

**Final Draft**

**Milton Keynes Youth Justice Plan  
2000-2001**

**Milton Keynes Council  
Thames Valley Police  
Oxfordshire and Buckinghamshire Probation Service  
Buckinghamshire Health Authority**

## Section 1: Introduction

**Milton Keynes Youth Offending Team Unique Identifier : 102613**

**Contact Person for the Plan :** Lee Westlake – Youth Offending Team Manager.  
Manor Road Centre, Oakwood Drive, Bletchley Milton Keynes MK2 2JG  
01908 271562

### **Organisations Participating in the Youth Offending Team:**

Milton Keynes Council. - Civic Offices, 1 Saxon Gate East, Central Milton Keynes.  
Thames Valley Police. - 302 North Row, Witan Gate East, Central Milton Keynes  
Oxfordshire and Buckinghamshire - Probation Service. - Kingsclere Road, Bicester, Oxon.  
Buckinghamshire Health Authority. - Verney House, Gatehouse Road, Aylesbury, Bucks.

## Section 2: Status of the Plan

### **(i) Approval of the Plan**

	<b>NAME OF CHIEF OFFICER</b>	<b>SIGNATURE</b>	<b>DATE</b>
CHIEF EXECUTIVE OF THE LOCAL AUTHORITY			
*EDUCATION DEPARTMENT			
HEALTH SERVICE			
POLICE FORCE			
PROBATION SERVICE			
*SOCIAL SERVICES			
OTHER PARTNER(S)			

\*Milton Keynes Council has a structure which brings Education and Childrens Social Services together in a single Directorate called the Learning and Development Directorate. The above signatories are the designated Heads of those services.

This Plan has been prepared by the YOT Manager in conjunction with managerial and practitioner colleagues from the partner agencies, including staff joining the YOT. Agencies have been invited to comment on the drafts of the Plan by the Steering Group following which amendments have been made. The final Draft has also been circulated to a wider audience through the Milton Keynes Crime and Community Safety Partnership for consultation.

The draft Plan was submitted to the Community Learning Committee of Milton Keynes Council on 2nd November 1999 and was duly approved it was also sent as a news item to the Policy and Resources Committee of the Council. Each non- Council member of the Steering Group has taken responsibility for consulting with senior management colleagues and gaining the approval of their elected members.

**(ii) Management Arrangements for the Youth Offending Team**

<b>NAME</b>	<b>AGENCY REPRESENTED</b>	<b>POST HELD IN AGENCY</b>
<b>CHAIR</b> :Laura McGillivray	Milton Keynes Council	Head of Policy and Communications
Paul Sutton	Milton Keynes Council (Social Services)	Head of Childrens Services
Andrew Flack	Education Service	Director of Education and Early Years Services
Ray Fishbourne	Oxon and Bucks Probation Service	Director of Operations
Martin Morris	Thames Valley Police	Acting Area Commander
Jackie Haynes	Bucks Health Authority	Chief Executive

**(iii) Line Manager for the YOT Manager is Mr. Paul Sutton, Head of Children's Services, Milton Keynes Council. In addition the YOT Manager has monthly meetings with the Chief Executive of Milton Keynes Council and meets regularly with the Chair of the Steering Group to plan and co-ordinate the Group's business.**

**(iv) The YOT Manager is Mr. Lee Westlake. Mr Westlake took up his post on 1<sup>st</sup> April 1999. Mr. Westlake is undertaking the Youth Justice Board Management Development Programme.**

These management arrangements continue a strong tradition of multi-agency working in Milton Keynes particularly in respect of young offenders. The pre-cursor to the Steering Group was the Youth Crime Strategy Group (1992-1999), which spearheaded a full audit of the criminal justice services and system conducted by Sheffield University. This work eventually resulted in the successful implementation of a 3 year Youth Crime Reduction Project funded by the Home Office Programme Development Unit. This Project has recently finished but the components of it continue in services provided by or on behalf of the YOT.

### **Section Three: Linkages With Other Plans/Shared Targets**

To enable the Youth Offending Team to effectively address:

- **The principal aim of the Youth Justice System which is the prevention of offending by children and young people: and**
- **the risk factors associated with offending behaviour by children and young people**

it is essential that the Youth Justice Plan and its objectives reflect and are reflected in the other key strategic plans which impact on the lives of young people, particularly those in trouble.

Although it may not be possible to ensure complete congruence between the objectives of such a wide array of interests, there should be sufficient common ground to enable purposeful and mutually reinforcing activity. The achievement of goals in respect of youth justice should be capable of impacting on outcomes for other areas and vice versa.

The Youth Justice Board is particularly interested in the linkage between the Youth Justice Plan and the following national and local plans.

#### **(a) The Criminal Justice System Strategic and Business Plans**

These plans published by the Government cover the period 1999-2002. They have two principal aims:

**Aim A - To reduce crime and the fear of crime and their social and economic costs.**

**Aim B - To dispense justice fairly and efficiently and to promote confidence in the rule of law.**

Each aim is supported by a number of objectives, performance measures and targets. The Milton Keynes YOT will contribute to the achievement of those aims and objectives as follows.

In its first year of operation the YOT will focus on establishing a clear set of operating procedures and programmes to address the offending behaviour of identified youth offenders. It will be guided in this by National Standards and associated guidance. The YOT will begin to systematically review and evaluate the effectiveness of its activity, supported by more robust management information and feedback from users of the service and other stakeholders. Areas of particular concern will be: rapid intervention at the Final Warning stage including the expanded use of restorative approaches; and intensive intervention with the relatively small but troublesome group of persistent and spree offenders. It is anticipated that impacting on these groups in particular will

contribute to a reduction in overall levels of youth crime and its costs, both in economic and human terms.

An important local development is the establishment of a Victim Care Unit supported by the Youth Justice Board Development Fund and managed on behalf of the Steering Group by Milton Keynes Victim Support. This service will emphasise that meeting the needs of victims and ensuring their views are known and acted upon, is just as important as dealing with the young people themselves. The service will aim to develop best practice in victim sensitive approaches which it is hoped will include a range of restorative and reparative techniques. The key principle is that the victim will retain greater control of the evolving process, which over time will help to promote increased community confidence in the Youth Offending Team and the criminal justice system generally.

