

**Leicestershire
Youth Justice Strategic Plan
2015 - 2016**

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1. Role and Purpose

The principal aim of the youth justice system is to prevent offending by children and young people (Crime and Disorder Act 1998). Leicestershire Youth Offending Service (YOS) coordinates the provision of youth justice services to both Leicestershire and Rutland.

Section 10 of the Children Act 2004 places a duty on local authorities and certain named partners to co-operate to improve children and young people's well-being. The local authority Lead Member for children's services has a statutory role to "lead, promote and create opportunities for co-operation with local partners (for example, health, police, schools, youth justice, probation).

The YOS is a co-located multi agency team including staff from Leicestershire County Council (LCC), Leicestershire Police, the National Probation Service (NPS), CAHMS, and Connections.

The YOS works in partnership to achieve the national Youth Justice strategic objectives which are to:

- prevent offending
- reduce reoffending
- increase victim and public confidence
- ensure the safe and effective use of custody.

We contribute both to improving community safety and to safeguarding and promoting the welfare of children and in particular protecting them from significant harm. Working Together to Safeguard Children highlights the need for Youth Offending Services to work jointly with other agencies, professionals, and volunteers. This is to ensure that young people are protected from harm, and that young people achieve their potential through linking work to their health and wellbeing. Section 11 of the Children Act 2004 requires local authorities and other named statutory partners to make arrangements to ensure that their functions are discharged with a view to safeguarding and promoting the welfare of children and young people. The Lead Member for children's services has a statutory to ensure that there are clear and effective arrangements in place to protect children and young people from harm.

Many of the young people involved with the YOS are the most vulnerable children and are at greatest risk of social exclusion. Our multi-agency approach and plan to meeting the needs of young people should be read in conjunction with a range of other partnership strategies, notably around Safeguarding, Health and Wellbeing, Supporting Leicestershire Families, the Police and Crime plan, locality plans, and single agency strategies, linked to improving the wellbeing of young people across Leicestershire and Rutland.

2. Governance

Leicestershire Youth Offending Service (YOS) is located within Leicestershire County Council's Children and Family Services department. The LYOS is overseen by a multi agency Management Board.

The YOS Management Board (YOSMB) meets four times a year and is chaired by the Chief Executive of Leicestershire County Council. There is high level partnership representation on the Board from Leicestershire County Council, Rutland County Council, East Leicestershire and Rutland CCG, West Leicestershire CCG, Leicestershire Partnership Trust, the National Probation Service, Office of the Police and Police Crime Commissioner, Courts, Housing and the voluntary sector. There are good working relationships with all partners that ensure effective, integrated strategic planning, and delivery of youth justice services.

The vision of the YOSMB:-

“It is committed to work in partnership, sharing responsibilities and providing the necessary resources, to provide effective strategic oversight and direction to the Leicestershire Youth Offending Service (YOS). Its direction will ensure that the YOS is a high performing organisation that uses the principle of effective practice to provide high quality services to children, young people, and their families, with the principal aim of preventing and reducing offending, thereby making a significant contribution to safer communities”.

The Board is committed to achieving this vision by:

“Ensuring the co-operation of the mainstream services of the partner agencies through adequate resourcing, joint planning, shared objectives, and a commitment to work together to achieve better outcomes for children and young people.”

To assist the YOSMB in its oversight function an annual reporting cycle has been introduced. The Board meets quarterly and the cycle is designed to enable the Board to scrutinise all aspects of YOS activity linked to expenditure of the budget and progress against national performance indicators during the year. The Board receives progress reports in relation to financial expenditure and performance at each meeting, and is presented with reports on significant national and local youth justice developments likely to affect YOS performance and service delivery. Additionally reports on all other aspects of YOS work are provided to the Board under the structured cyclical arrangement, to support the oversight function.

- Quarter 1 - post court interventions, (including drugs, accommodation, bail support) and the Quality assurance process.
- Quarter 2 – Statutory interventions (Referral, Reparation, and Youth Rehabilitation Order performance) and non statutory provisions (including the work of volunteers and group work programmes).
- Quarter 3 – Specialist services (including Intensive supervision, transition from children to adult services)
- Quarter 4 – Pre court performance and YOS prevention programmes (including out of court disposal performance, IMPACT project, Youth Inclusion Support Programme and partnership projects).

