

Leicestershire
Youth Justice 3 year Strategic Plan
2016 – 2019

Updated 2017

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1. Introduction

The principal aim of the youth justice system is to prevent offending by children and young people. Leicestershire Youth Offending Service (YOS) coordinates the provision of youth justice services to both Leicestershire and Rutland in line with requirements set out to statutory partners in the Crime and Disorder Act 1998. The YOS is a co-located multi agency team which includes staff from the statutory partner agencies; the Leicestershire County Council (LCC), Leicestershire Police, the National Probation Service (NPS), and CAHMS. The service also includes a member of staff from a non statutory partner 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.

The Youth Justice Plan provides an overview of how the Leicestershire YOS will link into partnership arrangements and deliver services in line with national requirements set out by the national Youth Justice Board (YJB). The plan provides a review of last year's plan, an overview of the YOS governance arrangements, the YOS structure and resources, local performance, identified risks, and highlight areas of development.

2. Review of Youth Justice Plan 2015/16

The 2015/16 Youth Justice Plan outlined the performance of the YOS against national performance indicators, and also highlighted a number of priority areas of work.

In relation to performance progress has been positive. The Reoffending rate is measured by tracking a cohort of offenders for a full 12 month period. First Time Entrants (FTE's) into the criminal justice system have reduced over the first 2 quarters of 2015/16 compared to the same period the previous year. The reoffending rate for the last cohort to be tracked nationally for a full year period, January to December 2013, showed a slight increase in reoffending rates. Finally in relation to custody there has been a very slight increase in the amount of young people receiving custody. However it is notable that performance within Leicestershire linked to all 3 national indicators compares very favorably to both regional and national figures.

Reviewing the priorities identified in the 2015/16 Plan linked to performance and quality standards, the significant issues have been;

- Imbedding the use of the national reoffending toolkit within YOS practice. The toolkit provides live data in relation to young people being case managed by the YOS. Regularly tracking the data has enabled the YOS to identify trends related to young people who go onto offend, and where appropriate escalate the level and nature of interventions.
- The Leicestershire YOS has been one of the first adopters nationally of the new case assessment and management system Asset Plus. All YOS case managers received training in the new system which went live in October 2015. There have been a number of minor administrative teething problems linked to the system, but early indications suggest that Asset Plus may lead to improvements in assessment and case planning.
- Quality and assessment work has developed within the YOS through imbedding the continuous improvement cycle within the service. Within the last 12 months the YOS has undertaken an internal short quality screening (SQS) of cases, a national standards audit of prevention and diversion work, and undertaken a number of internal thematic inspections based on risk which have included a thematic inspection of victims standards and the top 30 most complex cases. The learning from these inspections have been fed into bi monthly practice developments sessions with all case managers which have taken place throughout the year.
- The YOS has been involved in the multi-agency Young Adults Project (YAP), which has introduced a new local transitions protocol between the county and city YOS's and the national probation service (NPS). This has also been supported by the introduction of the Y2A portal developed by the YJB, which has enabled the electronic sharing of information between the YOS and NPS in line with a prescribed format.

During the year Ofsted asked if Leicestershire County Council and partners agencies would participate in a pilot joint target area inspection with a focus on Child Sexual Exploitation (CSE). The YOS was a part of this process. The inspection highlighted that the YOS had made positive steps in relation to the identification of CSE and along with partners had some areas for development.

The YOS has worked closely with the local CAHM's service. As a result, the offer of CAHM's support has been extended from statutory cases managed by the service to prevention and out of court disposal

cases. Prevention cases are referred for CAHM's support where an initial screening indicates that the young person may benefit from therapeutic support.

3. Governance

Leicestershire Youth Offending Service (LYOS) is located within Leicestershire County Council's Children and Families Service. 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 NPS, Police and Police Crime Commissioner, Courts, and Housing. There are good working relationships with all partners that ensures 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 (LYOS). Its direction will ensure that the LYOS 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)

4. Structure and Outline of the Service

The YOS is structured to manage both, prevention and pre court work with young people and manage and supervise statutory criminal justice outcomes. The YOS is structured into two multi skilled teams under a locality focused YOS manager and supporting senior practitioners. The locality based teams cover the north area, (North West Leicestershire and Charnwood), the south area (Rutland, Harborough, Blaby, Oadby and Wigston Hinckley and Bosworth and Melton), Each of the teams contains prevention and diversion case managers, post court case managers, 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 Community Safety 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.

A significant feature of the LYOS is that the service still maintains a strong prevention offer. Young people are assessed and case managed on a needs basis having been referred either through the police/YOS out of court disposal panel (NYPD), or by schools or other agencies through the district based locality hub meetings.

The structure outlined at appendix C, benefits from locality alignment. The approach enables YOS workers to form effective working links with other frontline workers based in localities. The YOS has been integrated into the LCC Early Help Services, aligning the YOS with other services focused on early intervention with children and families. The Early Help section forms part of the Children and Family Services department within the Leicestershire County Council.

5. Partnership Arrangements

Since inception in 2002 partnership working has been the cornerstone of the YOS service delivery. The YOS has therefore provided a central focus for the Youth Justice Plan.

Leicestershire YOS priorities are reflected in the Leicestershire Safer Communities Strategy Board priorities and links have been established with the Health and Well Being and the Leicester and Leicestershire Enterprise Partnership Boards.

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 is engaged with the Safer Communities Strategy Board, the Rutland's 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 the County with multiple and complex needs as well as those families identified as at risk of going on to have these needs if their current needs are not met more effectively.