The YOT will play a full part in ensuring swift justice as set out in the Milton Keynes Speeding Up Youth Justice Performance Action Plan. This plan was developed in conjunction with the Youth Court, police, CPS and defence lawyers and was submitted to the Youth Justice Board in October 1999. The Government's target of 71 days to process a persistent youth offender from arrest to sentence will be a key performance indicator for youth offending services in Milton Keynes.

Increasingly over the next 12 months the YOT will be in a position to survey, analyse and reflect on the broader landscape in Milton Keynes, as attention shifts from setting up the core service to identifying opportunities for preventative activity. A sound basis for this already exists. The successful history of multi-agency working in Milton Keynes stretching back over many years has created an environment in which creative thinking is possible. An example can be seen in another Youth Justice Board Development Fund Project. The Primary Schools Community Safety and Citizenship Initiative will support Milton Keynes schools in addressing relevant issues of personal and community safety through visits to the nationally recognised Hazard Alley Safety Centre followed up by specialist classroom activity. This investment in shaping the attitudes of our younger children will be another contribution to the development of a safer city.

## **(b) The Crime Reduction Strategy**

The Crime and Disorder Act 1998 places new obligations on local authorities, the police, health authorities, probation committees and many others to co-operate in the development of a strategy for tackling crime and disorder in their area. The Milton Keynes Crime and Community Safety Partnership was formed in January 1999, to comply with this requirement.

The YOT Manager is an associate member of the Partnership and reports to it on a regular basis. There is close linkage between the YOT Manager and officers of the Partnership who meet regularly to co-ordinate activity.

The Partnership published its first strategy in April 1999 which consists of six aims:

- Tackling anti-social behaviour and vandalism
- Reducing violence(including harassment) within the community
- Preventing the misuse of drugs and alcohol
- Reducing vehicle crime
- Reducing the level of traffic accidents
- Reducing burglary

Each aim has supporting objectives and at the time of writing consultation is taking place regarding detailed targets and performance measures.

There is no specific aim relating to young people or youth offenders. It is anticipated that each aim and objective will give rise to pertinent issues, and action points will be developed to address them. For example the development of a local motor vehicle project is an action point in Aim Four which will provide services to young people to address vehicle related offending. Likewise action to reduce criminal damage in schools an objective within Aim One will help to reduce the overall level of youth crime. The development of high quality parenting programmes and parent support networks is another key objective which relates directly to the interests of the YOT as does an emphasis throughout the strategy on meeting the needs of victims including young people themselves.

A number of local groups are tasked to take forward the implementation of the strategy and the YOT is already represented on many of these. In particular the Drug Reference Group has the lead role in pursuance of Aim Three and this is explored further below.

### **( c ) The Children's Services Plan ( including the Quality Protects MAP )**

Milton Keynes Council is committed to giving a high profile to services for children and young people and to involving them in how services develop. In recognition of this approach the Milton Keynes Community Children and Young Peoples Services Plan 1998-2001 seeks to represent all the interests of children and young people in the borough, involving key partner agencies in the private, statutory and voluntary sectors. The plan is therefore a broader document than the Children Services Plan required under the Children Act 1989.

Youth justice services are clearly identified within the plan alongside those for children in need, family support and children in need of protection. As a member of the Children's Services Management Team the YOT Manager has immediate contact with colleagues responsible for those services. In this way crime prevention and early intervention is properly located within an overall family support strategy which in turn places children in need within the broader context of services for children and young people.

The Community Children and Young People's Services Plan is further refined through the strategic plan of the Learning and Development Directorate known as the Learning Vision. This Directorate which includes the Education Service, Childrens Social Services and the Youth Service, places a high priority on the development of integrated services and partnership working. Both these objectives are reflected in the development of the YOT. The YOT will be a learning environment : for young people themselves in dealing with their offending behaviour and its contributory factors; and also for staff and other agencies engaged with it, through an emphasis on evidence based practice, innovation and high quality performance against National Standards .

The Quality Protects Management Action Plan 1999-2000 focuses primarily on improving placement choice for looked after children, developing innovative programmes for assessment and planning and enhancing services to young people leaving the care system. There is also an emphasis on listening to children. There are no actions relating specifically to youth offenders, although an allocation has been made to support the development of the Crime and Community Safety Strategy. However the YOT clearly has a role to play in preventing looked after children from committing offences or re-offending. It may be involved in training and consultation for foster carers and residential staff or providing direct interventions to looked after children and assisting social work staff to identify those who are at risk of becoming looked after and/or at risk of offending. Joint protocols will be established with Children's Social Services covering areas such as remanded children, child protection and the treatment of sex offenders, child safety orders and early identification of risk factors.

In parallel with the development of the Youth Offending Team another multi-agency initiative called Close to Home has been developed which will bring together staff from different disciplines working in two of the most needy catchment areas within the borough. Operational links will be developed with Close to Home emphasising prevention and early intervention with those at risk of offending.

Unfortunately it was not possible to provide data to the Department of Health on the offending activity of the looked after child population or the children in need population. Therefore we have not been able to fully complete the table below for the purposes of this initial Youth Justice Plan. This has been acknowledged as a significant information deficit which gives rise to one of the key local objectives to procure and implement a comprehensive information system.

**Offending By Children and Young People “Usually Resident” in MK YOT Area**

Population 10-17 Years	Number	Number of Population Offending	Number Offending Previous Year (Popn = 27,083)
Total Population	27,494	1043 (3.8%)	935 (3.5%)
Looked After Population	345 (as at 31-3-99)	Not Known	Not Known
Children in Need Population	Not Known	Not Known	Not Known

**(d) The Education Development Plan and Behaviour Support Plan**

Education Development Plans were first required from Local Educational Authorities for 1999/2000. These plans detail their response to the requirements of Section 5 of the School Standards and Framework Act 1998 to promote high standards and to achieve best value. The aim is to raise the standard of education provided for all children and to improve the performance of schools which are maintained by the LEA. This will include improvements in pupil achievement and reductions in the numbers of exclusions and unauthorised absences.