3. Partnership Arrangements

Since inception in 2002 partnership working has been the cornerstone of the YOS delivery. Leicestershire YOS priorities are reflected in the Leicestershire Safer Communities Strategy Board priorities and Children and Family Services departmental Plan and links have been established with the Health and Well Being and the Leicester and Leicestershire Enterprise Partnership Boards.

From April 2015, and in order to further strengthen compliance with the statutory responsibilities of the Lead Member for children's services, a quarterly progress report will also be made to a joint meeting between the Lead Member for children's services and the LCC Cabinet Lead Member for community safety.

The performance framework for the Rutland Community Safety Strategy includes a key objective to reduce re-offending through the improved management of offenders.

The Leicester, Leicestershire and Rutland Reducing Re-offending Board has a sub-regional Reducing Re-offending Strategy and Plan which reflects priorities for reducing re-offending by young people.

The YOS engages at sub-regional level with the Strategic Partnership Board, the Multi-Agency Public Protection Arrangements (MAPPA), and Prevent Steering Group. At county level the YOS are engaged with the Leicestershire Safer Communities Strategy Board, the Rutland Children's Trust Board, the Leicestershire Substance Misuse Board, the Leicestershire and Rutland Safeguarding Children's Board (LSCB), and local Community Safety Partnerships (CSPs). YOS priorities are reflected in these strategic arrangements and plans.

The YOS is fully engaged with the Supporting Leicestershire Families and Rutland Changing Lives programme that seeks to provide intervention to those families across Leicestershire and Rutland assessed to have multiple and complex needs in line with the national troubled families criteria.

4. Key Objectives and Targets for 2014 - 15

Ministry of Justice Indicators 2014/15

The MOJ has three indicators relating to Youth Justice:-

- Reduce first time entrants to the justice system (10-17 year olds receiving Youth cautions and Youth Conditional Cautions)
- Reduce re-offending (frequency and rate of re-offending)
- Reduce the use of custody

In addition to this Leicestershire Youth Offending Service Management Board has adopted the following local education target:

- The number of young people known to the Youth Offending Service engaged in Education, Training and Employment at the end of their order.

Leicestershire Youth Offending Service Objectives

In addition we aim to:

- Minimise the risk of harm posed by children and young people.
- Ensure children and young people are protected from harm and are helped to achieve more.
- Improve victim satisfaction and public confidence.

Summary of Performance 2011/12 - 2014/15

Performance against the MOJ Indicators and the Local YOS indicator for 2011/12 to 2014/15 to date:-

National Indicator	Target 11/12	Apr to Mar 2011/12	April to Mar 2012/13	April to March 2013/14	April to Dec 2014/15
Reduction in First time Entrants	Year on year reduction	21% reduction	24.1% increase	-45.7% reduction	3.21% increase
Reduce the proven rate of re-offending	1.13	0.91	1.01	1.04	0.79
Custodial Sentences	<5%	2.3%	1.9%	2.4%	3.9%
Number of young people in suitable Education, Training and Employment	80%	74.3%	76.6%	74.1%	73.3%

First Time Entrants (FTEs) to the Youth Justice System

In 2014/15 to date there were 161 First Time Entrants representing a 3.21% slight increase against the same period in 2013/14. Over the last two years 2011/12 to 2013/14 there has been a 32.6% reduction in FTE's, and over the last five years a 63% reduction (2008/09 to 2013/14). In comparison to our baseline target of 1285 young people, there is an overall reduction in FTEs of 83% (221) between 2005/06 and 2013/14. Leicestershire FTE's per 1,000 population compares favorably with both regional and national performance.

Rate of proven re-offending by young people in the Youth Justice System

Since 2011/12, the Ministry of Justice (MOJ) has provided data on proven_reoffending rates using the Police National Computer (PNC) data. The MOJ data on re-offending is published quarterly and the latest data available is for the period October 2011 to September 2012 when there were 661 young people from Leicestershire in the cohort. The MOJ reports re-offending performance on three measures:

- i. The percentage of young people re-offending after 12 months was 30.6%, an increase of 1.8% compared to the period in 2010/11.
- ii. the average number of re-offences per young person in the cohort after 12 months, i.e. the frequency rate, was 0.89, compared to 0.76 in the period 2010/11;
- iii. The average number of offences per young person who has re-offended was 2.91 compared to 2.64 in 2010/11.

Comparative data shows that the percentage of young people reoffending in Leicestershire (30.6%) was ahead of regional (31.4%) and national (35.4%) performance. Leicestershire's re-offending frequency rate (0.89) is slightly higher than regional (0.87) and ahead of national (1.03) performance.

