4. Managers have been trained to use YOIS in supervision and use the validation messages in YOIS to check that records are complete.

5. The Research and Information Management Officer sends monthly reports to managers highlighting data issues for cases closed in the period. Managers are then able to address these issues with staff individually to enhance learning.
6. The three service units can see each other's data to encourage healthy competition as a way of improving overall performance.

Actions planned in 2005/06 to enhance performance and quality systems include:

7. Rolling out the electronic process for referrals to the YP Substance Misuse service to incorporate ETE and Mental Health referrals by July 2005. This system removes the need for completing internal referral forms as the relevant section on ASSET is used to do this.
8. Regular sampling using a locally designed wizard will be introduced in 2005/06 to help highlight risk areas and identify staff training needs.

### C.3 RESOURCES

#### C.3.1 FINANCIAL RESOURCES

*Overview*  
*All statutory partner agencies have maintained the real value of their contribution to the YOT budget in 2005/06 despite a challenging budgetary settlement.*

**Table 26: Services planned for the financial year 2005/06**

<b>Core Activity</b>	<b>Service Provider If Not Solely the YOT</b>	<b>Total Budget or Projected Cost to the YOT (£)</b>
Preventive Services (Children's Fund) (Anti-Social Behaviour)	YOT (Eastbourne Project)	102,240
	Rother CDRP	25,000
	Eastbourne CDRP	25,000
	Rainer (Mentoring)	4,000
PACE Services	Rainer (App Adults)	47,000
Pre Court	YOT	125,000
	Under 19s Substance Misuse Service	25,000
Court based Services	YOT	195,000
Remand Services	Children's Services	70,000
	YOT	35,000
Community based disposals	Rainer (Mentoring)	4,150
	YOT	842,214
	Under 19s Substance Misuse Service	41,185
Through care / after care	YOT	50,000
Other Orders	CRI (Parenting)	55,947
	YOT	75,000
Strategic Liaison Work	YOT	80,000
<b>Total</b>		<b>1,801,736</b>

**Table 27: Youth Offending Team Budget Financial Year 2005/06 – Sources**

<b>Agency</b>	<b>Staffing Costs (£)</b>	<b>Payments In Kind – Revenue (£)</b>	<b>Other Delegated Funds (£)</b>	<b>Total (£)</b>
Police	50,300	60,000	40,484	150,784
Probation	37,000		26,000	63,000
Children’s Services (formerly SSD)	604,700	70,000	125,300	800,000
Children’s Services (formerly Education)	41,790		31,500	73,290
Health	54,440		25,510	79,950
LA Chief Exec				
Additional Funding (Table 27a)				634,712
<b>Total</b>	<b>788,230</b>	<b>130,000</b>	<b>248,794</b>	<b>1,801,736</b>

**Table 27a: Additional Sources of Income**

<b>Additional Source</b>	<b>Amount (£)</b>
Single Regeneration Budget	n/a
European Funding	n/a
Youth Justice Board (YJB)	
> General Grant	324,847
> ISSP Grant pro-rata	91,440
> Drugs Grant	66,185
Other	
> Children’s Fund	102,240
> Rother CDRP	25,000
> Eastbourne CDRP	25,000
<b>Total (for inclusion in Table 27)</b>	<b>634,712</b>

**Table 27b: Health Service contributions to the Youth Offending Team**

<b>Health Contribution: Funding source</b>	<b>Amount (£)</b>
Hastings and St Leonards PCT	16,350
Bexhill and Rother PCT	13,800
Eastbourne and Downs PCT	29,150
Sussex Downs and Weald PCT	20,650
<b>Total</b>	<b>79,950</b>

### **C.3.2 PROGRAMME RESOURCES**

In addition to services that the YOT commissions from the voluntary sector, such as parenting services and appropriate adult services, it also has access to the following specialist programmes:-

- **Under 19s Substance Misuse Service (SMS)**  
Named drug workers funded by the YJB Drugs Grant provide the initial specialist assessment and access to early intervention for young people whose substance use is a significant factor in their offending behaviour.
- **Chrysalis Service**  
The Chrysalis Service provides specialist risk assessments and intervention programmes for young people who engage in sexually harmful behaviour. Although the service is managed by the YOT, more than 50% of the referrals to the service are made from child protection services.
- **Mentoring Scheme**  
Rainer runs a mentoring service for the YOT based in Eastbourne that provides a trained mentor to work with young people who have already offended or who are identified as being at risk of offending. The majority of referrals concern young people from the Eastbourne area but, following successful funding applications to several CDRPs and the Connexions service, the service is now ready to expand into most other parts of the county.
- **STOP Parenting Programme**  
Three YOT staff have been trained alongside colleagues from other agencies to run the STOP groupwork programme for parents whose children are at risk of offending or involvement in anti-social behaviour. This programme is based on the Webster Stratton model and runs for 12 weeks. Three groups have been run to date and all have been well received by parents.

The YOT also has links to, but no fast-track access to, accommodation services for young people and services for asylum seekers, where this is appropriate.

## C.4 PEOPLE AND ORGANISATION

### C.4.1 WORKFORCE PLANNING

**Table 25a: Staff in the Youth Offending Team (by headcount)**

	Perm- nent	Fixed Term	Second ee Ch& Fam	Secon dee Proba- tion	Secon dee Police	Secon dee Health	Secon dee Educ- ation	Vac- ancy	<b>Total</b>	Male	Fem- ale
Managers Strategic	1								<b>1</b>	1	
Managers Operations			2		1				<b>3</b>		3
Senior Prac	1	1	2						<b>4</b>	3	1
Pract'nrs f/t	13	5	2	1	1		2	2	<b>26</b>	11	13
Pract'nrs p/t			3			1		3	<b>7</b>	1	3
Admin	9								<b>9</b>	1	8
Sessional									<b>4</b>	2	2
Students									<b>2</b>		2
Volunteers*									<b>56</b>	18	38
<b>Total</b>	<b>24</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>112</b>	<b>37</b>	<b>70</b>

#### *Ethnicity Details:*

All staff, sessional workers and students are white.