In Milton Keynes the target for the year 2000 is that 41% of school leavers will achieve five or more A\* to C grades at GCSE level or equivalent, with 96.2% achieving at least one A\* to G, GCSE or equivalent. In relation to exclusions the indicative target for the year 2000-2001 is for 30 permanent exclusions. Unauthorised absences are measured as a percentage of the half days missed. Indicative targets for the year 2000 - 2001 are 0.35% of half days missed in maintained primary schools and 0.8% in maintained secondary schools.

The Behaviour Support Plan sets out local arrangements for the education of children with behavioural difficulties. Of particular interest to the Youth Offending Team will be those initiatives aimed at tackling known risk factors for offending, such as lack of attachment to school, truancy and exclusions, both fixed and permanent. There is a



further area of interest linked to the Quality Protects agenda concerning the educational attainment of disadvantaged groups including looked after children and young people. The Milton Keynes target for looked after children is that by the summer of 2000 50% of those leaving the care system will have either a GCSE or GNVQ qualification.

The YOT will play a full and pro-active role in promoting the achievement of these aims and objectives. In relation to exclusion, Milton Keynes Council has established a multi-agency Access Panel which oversees planning for children and young people who are excluded, at risk of exclusion, or who are struggling in mainstream school. The Youth Justice Service has been a full member of this panel since its inception and the YOT will continue to be fully represented. Through the ASSET Assessment Profile and subsequent programme planning the YOT will take a pro-active role in identifying and addressing the educational, training and employment needs of youth offenders. The nominated representatives from the Education Service have a clear role in relation to accessing appropriate provision and ensuring the exchange of relevant purposeful information. Young people in contact with the YOT are likely to be at particular risk of exclusion and under achievement, most of them will be boys and many will have special educational needs. Because of the innovative structure of the Learning and Development Directorate, strong links exist between Children's Services, Education and the emerging YOT which will help to facilitate joint planning and the early identification of those at risk.

#### **(e) Drug Action Team's Action Plan and the Health Improvement Programme**

The Buckinghamshire Drug Action Team covers the geographical county of Buckinghamshire including Milton Keynes. Milton Keynes itself has a Drug Reference Group that is sub-divided into several sub-groups, one of which deals specifically with children and young people. The YOT Manager is a member of the Milton Keynes DRG and is Chair of the Children and Young People's Sub-Group. The Action Plan for this Sub-Group closely reflects the strategy outlined in the Government document Tackling Drugs to Build a Better Britain and is also closely aligned with the Health Advisory Service guidance on interventions with children and young people.

During the next 12 months the Sub-Group will be pursuing the development of drug incident and management policies in schools, multi-agency training, auditing and defining the need for outreach and other support services and influencing the development of treatment resources specifically geared towards the needs of young people. The YOT will have a major role to play in this and the Health Service nomination to the team is a drugs worker who will have a wide brief to work across the crime and community safety agenda in support of the objectives of the DAT/DRG.

The Buckinghamshire Health Improvement Programme covers the geographical county of Buckinghamshire including Milton Keynes. The programme covers a number of areas of particular significance to young people, such as sexual health, mental health, drugs and alcohol and the support of families and communities. Support to the creation and implementation of Youth Offending Teams is a key objective within the Health Improvement Programme.

In Milton Keynes the detailed implementation of the Health Improvement Programme is being pursued through the development of a Joint Investment Plan (JIP) in which the YOT Manager has been actively involved. This will establish clear priorities for joint commissioning and planning between Health and Social Care Services in respect of children and young people. The draft JIP highlights current concerns including the provision of health service contributions to pooled funding for the YOT. It also promotes new areas of activity particularly strengthening links between work with young offenders and primary care services.

#### **(f) Probation Service - National Plan; Local Strategy**

Home Office Circular 76/98 requires the Probation Service to contribute to two key Home Office aims:

- Delivery of justice, through effective and efficient investigation, prosecution, trial and sentencing and through support to victims.
- Effective execution of the sentences of the Court so as to reduce re-offending and protect the public.

The Youth Offending Team will support the achievement of these aims by ensuring the provision of high quality information to the Courts and other relevant parties and by the provision of effective and challenging programmes of supervision for youth offenders. Clear policies on enforcement will be established and implemented vigorously. The Oxfordshire and Buckinghamshire Probation Service has a 3 year Integrated Strategy which commits it to the development of restorative approaches which aim to help victims recover from the effects of youth offending as well as to confront young people with the consequences of their behaviour. The activity of the Youth Offending Team in conjunction with the Victim Care Unit established with support from the Youth Justice Board Development Fund, will promote the expansion of restorative approaches in line with the above objective.

#### **(g) The Annual Policing Plan**

The Thames Valley Police are pioneers in the development of restorative approaches to tackling crime and disorder. The Milton Keynes Area Policing Plan for 1999 to 2000 contains a series of objectives and local initiatives supporting the development of the Youth Offending Team and associated services, particularly the development of restorative approaches. Other initiatives including the reduction in the fear of crime, protecting communities from drug related crime and reducing the levels of burglary and robbery in the city are also relevant to the services being developed by and on behalf of the Youth Offending Team. Initiatives such as Anger Management Programmes, Responsible Road User Groups and integrated activity through the Drug Referral Group Action Plan, are examples of the way in which policing objectives are linked to the development of the services outlined in the Youth Justice Plan.

## **(h) YOT Training Plans**

YOT members will be undertaking the core practitioner training developed on behalf of the Youth Justice Board by The Trust For the Study of Adolescence. In addition several days of team development activity are planned between December 1999 and April 2000. During the first half of 2000 a training needs analysis will be undertaken utilising appraisal systems where appropriate. This will include consideration of further Youth Justice Board nominated opportunities. Staff will continue to have access to parent agency training programmes and multi-agency activities, for example through the Area Child Protection Committee

## **Equalities**

The Youth Justice Board require information from local areas to enable the monitoring of activity with respect to equalities issues. In particular they have adopted a strategy for working towards the objective of race equality in the Youth Justice System and intend to publish a Best Practice Guide for the collation and use of ethnic monitoring data. These objectives are shared by Milton Keynes Council reflected in Action Plans currently being developed following a recent Equalities Audit. Partner agencies also support the development of mechanisms for ensuring that youth justice services have regard to these important issues.