Local Performance for the 2014/15 cohort to date was 0.79 which remains ahead of the baseline performance of 1.13 and exceeds the 1.07 target for 2010/11.

The percentage of young people receiving a conviction in court who are sentenced to custody

The use of custody in 2014/15 to date is 3.9% ahead of the 5% target set by the YJB. Information on the custody rate per 1,000 of the 10-17 year old population in Leicestershire is made available by the MOJ. The performance for April 2014 to September 2014 was 0.05 per 1,000. This is slightly higher than the same period the previous year of 0.03, however is well ahead of Regional (0.16) and National (0.22) performance.

Young offenders in full time education employment or training (EET)

During 2014/15 to date 73.3% (240/176) of young people known to the YOS were in EET, slightly higher than the 2013/14 performance of 73.1% (175/128) but still below the 80% target.

5. Resources

Over the last three years resources available to the Youth Offending Service have reduced. In 2013/14, there was a net reduction of £114k in the Youth Justice Grant, no reduction for 2014/15 and a 7.6% net reduction of £47k to the Youth Justice Grant for 2015/16. Partners have confirmed a standstill budget for 2015/16. In relation to the additional LCC funding to the YOS budget, Phase 4 of the service review has resulted in £350k savings through Leicestershire County Council's Medium Term Financial Strategy for 2015/16, with a further £200k of savings for the YOS between 2016/17 and 2017/18.

Progress towards the total savings requirements for MTFs of £550k between 2015/16 and 2017/18 has been achieved to date through reduction to the IMPACT budget, reduction in case management and programmes team and removal of contributions to the Police ICSB. There is an opportunity to minimize the impact of these savings as a result of the YOS integration into the new Children and Families Service.

Youth Offending Service Budget for 2015/16

Core Funding

Pooled Budget				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	£91,847		£91,687	£183,534
Probation	£117,326	£132,523	£67,067	£316,916
Health	£70,945		£48,151	£119,096
Local Authority: Chief Executives C&FS Rutland	£391,064		£298,303 £265,000 £70,000	£1,024,367
YJ Grant PCC			£567,071 £57,600	£624,671
Total	£671,182	£132,523	£1,464,879	£2,268,584

Additional Funding

Additional Funding	
Youth Inclusion Support Panels (formerly Early Intervention Grant)	£116,980
LCC	
Youth Crime Prevention	£133,900
IMPACT	£330,000
Total	£580,880

Total YOS Budget	£2,849,464
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6. Structure and Outline of the Service

The YOS is structured to manage both prevention and pre court work with young people and to manage and supervise statutory criminal justice outcomes. As a result of an internal review in 2013 the YOS realigned and introduced multi skilled teams under a locality focused YOS manager and supporting senior practitioner. The locality based teams cover the north area, (Melton and Charnwood), the south area (Rutland, Harborough, Blaby, Oadby and Wigston), and west area (North West Leicestershire and Hinckley and Bosworth). Each of the teams contains prevention, pre court and post court YOS Workers, qualified YOS staff, probation officers, police officers and a number of specialist staff each allocated to one of the locality teams (CAMHS, accommodation, prospects, substance misuse and education workers). The Bail Support Service and Integrated Resettlement and Intensive Support Project are also located in the locality operational teams.

The service also has a centrally managed Programmes Team that supports the work delivered by the locality operational staff. This team includes the IMPACT project (a team focused on street based work in ASB hot spot areas), restorative justice team (Reparation and Victims workers), volunteer co-ordination, health pathfinder project, group work and Participation co-ordination, community engagement and ASB work. The service is also supported by a Quality Assurance and Development Manager and a Business Support Team.

The structure outlined at appendix A, benefits from locality alignment. The approach enables YOS workers to form effective working links with other frontline workers based in localities. A development during 2014 involved YOS integration into the LCC Early Help Services, aligning the YOS with other services focused on early intervention with children, youth work, and families. During 2014/15 frontline staff arrangements across Early Help were restructured, moving staff into multi-disciplined locality teams. This will enable the development of support arrangements to young people and their families through the delivery of Early Help Services with partners within localities.