\*53 of the 56 volunteers are white; 3 are black (1 male, 2 female).

Taking sessional workers and volunteers into account, the staffing profile of the YOT broadly reflects the ethnic composition of East Sussex, which is 97.7% white.

The range of professional qualifications held by YOT practitioners includes social work, teaching, nursing, youth work and psychology. The rate of staff turnover in 2004/05 was 8%.

### C.4.2 WORKFORCE DEVELOPMENT

The YOT has a training budget of £5,000 for 2005/06.

In 2004/05 six YOT practitioners successfully completed the new Professional Certificate in Effective Practice (PCEP). However, only one YOT practitioner is attending this course in 2005/06. This reflects the fact that the PCEP is a relevant qualification for certain practitioners but not for all, especially those who are already highly experienced and professionally qualified. Accordingly, the YOT Management Group has decided in 2005/06 to prioritise its resources on INSET training in the areas of assessment, parenting, final warnings and ETE.

## **C.5 PARTNERSHIP WORKING**

The YOT works closely with a range of statutory, voluntary and community bodies to deliver youth justice services in East Sussex. As stated above in section C.3, the YOT has partnerships with CRI (Crime Reduction Initiatives) to provide parenting services to parents who are the subject of a Parenting Order and with Rainer to provide an appropriate adult service using trained volunteers as well as a mentoring service. The YOT is the lead agency for the Sussex East ISSP Scheme which serves both East Sussex and Brighton & Hove. The opportunity to use additional funding from East Sussex County Council in 2004/05 to develop new initiatives to tackle the causes of anti-social behaviour by young people enabled the YOT to support some locally based groups to run projects in their own communities, for example Newhaven, Seaford and Bexhill.

In 2005/06 the YOT will consolidate its efforts to promote partnership working in the field of youth crime prevention, although its capacity to take on additional partnership work remains finite, given the comments made above in section B (Local Planning Environment).

# DELIVERY PLAN

## D PREVENTING OFFENDING AND MINIMISING THE USE OF CUSTODY

### D1 PREVENT OFFENDING

*Overview*  
 The prevention target for 2004/05 was to work with at least 200 children and young people identified as at risk of offending but who had not to date acquired a criminal record. This target was met primarily through the work undertaken by three youth crime prevention projects in Eastbourne, Bexhill and Hastings, as part of the Children's Fund programme.

The prevention target for 2005/06 is, however, defined differently. It sets the aim of achieving a 2% reduction in the number of first-time entrants to the youth justice system compared to 2004/05. This is particularly challenging because the YOT's success will be measured by the impact of a range of youth crime prevention programmes delivered mostly by other statutory and voluntary agencies. First-time entrants to the youth justice system comprise all children and young people who receive a substantive outcome for the first time, whether this is a reprimand, a final warning or a court conviction. The target is linked to the new Prevent & Deter strand of the Prolific Offender Strategy.

#### Data: Prevention

<b>KPI 04/05: (Target: 200)</b>	<b>216</b>
<b>KPI 05/06: New Target</b>	<b>2% reduction against 2004/05 baseline</b>

Action	Lead	Deadline	Risks	Links to Plans/Performance Measures (PM)
To bid for new SR04 funding for YISPs, when available	Head of YOS	To be clarified	Criteria exclude East Sussex from applying	Prevent & Deter strand/ Prevention PM
To maintain current range of Children's Fund programmes	Children's Fund Partnership/Head of YOS	Ongoing	Funding agreed by GOSE to March 2008, but subject to tapering from April 2006	Prevent & Deter strand/ Prevention PM/ Children's Fund Strategic Plan 2005-08

To create a YOT worker post based at Hailsham Community College (Extended Schools Grant)	YOT Prevention Co-ordinator/ Head of YOS/Assistant Principal, Hailsham Community College	September 2005	Unable to appoint suitable candidate	Prevent & Deter strand/Prevention PM/Every Child Matters agenda
To establish effective Prevent & Deter groups in each CDRP area in East Sussex	YOT Chief Officers Group/ Head of YOS	September 2005	Difficulties in engaging the appropriate partner agencies	Prolific Offenders Strategy/YOT Prevention PM

## D2 INTERVENE EARLY

### Overview

*The early interventions target is to provide an intervention programme for 80% of children and young people receiving a final warning from the police. Following a change in procedure introduced in July 2004 at the instigation of the YOT Police Inspector, performance dramatically improved so that by the end of the year the target of 80% was close to being achieved. The change in procedure means that every young person eligible for a final warning is assessed by the YOT before the police issue the warning instead of being referred to the YOT after being given the warning. This change has helped to ensure that the great majority of young people receiving a final warning also receive a short intervention programme from the YOT designed to reduce the risk of their reoffending.*

### Data: Final Warnings

<b>KPI 04/05: (Target: 80%)</b>	<b>74.2%</b>	<b>EPQA rating 03</b>	<b>1</b>
<b>KPI 05/06: Target</b>	<b>80%</b>	<b>EPQA result 05</b>	<b>2</b>