However at this point in time there are serious deficits in the information available to enable accurate analysis of the local situation so as to inform future planning and ensure appropriate responses. Some of these deficits are highlighted in Section Seven of this documents. The first phase in addressing these problems will be the procurement and implementation of an effective information system along with the development of local mechanisms and supporting protocols to ensure reliable collation of data. This is identified as a priority local objective in Section Four of this document.

It is anticipated that the existence of reliable data with respect to youth justice and other fields of activity along with greater co-ordination of its use will significantly improve our ability to respond to the equalities agenda.

## Section Four: Objectives

In support of the principal aim of the youth justice system the Youth Justice Board have established a series of national objectives against which local services will be evaluated. In many respects the national objectives reflect issues which would be seen as a high priority at local level. Therefore the actions taken in response will contribute towards the achievement of both local and national goals.

In addition there are a number of specific additional local objectives which for this year primarily concern the establishment of an effective and efficient youth offending service.

<b>(a) National Objective : The swift administration of justice .</b>
<b>Services Provided :</b> Regular Youth court sittings, court duty service (all young people given PSR appointment before leaving court). Liaison panels pre-court beginning to phase out.
<b>Targets for Year Reported On :</b> 50% of persistent young offenders (PYO) processed from arrest to sentence in 71 days. Submission of 'Speeding Up Youth Justice Action Plan' by October 1999. 100% of PSR's on all offenders produced as per National Standards . Establish remand management service following award of YJB funding. Cessation of liaison panel system
<b>Outcomes:</b> Current data indicates (PYO) target achieved. PSR Target achieved . Action Plan submitted. Remand scheme delayed but will be in place by January 2000. Transition of liaison panel to Final Warning scheme commenced.
<b>Planned Changes in Provision :</b> The Action Plan details relevant changes and targets. New National Standards to be incorporated. Full implementation of remand scheme. Full transition to Final Warning scheme as per National Standards /Guidance.
<b>Revised/New targets :</b> 65% PYO cases processed arrest to sentence January-December 2000. 100% PSR's and other reports produced as per new National Standards i.e.14 calendar days PYO, 15 working days non-PYO. Action Plan monitored and reviewed. Remand scheme implemented by March 2000. Final Warning scheme operational by March 2000
<b>(b) National Objective - Confronting young people with the consequences of their offending .</b>
<b>Services Provided :</b> Restorative cautioning and conferencing. Victim-offender mediation. Victim offender work and other relevant intervention in Supervision Plans. Reparation as part of Supervision Orders. Victim Care Unit being developed (YJB funded initiative)
<b>Targets for Year Reported On:</b> All cautioning to take place in a restorative manner. Liaison panels to assess and ensure appropriate restorative responses. All supervision plans to be completed as per National Standards and contain victim focused intervention. Ensure compliance with court orders including completion of specified activities (reparation).
<b>Outcomes :</b> Thames Valley police have consolidated the use of restorative cautioning. In Milton Keynes this has been complimented with victim - offender mediation through

the Youth Crime Reduction Project which closed 30-9-99. Therefore Panels have been able to refer to a range of restorative initiatives. Approx. 90% of Supervision Plans completed as per National Standards . No figures available re inclusion of victim work although anecdotally it is established practice. Enforcement is in line with National Standards and compliance levels considered 'satisfactory to good' but no specific figures available.

**Planned Changes in Provision :** Final Warnings and new Orders and the introduction of new National Standards will lead to considerable changes in practice and procedure. Part of the work over the next year will be to review all current practice in light of these changes. The end of the Youth Crime Reduction Project and development of the Victim Care Unit presents additional challenges and new referral and information flows will be required. The overall objective is to expand and develop the range of restorative approaches on offer and increase engagement of both victims and offenders in the process. This applies to pre-court and court ordered interventions.

**Revised/New Targets :** Full implementation of new National Standards and Guidance. 100% of Supervision and other Plans produced as per Standards by December 2000. Full implementation of Victim Care Unit. 30% of offenders and victims engaged in restorative activity March-December 2000.

#### **( c ) National Objective - Interventions to Tackle Risk Factors**

**Services Provided :** The current use of restorative approaches at the cautioning stage and assessments carried out by the current liaison panels aim to identify and respond to risk factors Supervision Plans and programmes fulfill the same function post sentence. Specific programmes in Anger Management, Offending Behaviour, Responsible Road Users are available. Use is made of local drug/alcohol support agencies and referrals are made to national/regional specialist providers for intervention with sexual offenders.

**Targets for Year Reported On:** There are no specific targets established other than the requirements for supervision planning and review laid down in current National Standards.

**Planned Changes In Provision :** As outlined above a full review of practice will form part of the YOTs work in the forthcoming year. This will include the establishment of systems to monitor and evaluate use and effectiveness of interventions. The introduction of the ASSET assessment profile will be a key factor in this process of transition. The inclusion of specialist staff in the team will also support a more holistic approach and more robust commissioning arrangements with external providers will help to raise standards and take-up.

**Revised/New Targets :** Full implementation of National Standards . 100% of YOT clients being assessed using ASSET by September 2000. Full review of practice and provision undertaken January - September 2000.