7. Priorities

In order to meet the National and Local Targets and deliver the key objectives of the YOS the following areas will be a priority for the YOS in 2015/16:-

Reduce Re-offending

The YJB have introduced reducing reoffending nationally as a priority within their 3 year business plan. National statistics indicate that while the number of first time entrants is falling, the offending rate of those young people who enter the criminal justice system has been steadily rising since 2000. The YJB acknowledge that the demographic of the offending cohort has changed considerably during this period. The 2013/14 national cohort has more than halved in size (from 139,326 to 65,618 young people) due to the substantial decrease in the number of first time entrants. As such, the cohort is now comprised of offenders with more complex needs and whose characteristics mean that they are more likely to re-offend than

those in the 2000 cohort. The national picture is also reflected in Leicestershire where the number of young people in the cohort has fallen from 488 in 2005, to 134 in 2013/14.

Due to the complex needs of the young people most likely to reoffend the YJB reoffending strategy is based on improving assessment as a lead into developing longer term solutions in relation to reoffending. During 2014/15 the YOS locally prioritised building a greater understanding of young people at highest risk of reoffending. Research into the top 10 most prolific reoffenders in Leicestershire in both the 2013 and 2014 reoffending cohorts highlighted a number of common themes. Notably a significant percentage of the young people were or had been Looked After Children, had ongoing relationship problems with their family, had statements of special educational needs, were NEET, and were actively misusing substances. Most of these themes reflected national issues and as a result of their complexity, the YOS is developing a series of responses to reoffending with both internal and external partners.

During 2014 the YJB has introduced a reoffending toolkit, which provides the capability for YOS's to analyse data on repeat offenders. The local YOS are one of a few services nationally that have developed a "live" element to the toolkit. Factors linked to the risk of young people reoffending can be monitored on a weekly basis enabling the YOS to more quickly identify emerging risks, and in turn will enable the YOS to conduct more responsive and timely reviews in relation to the intervention work being undertaken with young people who go onto reoffend.

To support introduction of the toolkit the YOS is developing the IRIS project, which focuses on the management of high risk young offenders. During 2015/16 this will lead to a review of the resources and services linked to supporting young offenders, and the current interventions being provided to them.

Developing work with partner agencies both internally within the LCC and externally will also be a priority during 2015/16. Currently there are a number of work streams which include working with the police to introduce a YOS worker within the IOM team, working with the NPS to improve transition arrangement for young offenders into adult services, and developing links and standards with the newly formed East Midlands Resettlement Consortia project which is focused on improving support arrangements around young people leaving youth custody.

Internally with Children's Social Care information and problem solving links are being developed with frontline workers involved with Looked After Children, and work is being developed to link young offenders needs into the commissioning arrangements around accommodation for offenders aged between 16 and 18 years of age.

Resettlement

In 2014/15 the East Midlands youth offending services linked with the YJB and introduced a regional resettlement consortium. The objectives of the project are to reduce reoffending rates, and improve opportunities for young people leaving custody. It is anticipated that the consortium will manage and co-ordinate best practice across the region. A priority for Leicestershire YOS will be to effectively link with the data sharing protocols and operational

best practice emerging from the consortium approach, and to thread this work into the reoffending strategy

Priority 1: Review arrangements linked to introducing the live reoffending toolkit, including a review of the IRIS project.

Priority 2: Develop arrangements to monitor and review Interventions used in relation to young people who go onto reoffend.

Restorative Justice

Through working with partner agencies and focusing on the needs of victims, the YOS has been committed to developing restorative justice arrangements. A significant development in 2015 is the devolvement of the victims and witness funds from the Ministry of Justice to local Police and Crime Commissioners. This provides an opportunity for better co-ordination of victim related issues across local agencies, and opportunities to develop restorative approaches for victims. LYOS has a strong track record in delivering quality restorative justice. Over the last 2 years 42% of all victims have participated in the restorative process, which is well above the national average of 25% in relation to young people related crime.

To support restorative approaches, in the past year the YOS has developed a number of areas of work, which has included training staff in children's homes and schools, as well as regularly training new Police Officers and PCSO's. This year saw the service take on Unpaid Work for 17 years olds and provision has been made for these cases.

All young people who complete Reparation or Unpaid work are invited to complete a Youth Achievement Award which recognises the work they have done in a nationally recognised award, and a number of young people have utilised this opportunity.

The YOS has one accredited Restorative practitioner and during 2014/15 applied for the Restorative Justice Quality Mark. This initial application was unsuccessful but the YOS were commended on the range and quality of restorative work available in the service. The one area recommended for improvement was the full Restorative Conferencing training for all Community Panel Members. The plans are now in place to deliver this training. The accreditation linked to achieving the restorative justice charter would be a significant development, as it would lead to enhanced opportunities for funding to develop restorative justice further in relation to offences committed by young people.