Action	Lead	Deadline	Risks	Links to Plans/Performance Measures
To continue to run two Final Warning clinics per week	YOT Police Inspector	Ongoing	Staffing shortages	Final Warnings PM
To deliver 2 days INSET training	YOT Police Inspector/INSET trainer	December 2005	Logistical difficulties	EPQA Action Plan/ Reducing Reoffending PM

### D3 PROVIDE INTENSIVE COMMUNITY SUPERVISION

*Overview*  
*The Sussex East ISSP Programme was introduced in East Sussex and Brighton & Hove YOTs in October 2003. It is funded to provide a minimum of 20 intensive community programmes each year across the two YOTs. The ISSP scheme is targeted at those young people who would otherwise receive a custodial sentence or be remanded to custody. In certain cases it is also available to young people on their release from custody. The ISSP scheme normally runs for 6 months and provides a minimum of 25 hours per week contact for the first 3 months, followed by a minimum of 5 hours per week contact in the second 3 months.*

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To provide a minimum of 20 ISSP starts in 2005/06	ISSP Co-ordinator/Head of YOS, East Sussex/Head of YOS, Brighton & Hove	March 2006	Insufficient referrals meeting ISSP criteria	Reducing Use of Custody PM
To develop a wider range of suitable ETE programmes for young people of school age on ISSP	YOT Education Officer/YP Strategy Group/ YOT Chief Officers Group	March 2006	Lack of school places for target group	Reducing Reoffending and ETE PMs

### D4 REDUCE THE USE OF CUSTODY

*Overview*  
*The target requires that remands to custody by the courts represent no more than 30% of all remand episodes (excluding conditional and unconditional bail). This target has proved difficult for the YOT to meet for several years, partly due to the lack of specialist foster carers in the county who are able to offer remand placements. These placements are one of the key community-based alternatives to remands to custody that a YOT is expected to offer the courts. Despite the lack of suitable foster carers in East Sussex, there are thriving remand fostering schemes in West Sussex and Kent, and we plan to work more closely with our neighbours in 2005/06 with a view to accessing their resources when this is appropriate.*

*The target also requires that custodial sentences represent no more than 6% of all sentences imposed on young offenders by the courts. Performance in East Sussex has consistently met this target year on year and the YOT has therefore set a stretch target for 2005/06 to maintain its very good performance in 2004/05 at the same level of 3.8%.*

**Data:**

<b>KPI 04/05: % remands to secure estate (Target: maximum 30%)</b>	<b>42.9%</b>	<b>KPI 04/05: % of custodial sentences (Target: maximum 6%)</b>	<b>3.8%</b>
<b>KPI 05/06 Target</b>	<b>30%</b>	<b>KPI 05/06 Target</b>	<b>3.8%</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
YOT to continue to spot purchase remand foster placements when required	Head of YOS	Ongoing	Location of placements usually out of county; high unit costs	Secure Remands PM
YOT to seek access to remand foster places located in neighbouring YOTs, where appropriate	Head of YOS	September 2005	Lack of suitable placements when required; potentially higher unit costs	Secure Remands PM
YOT to maintain excellent performance against the custodial sentences PM	YOT Management Team	Ongoing	Sharp increase in workload since Jan 2004 continues	Custodial Sentences PM (local target)

**D5 REDUCE REOFFENDING**

*Overview*

*This target measures the reoffending rates of young people for a period of two years following their reprimand, warning or court conviction. The target specifies that a reduction of 5% in the rate of reoffending is achieved over the period being measured. As foreseen in last year's Plan, and in line with a consistent trend found across the South-East region of England, the reoffending rate reported for 2004/05 in East Sussex has increased to 50% compared to the benchmark figure of 39.4% for 2003/04, an increase of 27%. When compared over a two-year cycle, however, the overall reoffending rate has risen by just over 2% from 48.8% in 2002/03 to 50% in 2004/05.*

*One of the reasons for the increase in reoffending is the success of the Narrowing the Justice Gap initiative led by the Sussex Criminal Justice Board in bringing more offenders, including young offenders, to justice. Another reason is technical in that*

*there is a statistically significant variation in the composition of the two sample cohorts being compared in 2001 and 2002; the 2001 cohort (i.e. the benchmark) contains a disproportionately high number of young people with a police reprimand, a category of young offender that is statistically much less likely to reoffend.*

*It has not been possible at the time of writing to agree a target with the Youth Justice Board for reducing reoffending in 2005/06.*

**Data: Recidivism**

<b>KPI 04/05:</b> (Target: down to 38%)	<b>50.0%</b>
<b>KPI 05/06: Target</b>	To be agreed

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To negotiate a more realistic local target for reducing reoffending by March 2006	YOT Chief Officers' Group	July 2005	Agreement not able to be reached	Recidivism PM/Narrowing The Justice Gap/Prolific Offender Strategy

**D6 ENSURE THE SWIFT ADMINISTRATION OF JUSTICE**

*Overview*

*This target measures the timeliness of reports prepared by the YOT for the courts. Unfortunately, the target prescribes time limits that are determined by the court, not by the YOT. Courts are not always able to adjourn cases for the periods specified by this target. This means that, although the YOT almost always submits its reports to court on time, it is penalised if courts adjourn cases outside these time limits. In addition, a change in the counting rules for 2005/06 means that the YOT is no longer to be given credit for preparing court reports on the same day as a young person is convicted (thereby avoiding the need for a further adjournment), which helps to ensure 'the swift administration of justice'.*

*In relation to the national target of 71 days for dealing with persistent young offenders (PYOs), data shows that in the rolling year to March 2005 the average time taken in Sussex to deal with PYOs was 72 days.*