<b>(d) National Objective - Punishment Proportionate to the Seriousness of the Offending</b>
<b>Services Provided :</b> Restorative approaches and liaison panel interventions seek to ensure proportionality. Provision of information in and the clarity of PSR's aims to support sentencers in assessment of seriousness and commensurate responses. PSR quality assurance mechanism is in place. Availability of Specified Activities, Attendance Centre and Community Service options enable community alternatives to be offered in cases of varying seriousness.
<b>Targets for Year Reported On:</b> All PSRs to be scrutinised by one other practitioner and YOT Manager. No specific targets established or formal monitoring mechanisms in place for other interventions relevant to this objective.
<b>Outcomes :</b> In general this has not been identified as a problem area in Milton Keynes. There are risks that the restorative approach can appear over intrusive with less serious/persistent offenders and fine judgments often have to be made. The availability and appropriate targeting of a range of sentencing options will continue to be important and this will require attention in training in the light of new sentencing options becoming available.
<b>Planned Changes in Provision :</b> Incorporation of new sentences into local arrangements and the implementation of new National Standards and Guidance. Adjustments to quality control mechanisms as required..
<b>Revised/New Targets :</b> Full implementation of National Standards . Review, adjust and develop as required quality assurance mechanisms January-March 2000. Negotiate and implement protocols as required in respect of Attendance Centre and Community Service provision. Develop availability of appropriate Specified Activities in light of review of practice outlined above. Ensure provision of training to YOT staff. Develop Youth Court service agreement and encourage YOT involvement in magistrates training.
<b>(e) National Objective : Encouraging Reparation to Victims</b>
<b>Services Provided :</b> Relevant services are described in (b) above.
<b>Targets for Year Reported On :</b> See (b) above.
<b>Outcomes :</b> See (b) above.
<b>Planned Changes in Provision :</b> A priority issue will be the integration of the work of the Victim Care Unit into the local network of services. If restorative approaches are to be successfully expanded in a sensitive way co-ordination between the YOT the Victim Care Unit and police activity is essential. A new challenge in this context will be greater involvement of victims in court ordered interventions. The provision of authorised and accurate victim contact information to the YOT is a pre-requisite of this process.
<b>Revised/New targets :</b> Protocols developed for sharing victim contact information and agreed operating procedures between YOT, Victim Care Unit and police by April 2000.

<b>(f) National Objective - Reinforcing the responsibility of parents.</b>
<b>Services Provided :</b> A programme of parent support groups through the Youth Crime Reduction Project (ceased 30-9-99). The establishment of a pool of local multi-agency staff, trained and mentored by Parent Network UK, who are providing groupwork in a range of settings. Milton Keynes Parenting Forum providing oversight of multi-agency development in the borough. YOT Manager attends the Forum and its sub group for age 12+.
<b>Targets for Year Reported On :</b> Run 4 x Parent Support Groups by end of September 1999. 12-15 local staff trained by Parent Network UK. Consolidate Parenting Forum.
<b>Outcome :</b> Targets achieved. Awaiting report from independent evaluators of Youth Crime Reduction Project. A lot has been learnt from these initiatives which requires drawing together to inform overall strategic developments and specific issues such as the development of programmes for Parenting Orders. This is a key objective within the Crime and Disorder Strategy
<b>Planned Changes in Provision :</b> Dependent on results of above. Provision for Parenting Orders will be a major area of development.
<b>Revised/New Targets :</b> Protocols and programme in support of Parenting Orders in place by April 2000 to be located in a broader framework of support to parents and families
<b>Local Objective - A reliable and effective information system</b>
<b>Services Provided :</b> There are electronic monitoring systems in place but they are split across several agencies, lack compatibility and are unreliable. In addition the council system currently housing the Childrens Social Services Youth Justice module is about to be replaced removing access to historical data.
<b>Targets for Year Reported On :</b> To assess options in the light of emerging information requirements. To work with other agencies to develop effective protocols. To ensure enhanced ability to monitor with respect to equalities.
<b>Outcomes :</b> The lack of a reliable system is constraining our ability to plan effectively and strategically or to enhance the quality of outcome monitoring. A system is urgently needed to fulfill Youth Justice Board requirements for the Youth Justice Plan and quarterly data returns . Some of the deficits are evident in this document.
<b>Planned Changes in Provision :</b> Procurement and implementation of suitable software and associated support.
<b>Revised/New Targets :</b> Successful implementation including staff training by April 2000.
<b>Local Objective - Cessation or substantial reduction in the offending behaviour of young offenders subject to supervisory orders.</b>
<b>Services Provided :</b> There is a strong track record of effective supervision of young offenders resulting in early revocations of orders. These young people are among the group who give particular cause for concern and are at greatest risk of entering the secure system.
<b>Targets for year reported On :</b> It has been practice to review each order and actively consider the possibility of early revocation at the half way stage if there is no further offending. However this has not been described as a specific target before.

<p><b>Outcomes :</b> It is arguable that effective work with this group results in a significant reduction in overall offending and the re-offending rates of high risk individuals. It can also be an indication of the overall effectiveness of supervisory work although more needs to be done to identify those elements which are effective through more methodical evaluation.</p>
<p><b>Planned Changes in Provision :</b> In support of the National Objectives and subject to the outcome of the review of provision outlined in National Objectives (b) and ( c) above emphasis will be maintained and developed in respect of this high risk group and processes established to identify and capture effective practice.</p>
<p><b>Revised/New Targets :</b> 50% of all Supervision Orders (with and without additional requirements) reaching the half way stage between March and December 2000 returned to court for early revocation on the grounds of good progress and no further offending. Establish what impact this has on overall offending during the period.</p>
<p><b>Local Objective - Enhance the social inclusion of young offenders by addressing educational, employment and training needs as a priority.</b></p>
<p><b>Services Provided :</b> Current interventions at the pre-court and post-sentence stage do give attention to these areas and effective local networks exist to engage young people in purposeful activity. But this is sometimes ad-hoc and in the case of difficult to place clients such as returners from custody very patchy.</p>
<p><b>Targets for Year Reported On :</b> No specific targets although Education Development Plan targets will apply to many young offenders.</p>
<p><b>Outcomes :</b> There have been excellent examples of young people being re-integrated into educational provision or accessed training places but far fewer successes than is desirable. It is arguable that progress in this area will have an impact on the offending careers of individuals (particularly PYO's) and the overall level of youth offending.</p>
<p><b>Planned Changes to Provision :</b> A far more pro-active approach to meeting education, training and employment needs in both pre-court and court ordered interventions. To be supported by effective use of ASSET and the skills, knowledge and networks of relevant staff inside the YOT, in schools and other providers and in relevant local agencies. Pro-active involvement in pertinent local fora at operational and strategic level.</p>
<p><b>Revised/New Targets :</b> All YOT programmes to include explicit action in respect of meeting educational, training and employment needs where relevant. 80% of young people engaged in education, training and employment at the outset of contact with the YOT to be maintained. 50% of young people not engaged in relevant activity at outset of contact with YOT to be engaged by the end of contact or within 6 months whichever is the shorter. Specific attention to be given to those returning from secure settings and other out of area arrangements. Attempts to be made to establish impact on EDP and BSP targets.</p>