Priority 3 : The YOS to progress towards obtaining the Restorative Justice Quality Mark to enable continued restorative justice development.

Asset Plus

Asset plus is the new case management system that has been developed by the YJB to replace the Asset system. The system provides a holistic end-to-end assessment and

intervention plan allowing one record to follow a young person throughout their time in youth justice system. There will be renewed focus on professional judgment of practitioners which will enable better more focused intervention plans to provide improved outcomes for young people dealt with by the service. Asset plus will amalgamate the current four assessment and intervention plans into one document. The new programme allows for a more integrated assessment, and is more dynamic in its use of data to manage risk. The YJB have a project team to support services nationally in the roll out of the new system and Leicestershire is in the first tranche of this programme, with an expected implementation date of August 2015.

There is a training plan in place for the implementation, which will involve training staff in both technical issues and assessment skills. There are a number of significant changes in the new assessment documents, including the removal of the scoring of each area, and a combined risk document.

The implementation of Asset plus across the East midlands has been co-ordinated by the YJB to occur at the same time. This should assist plans to mitigate the risk related to transferring cases between YOS's when the new system becomes operational. The training implications for managers, frontline case practitioners and business support staff is significant and effective implementation will be crucial in ensuring there is little or no impact on the work with young people under YOS supervision.

Priority 4 : Introducing and monitoring an Asset Plus implementation plan Quality and Assessment

During 2013 the YOS introduced a Quality assessment management post to co-ordinate continuous improvement across the service. During February 2014 the HMIP undertook a Short Quality Screening (SQS) assessment of local YOS case management, and later in the year the YJB co-ordinated a review of the level of local compliance with national standards in relation to the level of contact required with young offenders. The YOS has met requirements of the inspections, however both highlighted areas where the YOS can develop.

During 2014/15 the YOS introduced a continuous improvement cycle, managed through a quality and assessment plan, which included regular frontline case practitioner learning sessions, and formal case management discussion and problem solving sessions for managers. The approach during 2015/16 will be to integrate these sessions into operational practice in order to imbed a culture of continuance improvement across the YOS. To complement this approach the plan is for the Quality and Assessment manager to co-ordinate regular light touch thematic inspections against standards along with a plan to conduct SQS assessments at intervals during the year.

User voice and equality impact assessment

A further area of development linked to the continuous improvement cycle concerns the influence of the user voice and user experience, in developing YOS service delivery. In January 2015 the YOS took part in a national led user voice (viewpoint) survey involving the co-ordination of feedback from a large proportion of local young people supervised by the

service. The relevant learning from the survey will be fed back into the continuous improvement cycle. Additionally the ethnic and gender make up of young people receiving criminal justice disposals is also monitored through the improvement cycle, to identify and understand any emerging trends to support the YOS providing an equitable service.

Priority 5 : During 2015/16 co-ordinate case practitioner and manager learning sessions within a structured Quality assurance framework.

Priority 6: To ensure any relevant learning from the user voice survey and equality monitoring is linked to the continuous improvement cycle.

Child Sexual Exploitation

Joint planning to develop multi agency responses to CSE picked up pace across Leicestershire and Rutland during 2014/15. The joint Leicestershire, Leicester City, and Rutland trafficking and children safeguarding board sub group, co-ordinated the introduction of a joint police, LCC, CSE hub. Work is progressing through the sub group to extend the hub across Leicester City and other agencies.

During the year the YOS have been formally linked into the CSE hub. Currently the YOS have seconded one full-time Social Worker Post and a minimum of one day of Management time a month. The Hub and the associated processes are in their infancy. Assisted by integration into the hub the YOS has focused work on improving working practices and processes with partners such as the Police to respond to this growing concern. For example during the current year the YOS has broadened it's service offer around young people who go missing from home. Missing young people are frequently at higher risk of CSE, and through the hub it has been identified that YOS workers may be the most appropriate person working with a young person to undertake return home interviews after periods of absconding.

The coming year will focus on the growth of the YOS with the CSE Hub in relation to information and intelligence sharing, again, within a multi-agency response. This will also include integrating into the Early Help Strategy for CSE and Missing young people. A CSE Champion will be identified within the YOS to support this. Further integration will include building appropriate links with CSE and missing from home strategy meetings, monitoring return to home interviews, and introducing measures to collect quantitative data in relation to YOS young people who are victims, or suspected to be victims of CSE.