**Data: Timeliness of Pre-Sentence Reports**

<b>KPI 04/05:</b> (Target: 90%)	<b>84.7%</b>
<b>KPI 05/06: Target</b>	<b>90%</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To continue to prepare court reports within 10 working days for PYOs and within 15 working days for non PYOs	Head of YOS and YOT Practice Managers	Ongoing	Courts adjourn cases over time limits; exclusion of stand down reports from data will have an adverse effect on performance against the PSR PM in 2005/06	PYO Pledge Target (Criminal Justice Board)/ Pre-Sentence Reports PM
YOT Court Officers to be proactive in court to avoid lengthy adjournment periods	Head of YOS/ Deputy Clerk to the Justices	Ongoing	Pressure on available court time due to amount of court business	As above
YOT to report to Youth Panels and Youth Court Users Groups on performance and practice issues	YOT Practice Managers/ Court Managers	Ongoing	Staff shortages	Effective Practice Action Plan/Youth Justice Service Agreement (with the courts)
YOT to continue to attend fortnightly progression meetings on PYOs	YOT Practice Managers	Ongoing	Staff shortages	PYO Pledge Target (Criminal Justice Board)

## **E ACHIEVING IMPROVED OUTCOMES FOR CHILDREN AND YOUNG PEOPLE WHO OFFEND**

### **E1 ENSURING EFFECTIVE AND RIGOROUS ASSESSMENT**

*Overview*  
*The YOT places great emphasis on ensuring that good quality assessments are undertaken on young offenders who come into contact with the youth justice system. Evidence drawn from quality audits made in the past year suggests that the effectiveness and rigour of these assessments are both improving.*

**Data:**

<b>KPI 04/05: % ASSETs completed</b> (Target: 100%)	<b>97%</b>	<b>KPI 04/05: % ASSETs completed in DTO cases</b> (Target: 100%)	<b>100%</b>	<b>EPQA: 03 rating</b>	<b>1</b>
<b>KPI 05/06: Target</b>	<b>100%</b>	<b>KPI 05/06: Target</b>	<b>100%</b>	<b>EPQA: 05 result</b>	<b>2</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To ensure that the quality of ASSETs is satisfactory or good in 100% of cases	YOT Management Group	March 2006	Insufficient management time to carry out data validation sampling	Effective Practice/ASSET PM
To make greater use of aggregated ASSET data to inform the development of children and young people's services	Head of YOS and YOT Chief Officers Group	March 2006	Time constraints due to pressure of work	Children and Young People's Strategic Plan/Community Safety Strategic Plan for East Sussex

### **E2 SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION, TRAINING AND EMPLOYMENT ('ETE')**

*Overview*  
*One of the key factors that helps many young people stop reoffending (or getting into trouble in the first place) is being in school or college, on a training scheme or having a job. The proportion of young people with whom the YOT is involved who are*

*engaged in suitable education, training or employment (ETE) by the end of their YOT programme has stalled at or around the 70% mark for almost two years. This is in line with the national average. However, evidence from a national census undertaken in the summer of 2004 indicates that the proportion of young people in ETE at the start of YOT involvement is just over 50%; this shows the positive impact that YOT staff have on reintegrating young people into ETE during the course of their YOT programme.*

*Performance improved towards the end of 2004/05 with 78% of young people placed in ETE during the January-March 2005 quarter. This is largely attributable to the work of an additional Personal Adviser funded through Connexions who joined the YOT in July 2004 with the specific remit of assisting 16 and 17 year olds to access college or training places and then supporting them through the critical first few weeks of their placement. The YOT has established good links with local secondary schools and works closely with the education service to ensure that young people under its supervision who are of school age are appropriately placed, be that in mainstream schools, pupil referral units or special schools.*

**Data:**

<b>KPI 04/05: (Target: 90%)</b>	<b>72.8%</b>	<b>EPQA rating 03</b>	<b>1</b>
<b>KPI 05/06: Target</b>	<b>90%</b>	<b>EPQA result 05</b>	<b>2</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To consolidate the work undertaken with schools and education services to maximise the participation of young offenders of school age in full-time education	YOT Chief Officers Group and YOT Education Officer	Ongoing	Pressures on headteachers to exclude disruptive students	ETE PM/Education Development Plan/Behaviour Plan/Inclusion Strategy
To work with partner agencies to expand the provision of e2e projects and develop a work-based learning project	YOT Education Officer	March 2006	Work not progressed due to delays in recruiting successor to current YOT Education Officer (leaving June 2005)	ETE PM/Connexions PM/NEET strategy

To improve internal YOT processes for referring cases to specialist ETE staff	YOT Research and Information Management Officer	September 2005	Delays in staff training programme	Effective Practice/ ETE PM
As part of the Inclusion Strategy, to submit a costed proposal for an off-site KS3 education project in Eastbourne for students at risk of exclusion	YOT Education Officer/YOT Prevention Co-ordinator	October 2005	Delay in recruiting a successor to current YOT Education Officer	Inclusion Strategy/ Behaviour Plan/YOT Prevention PM

### E3 SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

#### Overview

*The YOT works closely with the Under 19s Substance Misuse Service (SMS) to address issues of substance and alcohol misuse that impact on offending behaviour. All specialist assessments and intervention programmes in this area are undertaken by the SMS on behalf of the YOT and there have been some initial difficulties in establishing a robust appointments system that maximises performance against these targets. It should be noted, however, that the target requires young people to engage with the SMS by attending appointments offered within the timescales set; given that a significant minority of young people with substance misuse difficulties lead chaotic lives, we find that effective engagement is sometimes achieved by a more patient approach.*