### Section Five : Services (Table 1)

SERVICE	PROVIDER	YOT STAFF INVOLVED: NUMBER (by service provider)	BUDGET for 2000/01
APPROPRIATE ADULT	Police/Volunteers	YOT member will have liaison role	£10,000
FINAL WARNING PROGRAMMES	YOT + Victim Care Unit	3 FTE plus support from other staff and casual staff/volunteers.	
BAIL SUPERVISION + SUPPORT	YOT	Core Work of Remand Management Project 1x FTE Worker plus support form casual staff and volunteers and other team members } } }	£ 52,368 (Supported by YJB)
REMAND TO LA ACCOM	SSD - Provide Placement YOT – Provide Support	}	
COURT ORDERED SECURE REMAND	SSD - Provide Placement YOT – Provide Support	}	
REMAND IN CUSTODY	YOT	}	
COURT DUTY	YOT	Court and post-sentence activity to be covered by 4.5 FTE posts who will also have access to other support from specialist staff e.g. Drugs Worker and pool of casual staff/volunteers.	
COURT REPORTS	YOT		
REPARATION	YOT + Victim Care Unit		
ACTION PLAN ORDER	YOT + Victim Care Unit		
SUPERVISION ORDER (+ CONDITIONS)	YOT + Victim Care Unit		
PROBATION ORDER (+ CONDITIONS)	YOT		

COMMUNITY SERVICE ORDER	Probation Service	YOT member will have liaison role	
COMBINATION ORDER	YOT	Covered by court and post-sentence group	
DRUG TREATMENT & TESTING ORDER	YOT/Probation Service	Protocol being developed	
DETENTION AND TRAINING ORDER	YOT	1 FTE post will be dedicated to work with those sentenced to secure facilities.	
SECTION 53	YOT		
PARENTING ORDER	YOT and other providers.	Protocols to be developed	
CHILD SAFETY ORDER	Childrens Social Services (proposed)	Protocol to be developed	
ANTI SOCIAL BEHAVIOUR ORDER	Milton Keynes Council - Chief Executives Office	YOT member will have Liaison Role	

## Section Six : Staffing and Budget Information For 2000/01

### (i) Staffing (Table 2)

POSITION	NUMBER of FULL TIME EQUIVALENT POSTS	NUMBER OF POSTS LINE MANAGED WITHIN THEYOT	NUMBER OF PERSONNEL	ETHNICITY
YOT MANAGER	N/A	N/A	N/A	White
DEPUTY MANAGER	0			
UNIT MANAGER(S)	0			
EDUCATION SERVICE	0.9	0.5	0.5 Education Worker 0.4 EWO	Not in post White
HEALTH AUTHORITY	1	1		Not in post
POLICE SERVICE	1.6	1.6	2	Both White
PROBATION SERVICE	1	1	1	White
SOCIAL SERVICES	7	7	7	All White
ADMINISTRATIVE SUPPORT	2	2	1 1	White Not in post
OTHER(S)	1x Remand Worker	1	1	Not in post

### (ii) Budget (Table 3)

AGENCY	STAFFING COSTS	PAYMENTS IN KIND - CAPITAL (SETTING UP)	PAYMENTS IN KIND - REVENUE (RECURRING)	OTHER CASH
LEARNING AND DEVELOPMENT (1)	293,600 (2) (3)		73,400 (4)	93,600 (5)
HEALTH SERVICE	27,000			14,100
POLICE SERVICE	63,000		10,000	8,100
PROBATION SERVICE	36,000			29,000 (6)
OTHERS				32,900 (7)
<b>TOTAL</b>	<b>419,600</b>		<b>83,400</b>	<b>177,700</b>

NOTES: At the time of writing negotiations are still underway concerning the projected budget. Currently there is a shortfall identified of approximately £40,000. The figures above represent known income to date. All figures are rounded up to the nearest hundred.

- (1) Education and Childrens Social Services are incorporated within the Learning and Development Directorate of the Council. Hence expenditure from both services is shown as a combined allocation.
- (2) All staffing costs include contributions to the YOT Managers costs where this has been agreed.
- (3) Learning and Development salary costs include 'in kind' contributions where staff time is dedicated to YOT services.
- (4) Mainly re-charges for Council provided central services
- (5) Includes accommodation and office expenses and cash contributions to direct work with young people.
- (6) All cash allocations shown include contributions to matched funding for Youth Justice Board Development Fund Projects.
- (7) Represents Youth Justice Board Development Fund grant for bail support and supervision.

**Table 3a : Additional Sources of income for 2000/01**

<b>Additional Source</b>	<b>Amount (£000)</b>
<b>Chief Executive</b>	
<b>Single Regeneration Budget</b>	
<b>European Funding</b>	
<b>Other : Youth Justice Board</b>	

**Table 3b : Details of Pooled Budget**

<b>Financial Year</b>	<b>Pooled Budget : Amount (£000)</b>
<b>Financial Year 2000/01</b>	<b>currently under discussion</b>
<b>Financial Year 2001/02</b>	
<b>Financial Year 2002/03</b>	

## Section Seven: Workload and Performance

For the initial Youth Justice Plan the Youth Justice board are not requiring a full set of data returns to be submitted. The following tables provide the data required for this year only. Where it has not been possible to provide required data this has been highlighted and explained.

### Population - Total/Ethnic Classification (Table 4)

This information is not available for the current population. The most recent data relates to the 1991 census and is therefore significantly out of date given the growth of Milton Keynes in the intervening period.