Priority 7 : Continue to focus on effective interventions develop learning from the introduction of the multi-agency CSE team.

Training

The YOS has continued to provide training for staff to enable them to provide high quality interventions to young people and families, complete high quality assessments and manage risk. This year this has included training on analysis of offending, and all staff have completed the YJLS programme on assessment, planning, supervision and intervention. In addition to

that a number of staff have attended suitable specialist training relevant to their role. This has included training on legal highs, mental health training and managing anger. During the coming year training is planned to be delivered on signs of safety, which will enable all staff to work with young people using the principles utilised by social care staff. In addition staff will be receiving follow up cognitive behavioral training and further training on assessment. As the service is currently undergoing a service review a number of staff will be receiving bespoke training that will enable them to take on the new roles and responsibilities of the job role in the new structure. A further priority during 2015/16 will be to co-ordinate the regular practice development sessions for case practitioners and case discussions and problem solving sessions for managers, linking training to the continuous improvement cycle across the service.

The most significant training element that will be undertaken in 2015/16 will be the Asset plus training. It is anticipated that this will be a large training commitment for all YOS's with all case management staff needing three days training, and specialist staff also needing appropriate training. This will take up a lot of the training resources up until the 'go live date' in August.

Priority 8 : To introduce a YOS training plan for 2015/16 and including an implementation plan for Asset Plus across the service.

Parenting

Child on parent violence has been identified as an emerging issue nationally. During 2013 the Director of Public prosecutions referring to the high level of prosecutions (850) of 14 to 17 year olds in London for violence in the home, highlighted that teenage violence within the home was a relatively hidden aspect of domestic violence. Initial research undertaken by Leicestershire YOS in 2014 indicated that around 15% of the young people being worked with by the service were exhibiting behavior linked to child on parent violence. The relationship between family members and young people referred to the YOS often being an important element in reducing risk of reoffending and harm to others.

During 2014/15 there were significant developments in the delivery arrangements around YOS parenting provision. The YOS began the process of integrating its high end parenting provision with Supporting Leicestershire Families. In order to continue to boost the support for parents who need support, the YOS recruited volunteers to provide short term parenting support. Additionally a number YOS staff have been trained to provide family mediation. There will be need to be further work during 2015/16 to ensure that the connections between the YOS and Early Help parenting provision remains strong after the significant changes with the Children and Family Services.

Priority 9 : To conduct research to evaluate needs in relation to parenting support required across the YOS, to effectively assist work and interventions with offenders or young people at risk of offending.

YOS engagement with the national Troubled Families Programme

The introduction of Supporting Leicestershire Families (SLF) and Rutland Changing lives programmes has led to developments in the services available to young offenders or those at risk of offending. The SLF/Changing lives programmes are frequently working with families with young people who have complex problems. Experience has shown that these young people are often offenders or young people at risk of offending, and are known to the YOS. A joint referral process has been developed across the District locality hubs which enable families with young people at risk of offending to be signposted to the most appropriate service. Additionally experience has also shown that SLF frontline staff are working with a number of families with young offenders with more complex problems, enabling the YOS to link into this family support.

As nationally the Troubled Family project and Youth Offending service share similar objectives there is considerable overlap between work. A snapshot of YOS cases during 2014 highlighted that around 10% of all YOS statutory and non statutory prevention cases were open SLF cases. An area of focus for the coming year involves the development of joint assessment, planning and data sharing, where both YOS and SLF are working with families. These issues were picked up in a national thematic HMIP inspection of YOS's contribution to the Troubled Families programme, and reflect some of the issues and required developments in relation to joint working across Leicestershire.

Priority 10 : During 2015/16 the LYOS and SLF/Changing lives programme to develop assessment, planning, and data sharing protocols in line with the findings from the HMIP 2015 thematic inspection.

Transforming Rehabilitation

In April 2014 the Ministry of Justice Plans to transform the adult rehabilitation system were introduced. The MOJ plan involved replacing Probation Trusts nationally with privately owned Community Rehabilitation Companies (CRCs), and reforming and re-introducing a National Probation Service (NPS). Alongside this restructure one of the most significant changes is the arrangement to extend probation supervision to cases where offenders are sentenced to periods of less than 12 months custody.