#### Data:

<b>KPI 04/05: % young people assessed</b> (Target: 100%)	<b>48.6%*</b>	<b>KPI 04/05: % of specialist assessments in 5 days</b> (Target: 100%)	<b>54.5%</b>	<b>KPI 04/05: % accessing early intervention in 10 days</b> (Target: 100%)	<b>60.2%</b>
<b>KPI: 05/06 Target</b>	<b>100%</b>	<b>KPI: 05/06 Target</b>	<b>75%</b>	<b>KPI: 05/06 Target</b>	<b>75%</b>

\*This outturn figure is not meaningful since the YJB required YOTs to calculate it by reference to the total number of young people receiving a substantive outcome in the year. This includes all young people receiving a police reprimand or a fine or discharge from the courts. Such young people represent almost 50% of young people receiving a substantive outcome in the year and are by definition not subject to a YOT assessment. The counting rules have been changed for 2005/06 to include only those young people subject to a formal YOT assessment.

Action	Lead	Deadline	Risks	Links to Plans/Performance Measures
To monitor performance against the PM at least monthly in conjunction with the Under 19s SMS	Head of YOS / Service Manager, Under 19s SMS	October 2005	Performance does not reach 75% by the second quarter of 2005/06; Engagement issues with young people	SMS PM
To co-locate a member of the Under 19s SMS with the YOT EIT on a full-time basis	Service Manager, Under 19s SMS	June 2005	None	SMS PM

#### **E4 SUPPORT ACCESS TO MENTAL HEALTH SERVICES**

##### *Overview*

*The major health contribution to the work of the YOT is through the secondment of two part-time clinical psychologists who, being co-located with other YOT colleagues, are able to decide at an early stage what action is required in respect of those young people referred to the team who have mental health needs. The clinical psychologists are also able to screen for the very few cases each year where an urgent referral is required to a consultant child and adolescent psychiatrist. Performance against the non-acute target is, however, affected by the same issue of engagement that is found with substance misuse services in that it may take longer than the specified 15 working days for young people who have been offered an appointment with a mental health professional to attend one. Performance also dipped towards the end of the year following the relocation in January 2005 of one of the clinical psychologists to another YOT post in Staffordshire. Recruitment to fill this post is under way, as it is for the part-time YOT Nurse post, which has been vacant for over two years.*

##### **Data:**

<b>KPI 04/05: % of acute cases seen within 5 days (Target: 100%)</b>	<b>100%</b>	<b>KPI 04/05: % of non-acute cases seen within 15 days (Target: 100%)</b>	<b>73.3%</b>
<b>KPI 05/06: Target</b>	<b>100%</b>	<b>KPI: 05/06 Target</b>	<b>100%</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To recruit a clinical psychologist in the west of the county in order to improve performance against the non-acute target	Head of YOS/Head of CAMHS	July 2005	Lack of applicants or suitable candidates; Engagement issues with young people	CAMHS PM
To recruit a community nurse to work with young offenders who have identified physical health needs	Head of YOS/PCT Lead Nurse	July 2005	Lack of applicants (vacancy unfilled for 2.5 years)	Public Health Report (GOSE)
To improve internal YOT processes for referring cases to specialist CAMHS staff	YOT Research and Information Management Officer	September 2005	Delays in staff training programme	Effective Practice/ CAMHS PM/Action Plan agreed following Audit Commission Report
To contribute to the wider development of CAMHS services in East Sussex	Head of YOS/YOT Specialist CAMHS staff	Ongoing	Time constraints due to other pressures	CAMHS Strategic Plan/ CAMHS PM

## **E5 SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

### *Overview*

*The named accommodation officer is Gill Barwick, Practice Manager, whose experience of working with local housing agencies over many years makes her well qualified to carry out this role. The slight fall in the proportion of young people deemed to be in suitable accommodation is largely attributable to a change in definition of 'suitable accommodation' introduced by the YJB. In May 2005 the YJB opened consultation on its strategy for providing suitable and sustainable accommodation for young offenders and young people at risk of offending.*

**Data:**

<b>KPI 04/05: % in suitable accommodation (Target: 100%)</b>	<b>89%</b>
<b>KPI 05/06: Target</b>	<b>100%</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To review the YOT Accommodation Officer post	Head of YOS	October 2005	Time constraints	Accommodation PM
To continue to work with East Sussex Leaving Care Service to improve provision of supported accommodation for 16/17 yr olds	YOT Accommodation Officer	Ongoing	Financial support required to support young people/ Intentional homelessness rules	Satisfactory accommodation PM

**E6 SUPPORT RESETTLEMENT INTO THE COMMUNITY***Overview:*

*The custodial rate for young offenders in East Sussex is relatively low compared to the national average but for those young people who do receive a custodial sentence it is essential that their transition back to the community is made as smooth as possible in order to reduce the risk of their reoffending. This transition needs to be smooth in terms of both their accommodation and their placement in ETE and our aim is to ensure that, wherever possible, these arrangements are in place before the date of their release from custody. There is a performance target relating to the timeliness of initial reviews held on young people sentenced to custody; in 2004/05 84% of these reviews were held within 10 working days, as specified by National Standards. In all other cases the reviews were held outside this timescale because it was not possible to arrange them in time to include the key worker from the secure establishment.*

**Action Plan: Resettlement**

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measure</b>
To consolidate improved performance against the DTO	YOT Practice Managers	Ongoing	Capacity of secure estate to hold initial planning	DTO PM

target achieved over past two years			meetings within 10 working days	
To redouble efforts to place all young people transferring from custody to community into ETE on release	YOT Education Officer/ Head of YOS/ YOT Chief Officers' Group	Ongoing	Lack of suitable ETE placements	ETE PM/ Reoffending PM