### Offending (Table 5) -

Quarterly period covered by data: 1/1/99 - 31/3/99

Offence	10	11	12	13	14	15	16	17	Total
	years	years	years	years	years	years	years	years	
	M F	M F	M F	M F	M F	M F	M F	M F	M F
Violence Against Person	1 0	0 0	1 1	2 1	6 0	9 0	9 4	15 3	43 9
Sexual Offences	0 0	0 0	3 0	2 0	1 0	0 0	1 0	0 0	7 0
Death or Injury by Rreckless Driving	0 0	0 0	0 0	0 0	0 0	0 0	0 0-	0 0	0 0
Robbery	0 0	0 0	0 0	0 0	0 0	4 0	4 0	1 0	9 0
Burglary	0 0	4 0	3 0	2 0	6 0	6 0	24 0	8 0	53 0
Vehicle Theft	0 0	0 0	1 0	1 0	3 0	7 0	10 1	13 0	37 1
Theft and Handling	3 0	7 1	6 1	8 8	32 12	25 9	25 2	29 7	135 40
Fraud and Forgery	0 0	0 0	0 0	0 0	0 0	0 0	3 1	4 1	7 2
Arson and Crim. Damage 1	0	3 0	1 0	7 0	9 0	21 1	20 0	10 0	72 1
Drugs Offences	0 0	0 0	0 0	0 0	1 0	3 0	1 2	12 0	17 2
Public Order	0 0	0 0	0 0	0 0	0 0	2 0	3 0	2 0	7 0
Other	0 0	0 0	0 0	0 0	0 0	0 0	1 0	3 0	4 0
Racially Aggravated Offences	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Breach of Statutory Order	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
<b>Total</b>	<b>7 0</b>	<b>14 1</b>	<b>15 2</b>	<b>22 9</b>	<b>58 12</b>	<b>77 10</b>	<b>101 10</b>	<b>97 11</b>	<b>391 55</b>

**Offending by Ethnicity (Table 6):** Full and reliable information has not been routinely collected to enable completion of this table.

**Police Requests For Appropriate Adult Services By Age, Gender And Ethnicity  
Where a Service Has Been Provided (Table 7) - Total Population**

Quarterly Period covered by data

Request & Ethnicity	10 years		11 years		12 years		13 years		14 years		15 years		16 years		17 years		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White	0	0	0	0	0	0	1	1	9	0	13	1	23	3			46	5
Asian/Asian British	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Black/Black British	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chinese/other Ethnic Group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not Known	0	0	0	0	0	0	4	0	0	0	0	0	4	0	0	0	8	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>9</b>	<b>0</b>	<b>13</b>	<b>1</b>	<b>27</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>5</b>

**Police and Criminal Evidence Act 1984: Police Decisions by Age and Gender (Table 8) - Total Population**

Quarterly period covered by data: 1/1/99 - 31/3/99

Decision	10 years		11 years		12 years		13 years		14 years		15 years		16 years		17 years		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Transfer to L.A. Accommodation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Secure Accom.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Custody	0	0	0	0	0	0	0	0	2	0	4	0	8	0	8	0	22	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>22</b>	<b>0</b>

**Police and Criminal Evidence Act 1984:Decisions by Ethnicity (Table 9) - Total Population**

Quarterly period covered by data: 1/1/99 - 31/3/99

<b>Decision</b>	<b>White</b>	<b>Mixed</b>	<b>Asian or Asian British</b>	<b>Black or Black British</b>	<b>Chinese Or Oother Ethnic Group</b>	<b>Not Known</b>	<b>Total</b>
LA Accommod	0	0	0	0	0	0	0
Secure Accommod	0	0	0	0	0	0	0
Police Custody	19	0	0	3	0	0	22
<b>Total</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>22</b>

**Police: Pre Court Decisions by Age and Gender (Table 10) - Usually Resident**

Quarterly period covered by data:1/1/99 - 31/3/99

<b>Decision</b>	<b>10 years</b>		<b>11 years</b>		<b>12 years</b>		<b>13 years</b>		<b>14 years</b>		<b>15 years</b>		<b>16 years</b>		<b>17 years</b>		<b>Total</b>	
	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>
Police Reprimand	0	0	4	0	0	0	5	3	15	8	8	2	7	2	4	1	<b>43</b>	<b>16</b>
Final Warning																		
Final Warning + Offend.Prevent. Prog.	1	0	1	0	1	1	7	2	7	4	10	5	13	2	16	3	<b>56</b>	<b>17</b>
<b>Total</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>22</b>	<b>12</b>	<b>18</b>	<b>7</b>	<b>20</b>	<b>4</b>	<b>20</b>	<b>4</b>	<b>99</b>	<b>33</b>

Notes

- (1) These figures relate to the Thames Valley Police Retail Theft Initiative used mainly for first time offenders which will continue to be a key response in support of Reprimands.
- (2) All Cautions are delivered in a restorative manner sometimes in the form of a Restorative Justice Conference and often with additional intervention assessed and delivered by the multi-agency liaison panels. Hence their inclusion under this heading.

**Pre Court Decisions by Ethnicity (Table 11) - Usually Resident:** Insufficient data has been routinely and reliably collected to enable completion of this table. However of the 73 young people receiving an intervention programme shown in Table 10, 70 were White, 2 Black and 1 Chinese

**Remand Decisions/Episodes By Age and Gender (Table 12) – Total Population**

Quarterly Period covered by data : 1/1/99 – 31/3/99

Rem'd	10 Yrs		11 Yrs		12 Yrs		13 Yrs		14 Yrs		15 Yrs		16 Yrs		17 Yrs		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Uncon Bail	0	0	0	0	0	0	-	-	4	-	7	3	10	3	17	2	38	8
Cond. Bail	-	-	-	-	-	-	2	-	3	-	5	-	9	1	13	1	32	2
Bail Sup. + Sup't	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Auth. Accom	-	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	2	0
Court Ord. Rem'd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rem'd in Cust'y											1	-	4	-	5	-	10	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>14</b>	<b>3</b>	<b>24</b>	<b>4</b>	<b>35</b>	<b>3</b>	<b>82</b>	<b>10</b>