The MOJ plan has been to take a staged approach to the reforms involving the separation of the CRC and NPS, the transfer of cases, and governance arrangements for the CRC taking place at different points during 2014/15. Under the new provisions high risk cases will be dealt with by the NPS, with the greater proportion of cases being dealt with by the CRC on a broad basis of payments by results. The new arrangements provide opportunities for offender supervision to be undertaken in new and innovative ways, but also introduce a significant risk if the provisions around transferring young people from youth to adult services (Transition) are not developed between the YOS, CRC, and NPS. Currently a review of Transition arrangements across the region is being co-ordinated by the multi-agency Reducing Re-offending Board, a sub group of the Strategic Partnership Board. Both the county and city YOS are involved in this review.

Priority 11: To ensure that the LYOS is linked into and influences the development of Transition arrangements during 2015/16, associated with the reforms to adult rehabilitation across Leicester, Leicestershire, and Rutland.

8. Risk Management

The Risk Management Plan identifies and priorities the most critical risks to the LYOS's ability to work with partner agencies to meet national and local objectives.

The YOSMB will receive appropriate updates in regarding the services progress to in relation to the Youth Justice and Risk Management Plan during 2015/16.

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Risk Management

Risk management is a critical element in ensuring the delivery of key priorities and outcomes. Risk management will be active and incorporated into the performance management framework.

*Key - Impact and likelihood receiving a score between 1 and 3 with 1 representing the higher level of risk

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
The numbers of First Time Entrants (FTEs) each year will level off or increase.	<ul style="list-style-type: none"> * A significant decrease in 14/15 FTE some attributable to introduction of LASBO changes * Reduction in prevention funding 	<ul style="list-style-type: none"> • Increase in the number of young people entering the CJS * Additional stress on already limited resources * Reductions in FTEs could result in higher re-offending rates, as those young people who do enter the youth justice system do so at a more serious level and are therefore more likely to re-offend than previously 	Head of Service	2	2	4	<ul style="list-style-type: none"> * Monitor numbers of FTEs on a quarterly basis. * Identify areas of poorer performance and resolve issues identified in conjunction with partners. * Maintain YISP case management of YP on cusp of offending * Extend Restorative justice training across partner agencies 	Introduction of the new Youth Cautions may further reduce the risk of FTEs increasing	2	3	5

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
<p>Loss of funding leading to reduction of resources to support young people</p> <p>*Interventions not targeted effectively</p>	<p>*Current national economic climate</p> <p>*Reduction in funding to the YOS</p>	<p>*Impact on offending and reoffending rates</p> <p>*Young people not receiving the support to help them achieve better outcomes</p>	Head of Service	2	2	4	<p>*Ensure service reductions balance reviewing inefficient working practices & reducing resources</p> <p>*Maintenance of effective prevention service</p> <p>*Integrate findings from social return on investment research into service reductions</p>	<p>Ensure that resources are effectively targeted to minimise any potential impact.</p>	2	3	5