## E7 SUPPORT PARENTING INTERVENTIONS

### *Overview*

*The YOT has a contract for parenting services with CRI, a Sussex-based voluntary organisation, whose staff provide the great majority of parenting interventions. Over the past year a number of YOT practitioners and colleagues from partner agencies have been trained to run the STOP parenting programme and three such programmes were delivered in the past year, with more scheduled for 2005/06. Feedback from parents on both the CRI programme and the STOP programme has been consistently good and our parenting service has been adjudged excellent by the YJB performance monitors who validated our Effective Practice Action Plan.*

### **Data:**

<b>KPI 04/05: % of cases with parenting interventions (Target: 10%)</b>	<b>12%</b>	<b>KPI 04/05: parental satisfaction (Target: 75%)</b>	<b>89.5%</b>	<b>EPQA rating 04</b>	<b>2</b>
<b>KPI 05/06: Target</b>	<b>10%</b>	<b>KPI 05/06: Target</b>	<b>75%</b>	<b>EPQA result 05</b>	<b>3</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To consolidate excellent performance against this PM	Head of YOS	Ongoing	Time and workload pressures	Parenting PM
To run three STOP Parenting Groups in 2005/06	Head of YOS	March 2006	As above	As above and Prevention PM
To train an additional 10 staff from a range of agencies in running STOP Programmes	Head of YOS	July 2005	Late withdrawals from training course	As above

## **E8 PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

### *Overview*

*The YOT has a full-time restorative justice co-ordinator who carries out all the contact work with victims of youth crime. As a result of her work, victims of youth crime are able to have a say in how young offenders make amends for their crimes, either indirectly through a community reparation project or directly to the victim him/herself. Restorative justice is a method of work that not only helps young offenders understand the impact of their offending on victims but also enables victims to play a more active part in deciding how a young offender makes amends for their offending. The effectiveness of our work with victims is demonstrated by the very high level of victim satisfaction recorded.*

### **Data:**

<b>KPI 04/05: % of victims offered RJ (Target: 75%)</b>	<b>83%</b>	<b>KPI 04/05: % of satisfied victims (Target: 75%)</b>	<b>100%</b>
<b>KPI 05/06: Target</b>	<b>75%</b>	<b>KPI 05/06: Target</b>	<b>100%</b>

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans/Performance Measures</b>
To consolidate excellent performance in respect of victim satisfaction	YOT Police Inspector/ YOT Restorative Justice Co-ordinator	Ongoing	Unwillingness of certain individual and corporate victims to engage in RJ processes	Restorative Justice PM
To refine the YOT internal monitoring system so that as many victims as possible are offered the opportunity to participate in RJ processes	YOT Restorative Justice Co-ordinator/ YOT Research & Information Managem't Officer	July 2005	None	Restorative Justice PM
To train more YOT staff and other agency staff in using restorative justice methods	YOT Police Inspector	March 2006	Lack of take-up of training and lack of opportunities to deploy skills once trained	Prevention PM Restorative Justice PM

## **E9 ENSURE EQUAL TREATMENT REGARDLESS OF RACE**

*Overview:*

*The audit undertaken in 2004/05 found no evidence that black and minority ethnic (BME) children and young people living in East Sussex are treated unequally by the criminal justice system. The numbers of BME children and young people in the youth justice system are very small and this led to some statistical disparities in certain areas. For example, the fact that all those young people sentenced to custody during the audit period were white British indicates that there is, statistically, an under-representation of BME children and young people from East Sussex in the custodial estate. The action plan prepared in response to the audit requires the YOT, amongst other things, to carry out a more detailed analysis of every case involving a BME child or young person in those two areas where there was found to be a significant over-representation of BME children and young people. The purpose of the analysis is to determine if there is any evidence from the file of unequal treatment.*

See Appendix C (below) for details of the Race Audit Action Plan.

## F REVIEW AND APPROVAL

	<b>Name of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
<b>Chief Executive</b>	<b>Cheryl Miller</b>		
<b>Children's Services Dept</b>	<b>Denise Stokoe</b>		
<b>Health Service</b>	<b>Toni Wilkinson</b>		
<b>Police Service</b>	<b>Joe Edwards</b>		
<b>Probation Service</b>	<b>Brian Clark</b>		
<b>Crown Prosecution Service</b>	<b>Sarah Jane Gallagher</b>		
<b>Voluntary Sector (Crime Reduction Initiatives)</b>	<b>David Royce</b>		

Crime Reduction Initiatives (CRI) is a voluntary sector organisation whose origins are in Sussex .