**Reports For The Court (Table 14) – Usually Resident**

Quarterly Period covered by data : 1/1/99 – 31/3/99

Type of Report	Number of Reports Requested by the Courts
Action Plan Report	N/A
Reparation Report	N/A
Pre-Sentence Report	
1. Persistent Young Offender	1
2. General Court Population	21
<b>Total Prepared</b>	<b>22</b>

**Pre-Sentence Reports : Congruence Rate (Table 14A) – Usually Resident**

**OUTCOMES**

OUT/PROP	DEF	DIS + BO	FIN	CO	REP	APO	ACO	SPO	SP + CO	PO	PO + CO	CSO	COM	DT & TO	CUS	TOT
DEF																
DIS + BO		1														
FIN																
CO																
REP																
APO																
ACO							4									
SPO								7								
SP + CO									1							
PO																
PO + CO																
CSO												2				
COM																
DT & TO																
CUS								1								
<b>TOT</b>																

**Key :**

- |                      |   |                   |                         |
|----------------------|---|-------------------|-------------------------|
| <b>DEF :</b>         | Sentence Deferred                                 | <b>DIS + BO :</b> | Discharges + Bind Overs |
| <b>Fin :</b>         | Financial Penalty                                 | <b>CO :</b>       | Compensation Order      |
| <b>Rep :</b>         | Reparation Order                                  | <b>APO :</b>      | Action Plan Order       |
| <b>ACO :</b>         | Attendance Centre Order                           | <b>COM :</b>      | Combination Order       |
| <b>SPO/SO + CO :</b> | Supervision Order -/+ Conditions                  |                   |                         |
| <b>PO/PO + CO :</b>  | Probation Order -/+ Conditions                    |                   |                         |
| <b>CSO :</b>         | Community Service                                 |                   |                         |
| <b>DTTO :</b>        | Drug Treatment & Testing Order                    |                   |                         |
| <b>CUS :</b>         | Detention & Training Order & Section 53 Sentences |                   |                         |

## Sentencing By Age & Gender (Table 15)

Quarterly period covered by data return: 1/1/99-31/3/99

	10 Yrs		11 Yrs		12 Yrs		13 Yrs		14 Yrs		15 Yrs		16 Yrs		17 Yrs		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Ref. Order																		
Sent. Def.																		
Abs. Disch.																		
Cond. Disch.									1		1		2	1	2	1	6	2
Fine											1		1		1		3	
Bind Over																		
Comp. Order																		
Rep't. Order																		
Action Plan Order																		
Att. Cent. Order											2		1		3		6	
Sup'v. Order & Cond.							2		2			1	1		1		6	1
Prob. Order											1		1				2	
Prob. Order & Cond.																		
Comm. Svc.													2				2	
Comb. Order																		
Drug Tr't & Testing Order																		
Det. & Train. Order														1				1
Section 53																		
<b>TOTAL</b>							2		3		5	1	8	2	7	1	25	4

## Sentencing By Ethnicity (Table 16) – Usually Resident

Quarterly Period covered by data return : 1/1/99 – 31/3/99

Sentence	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Not Known
Referral Order						
Sentence Deferred						
Absolute Discharge						
Cond. Discharge	7			1		
Fine	3					
Bind Over						
Comp. Order						
Reparation Order						
Action Plan Order						
Attendance Centre Order	6					
Supervision Order	6	1				
Supervision Order + Conditions	2					
Probation Order						
Probation Order + Conditions						
Community Service Order						
Combination Order						
Drug Treatment & Testing Order						
Detention & Training Order	1					
Section 53						
<b>Total</b>	<b>25</b>	<b>1</b>		<b>1</b>		

## Other Orders (Table 17) – Usually Resident

Quarterly Period covered by data : 1/1/99 – 31/3/99

TYPE OF ORDER	NUMBER IMPOSED
Parenting Order (Crime)	0
Parenting Order (Other)	0
Child Safety Order	0
Reparation Order + Community Penalty	0
Compensation Order (Parent)	0
Compensation Order + Other Sentence (Child/Young Person)	0
Bind Over (Parent)	1
Fine (Parent)	0
Anti-Social Behaviour Order	0

## Conclusion

This initial Youth Justice Plan for Milton Keynes is submitted at a time when negotiations are still underway and arrangements have yet to be finalised. Nevertheless it establishes that the primary task for the forthcoming year is to build and consolidate a service which can contribute to the fulfillment of the National Objectives and meet the expectations of new National Standards. Success in this requires the following:

- Adequate training and preparation of staff.
- Negotiation and development of key relationships with the wider network of services.
- Full review of all activity and working methods in response to new interventions.
- Procurement and implementation of an agreed multi-agency information system and supporting protocols.

The latter two points above indicate a commitment to developing a culture of continuous improvement and learning within the YOT and beyond it to others delivering services to young offenders. Along with self review by the YOT use will be made of formal external evaluation where it is deemed appropriate which is already evident in the Youth Justice Board Development Fund projects which are taking shape alongside the YOT. Overseeing this emphasis on performance assessment and evaluation will be one of the key tasks of the Steering Group once the service is underway.

The need to improve the information base is recognised. Notwithstanding current deficits in information it has been possible to identify specific local priorities and strategies which it is suggested will impact on overall levels of crime by young people:

- Build on the Milton Keynes experience in early intervention (e.g Mediation, Restorative Justice and Reparation Programmes) to rapidly establish a range of options for Final Warning and court ordered interventions.
- Develop a unique Victim Care Unit consciously placing the needs of victims and communities at the centre of activity.
- Balance the work in early intervention by maintaining a focus on the relatively few but troublesome serious and persistent offenders particularly those entering and leaving the Secure Estate.
- In line with broader local priorities expressed in other strategic plans pro-actively address the education, training and employment needs all offenders particularly the high risk group.

This Plan represents a measured but progressive approach to the first year of the YOT's life which will allow a longer term strategy to be formulated in which attention can increasingly be given to preventative activity. The outcomes of the YOT's work this year will play a critical role in shaping that future strategy.