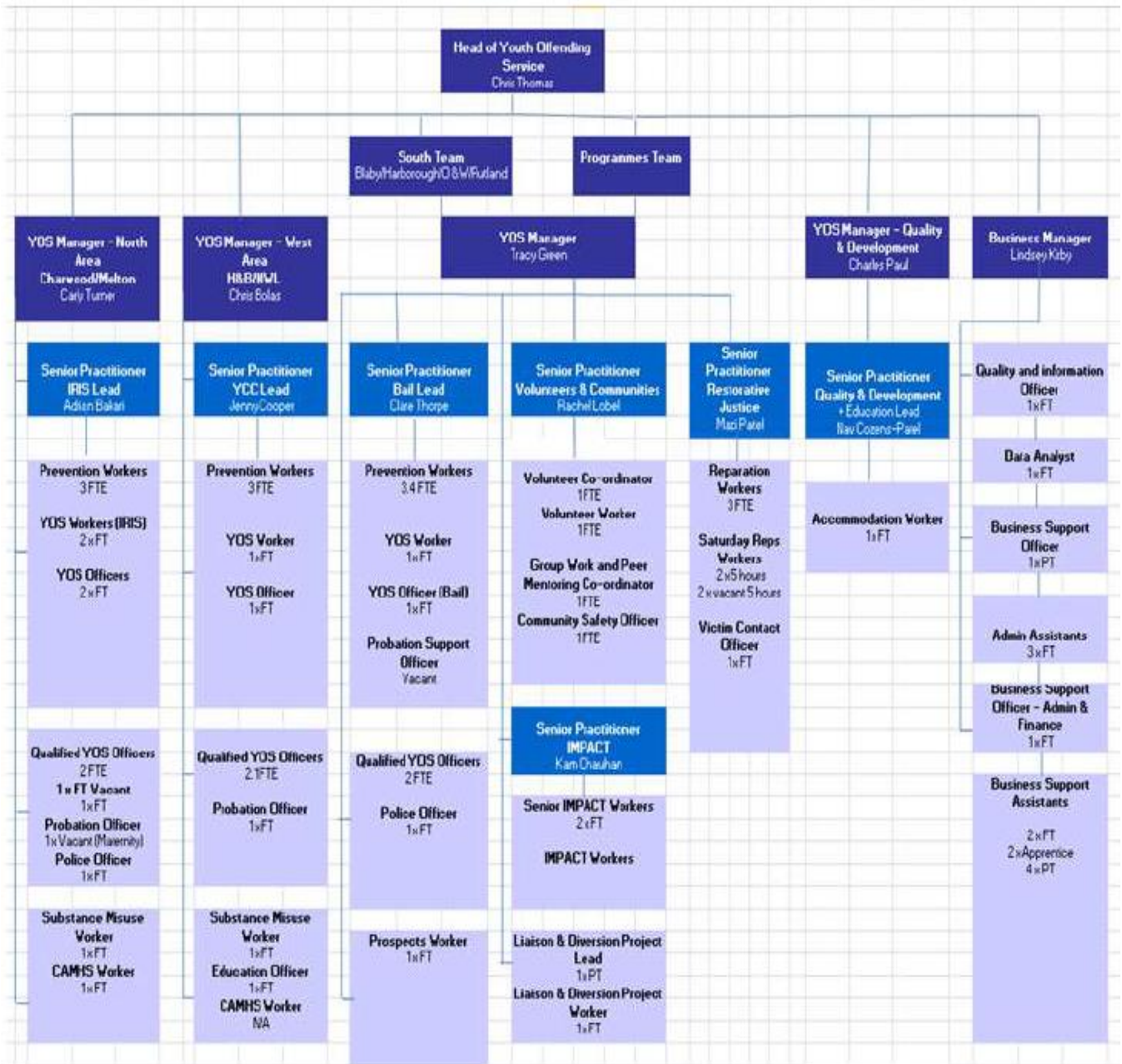
Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Score
Low level use of remand and custody not maintained	<ul style="list-style-type: none"> *spike in number young people committing serious offences *increase in the number young people persistently breaching court orders 	<ul style="list-style-type: none"> *increase cost to Local Authority to fund remand beds *Impact on YOS and resources across other sections of Children and Family Services linked to working with young people in custody 	Head of Service	2	2	4	<ul style="list-style-type: none"> Maintain current management strategies • Close liaison with the court *Maintain bail management team • Good use of YRO sentencing options • Ensure reducing reoffending in high risk group of YP a strategic priority * Joint work across Children and Family Services to minimise the impact, including enhancing the provision of alternatives to remand and custody, and improving alternative accommodation 	Ensure that resources are effectively targeted to minimise any potential impact.	2	3	5

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls arrangements	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score

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Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
Risk of Harm posed by or to young people not effectively identified or managed	<ul style="list-style-type: none"> *Careworks inability to provide adequate management information on high risk of harm cases. *Information not shared effectively between agencies *Risk not effectively managed by practitioners *assessments not effectively overseen and verified 	<ul style="list-style-type: none"> *Young person commits a serious offence *A serious incident receives significant negative media coverage *impact on victim satisfaction and public confidence 	Head of Service	1	2	2	<ul style="list-style-type: none"> *Maintaining an effective quality assurance process *Effective management process to monitor risk of harm and vulnerability processes to ensure delivery is maintained at a high standard. *Ensure lessons from national and local inspections, and serious incidents are taken forward * Ensure annual training priorities & plan are linked to lessons learnt process 	Ensure that resources are effectively targeted to minimise any potential impact.	2	3	5

Appendix 1
Leicestershire Youth Offending Service Organisational Chart



Partner Sign Off

	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J Sinnott		
Director of Children and Family Services, Leicestershire County Council	L Hagger		
Chief Constable, Leicestershire Police	S Cole		
Head of Leicestershire and Rutland National Probation Service	C Maclean		
Chief Executive, East Leicestershire and Rutland Clinical Commissioning Group	D Briggs		
Chief Executive, West Leicestershire Commissioning Group	T Sanders		
Chief Executive, Rutland County Council	H Briggs		
Justice's Clerk – Lincolnshire, Leicestershire & Rutland and Northamptonshire for Her Majesty's Courts Service	N Watson		