### Schedule for Review of Plan

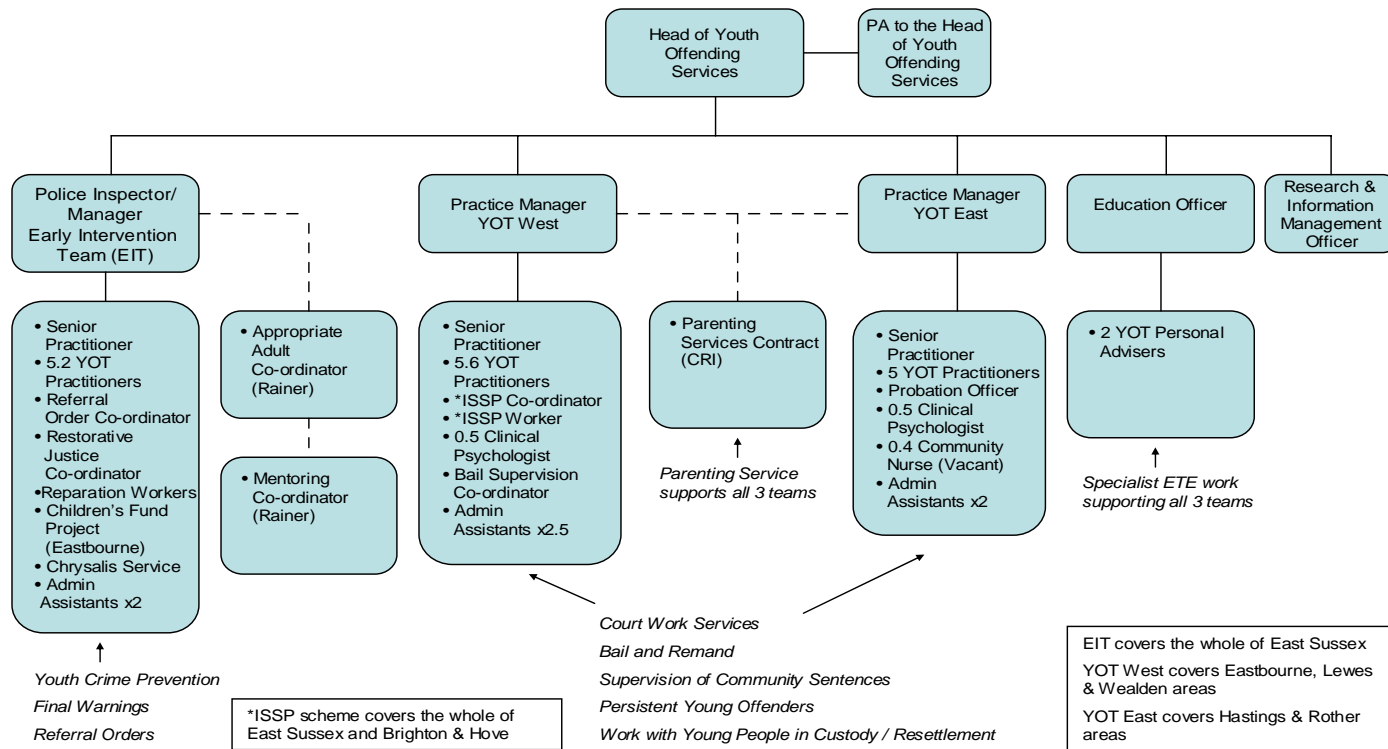
<b>Quarter</b>	<b>Date of Chief Officers Group Meeting</b>	<b>Lead</b>
July-September 2005	6 October 2005	Head of YOS
October-December 2005	8 December 2005	Head of YOS
January-March 2006	To be arranged	Head of YOS

# G APPENDICES

## APPENDIX A: ORGANISATIONAL CHART



### East Sussex Youth Offending Team



## APPENDIX B: PERFORMANCE MEASURES

### Performance Measures

#### KPIs

Below please provide historical data against the KPIs associated with the themes. Those areas with an \* are subject to local negotiation with regional managers.

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
<b>Preventing offending and minimising the use of custody</b>					
<b>Prevent offending*</b> At least 200 young people are identified and targeted for support each year <b>New Target for 05/06:</b> Reduce year on year the number of first time entrants to the youth justice system 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				216	<b>NEW TARGET</b>
<b>Intervene early:</b> Ensure that proportion of final warnings supported by interventions remains constant at 80%	58.3	70.1	71.1	74.2	80
<b>Provide intensive supervision in the community</b>					
<b>Reduce the use of custody*</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%:	36.8	46.3	55.4	42.9	30

<b>Theme and measure</b>	<b>2001 baseline</b>	<b>2002 outturn</b>	<b>2003 outturn</b>	<b>2004/05 outturn</b>	<b>2005/06 target</b>
Reduce the number of custodial sentences as proportion of all court disposals to 6%	6.6	4.6	4.1	3.8	3.8
<b>Reduce re-offending*</b> By Dec 2004 achieve a 5% reduction based on 2000 cohort compared with 2001 after 24 months In Dec 2005 achieve a reduction of 5% based on 2001 cohort compared with 2002 after 24 months	<b>2000 cohort % reoffending after 24 months</b>	<b>2001 cohort % reoffending after 24 months</b>	<b>2002 cohort % reoffending after 24 months</b>	<b>2003 cohort % reoffending after 24 months</b>	<b>2004/5 cohort (number Oct / Dec)</b>
Pre-court	38.3	29.1	38.7		271
First tier penalties	61.9	49.1	58.7		103
Community penalties	72.1	76.1	82.9		52
Custody	57.1	66.7	66.7		6
<b>Ensure the swift administration of justice:</b> Ensure that 90% of pre-sentence reports are submitted within <b>10 days for PYOs</b>	69.6	75.0	75.0	83.5	90
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	82.8	87.6	83.3	85.7	90
<b>Achieving improved outcomes for children and young people who offend</b>					
<b>Ensure effective and rigorous assessment, planning and supervision</b> Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>assessment</b> stage	100	100	100	98.8	100
Ensure that 100% of assessments <b>community disposals</b> are completed at <b>closure</b> stage	9.0	87.9	100	96.0	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage	31.6	100	100	100	100

<b>Theme and measure</b>	<b>2001 baseline</b>	<b>2002 outturn</b>	<b>2003 outturn</b>	<b>2004/05 outturn</b>	<b>2005/06 target</b>
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage	<b>31.6</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage	<b>21.1</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Ensure that all <b>initial training plans</b> are drawn up within <b>10</b> working days of sentences being passed	<b>37.0</b>	<b>33.3</b>	<b>85.0</b>	<b>84.0</b>	<b>100</b>
<b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	<b>51.3</b>	<b>60.8</b>	<b>75.2</b>	<b>72.8</b>	<b>90</b>
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse+				<b>48.6+</b>	<b>100</b>
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days				<b>54.5</b>	<b>100</b>
Ensure that all young people access the early intervention and treatment services they require within 10 working days				<b>60.2</b>	<b>100</b>
<b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> difficulties to be 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 service based on this assessment	<b>100</b>	<b>75.0</b>	<b>66.7</b>	<b>100</b>	<b>100</b>
Ensure that all young people who are assessed by ASSET as manifesting <b>non-acute mental health concerns</b> to be referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	<b>72.7</b>	<b>75.0</b>	<b>73.9</b>	<b>73.3</b>	<b>100</b>

<b>Theme and measure</b>	<b>2001 baseline</b>	<b>2002 outturn</b>	<b>2003 outturn</b>	<b>2004/05 outturn</b>	<b>2005/06 target</b>
<b>Support access to appropriate accommodation</b> Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to			88.9	89.0	100
<b>Support resettlement into the community</b>					
<b>Support parenting interventions</b> Ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention				12.0	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied				89.5	75
<b>Provide effective restorative justice services:</b> Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process				83.0	75
Ensure that 75% of victims are satisfied				100	75
<b>Ensure equal treatment regardless of race</b> All YOTs to have an action plan in place 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					

+see footnote to page 15 under section D (Substance Misuse Services) for an explanation of how the YJB required the data for this performance target to be counted.

**EPOA**

Theme and measure	Initial score	Predicted score	Actual score
<b>Preventing offending and minimising the use of custody</b>			
<b>Prevention:</b> post 07			
<b>Early intervention:</b> Final warning interventions	1	2	2
<b>Intensive supervision:</b> ISSP post 07			
<b>Managing demand for custody: Remand management</b> 05 – 07 or 06 – 08			
<b>Swift administration of justice:</b> post 07			
<b>Achieving improved outcomes for children and young people who offend</b>			
<b>Restorative justice and victims</b>			
<b>Race</b>			
<b>Recidivism (n/a)</b>			
<b>Assessment, planning interventions and supervision</b>	1	2	2
<b>Education, training and employment</b>	1	2	2
<b>Substance misuse:</b> 05 – 07 or 06 – 08			
<b>Mental health:</b> 05 – 07 or 06 – 08			
<b>Accommodation (n/a)</b>			
<b>Resettlement:</b> 05 – 07			
<b>Parenting</b>	2	3	3

*Explanation of ratings:-*

**0 – little or no evidence of effective practice**

**1 – some evidence that effective practice is followed**

**2 – evidence that effective practice is mostly being followed**

**3 – evidence that effective practice is consistent and systematic**

## APPENDIX C: RACE AUDIT ACTION PLAN

<b>Topic</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>
Race Audit Findings	To conduct more detailed analysis of all cases involving young people from minority ethnic groups under the following headings:- (i) Bail Supervision and Support (ii) Conditional Bail	Head of YOS/ YOT Research & Information Management Officer	December 2005
Race Audit Findings	To amend the YOT database to record systematically disposals for travellers and asylum seekers	YOT Research & Information Management Officer	September 2005
Policy on Allocation of Cases	To draft a YOT policy on the allocation of cases with regard to race	YOT Practice Managers	December 2005
Outreach and Local Networks	To identify a member of YOT staff to develop links with external BME community networks	Head of YOS	December 2005
Specialist Services for BME service users	To develop appropriate local material on YOT services to meet the needs of BME service users	YOT Practice Managers	March 2006

## APPENDIX D: GLOSSARY OF TERMS

<b>ASSET</b>	YOT Assessment tool
<b>BME</b>	Black and Minority Ethnic
<b>CAMHS</b>	Child and Adolescent Mental Health Services
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CRI</b>	Crime Reduction Initiatives
<b>DfES</b>	Department for Education and Skills
<b>DoH</b>	Department of Health
<b>DTO</b>	Detention and Training Order
<b>EIT</b>	Early Intervention Team (YOT)
<b>EPQA</b>	Effective Practice Quality Assurance
<b>ESCC</b>	East Sussex County Council
<b>E2E</b>	Education to Employment
<b>ETE</b>	Education, Training and Employment
<b>GOSE</b>	Government Office for the South East
<b>HR</b>	Human Resources
<b>ISSP</b>	Intensive Supervision and Surveillance Programme
<b>KPI</b>	Key Performance Indicator
<b>LA</b>	Local Authority
<b>LEA</b>	Local Education Authority
<b>LSC</b>	Learning & Skills Council
<b>NEET</b>	Not in Education, Employment or Training
<b>NS</b>	National Standards
<b>NVQ</b>	National Vocational Qualification
<b>PCT</b>	Primary Care Trust
<b>PM</b>	Performance Measure
<b>PSR</b>	Pre-sentence Report
<b>PYO</b>	Persistent Young Offender
<b>RJ</b>	Restorative Justice
<b>SDR</b>	Stand Down Report
<b>SSR</b>	Specific Sentence Report
<b>STC</b>	Secure Training Centre (privately run secure unit)
<b>STOP</b>	Supporting Together Offenders' Parents
<b>YIP</b>	Youth Inclusion Programme
<b>YISP</b>	Youth Inclusion and Support Panel
<b>YJB</b>	Youth Justice Board
<b>YOI</b>	Young Offenders Institute (run by the Prison Service)
<b>YOIS</b>	YOT Information System
<b>YOS</b>	Youth Offending Services
<b>YOT</b>	Youth Offending Team