In relation to the national Prevent strategy the YOS also has a representative on the multi agency Channel meeting. The Channel meeting assists agencies working with vulnerable people meet their responsibilities under the Counter Terrorism and Security act 2015. The service has developed close links with the Leicestershire and Rutland Prevent worker introduced during 2015/16, which has supported the arrangements linked to vulnerable young people.

6. Resources

Over the last three years resources available to the Youth Offending Service have reduced. In 2013/14, there was a net reduction of £114, 000 in the Youth Justice Grant, no reduction for 2014/15 and a 17.4% net reduction of £107, 000 to the Youth Justice Grant for 2015/16. During 2016/17 a further 9.5% reduction was applied to the grant, however in 2017/18 an increase of 0.4% has been received.

The LYOS also had a 3 year savings requirement from the LCC medium term financial strategy (MTFS) between 2015/16 and 2017/18. This has been achieved to date through reductions to the IMPACT budget, reduction in case management and the services programmes team. Reductions in the Youth Justice Grant have been achieved by the removal of a manager and senior practitioner and remodeling the service. There is an opportunity to minimise the impact of these savings as a result of the YOS integration into the children and Families Service.

Youth Offending Service Budget for 2017/18

Core Funding

Pooled Budget				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police & Crime Commissioner	£91,847		£77,934	£169,781
National Probation Service	£73,764		£33,533 £5,000	£112,297
Health	£70,945		£47,588	£118,533
Local Authority: Chief Executives C&FS Rutland			£298,303 £516,496 £70,000	£884,799
YJ Grant			£460,919	£460,919
Total	£236,556		£1,509,773	£1,746,329

Additional Leicestershire County Council Funding

Additional Funding	
Youth Inclusion Support Panels (formerly Early Intervention Grant)	£99,418
LCC	
Youth Crime Prevention	£174,446
IMPACT	£270,000
Total	£543,864

Total YOS Budget	£2,290,193

The National Probation Service (NPS) 1.5 FTE Staffing costs have been confirmed during 2017/18. The NPS other delegated funds for 2016/17 and 2017/18 will remain as above with the £5,000 Management contribution continuing for the duration of the three year plan.

7. Future delivery – Risks

The primary objective for partners linked to youth offending, is to prevent and divert young people from the criminal justice system. The risks to delivery against this overarching objective fall broadly into 3 categories. The risk of;

- Failing performance against national indicators,
- Failing to maintain quality standards leading to the increase likelihood of reoffending and more serious reoffending
- Potential reductions in funding leading to reductions in youth focused resources and services

Performance against national and local indicators

Performance of the LYOS remains positive. The last 5 years performance is compared in appendix B.

To place LYOS performance into the national context, FTE's are measured by the amount of FTE's per 100,000 young people within the YOS region, custody rates by the amount of young people receiving custodial sentences per 1,000 young people, and reoffending rates by measuring the average number of additional offences committed by the number of young people within a cohort over a 12 month period.

In England there are 140 youth offending services. In terms of FTE's and reoffending the LYOS performance places the LYOS within the top 10% of services, and within the top 20% of services in relation to custody rates.

Reoffending

In terms of reoffending national research conducted by the YJB in 2014 highlighted that reoffending rates were adversely affected by a small group of young people within the reoffending cohort who go onto commit numerous offences. The research indicated that a feature of this group is that the young people have complex problems frequently linked to their family and living arrangements, and Looked After Children (LAC) are disproportionately represented in this group.

In Leicestershire the percentage of Looked after Children (LAC) who offend is relatively low, but a review of young people in the local 2015 cohort highlighted that many have complex problems linked to their current and past living and family experiences. During 2016/17 the YOS has taken a detailed look at LAC young people who offend. This has highlighted that the proportion of young people offending in the care setting in the first three quarters of 2016/17 was 36% (4 out of 14). Nearly all the offences took place in private children's homes, and there was no hot spot location for the offences. Since 2014/15 the binary rate of LAC reoffending has fallen, and is now below the level of non LAC. This has to be viewed with caution due to the small sample size of LAC young people and that the sample methodology is different for non-LAC, and as a result this information can only be regarded as an indicator. The YOS has established a quarterly meeting between the YOS and LAC team, with the objective of reducing the number of LAC entering the youth justice system and that LAC young people are not dealt with

disproportionality compared to non LAC young people. The YOS will be continually seeking to develop working relationships with external agencies.

Internally the introduction of the reoffending toolkit and the trends this highlights has enabled the YOS to develop a robust problem solving forum with the LAC and Safer Leicestershire Families (SLF) teams since 2015. Externally the LYOS continues to second a YOS case manager to the police integrated offender management team (IOM) based at Mansfield House, and will develop strategies with local community safety partnerships with this complex group. Re-offending performance during 2016/17 showed a decline for the first time in 4 years and the lowest re-offending rate since 2010/11, which indicates that the YOS plan for managing Re-offending is having a positive outcome.

First Time Entrants

FTE rates have been falling steadily since recording the FTE rate started in 2005/6. There has been a 62% reduction in FTE's between 2009/10 and 2014/15. In 2016/17 there was a slight rise in FTE's. There is a significant risk that the FTE rate across Leicestershire and Rutland may begin to rise. The performance around FTE's is affected by a number of factors, including national crime trends and partner agency procedures. However there are 2 major areas of practice linked to performance that the YOS is able to influence.

Firstly out of court disposal procedures. Currently the LYOS holds a joint weekly decision making meeting with the police and city YOS. The meeting considers all cases where young people have admitted to offending, and through reviewing information from YOS, police, partners, and taking into account the views of victims, determines the most appropriate course of action. The decisions from the meeting can range from; a decision to take no further action, introducing a restorative outcome, moving the young person through assessment and into YISP (prevention) case management based on the needs of the young person, or recommending formal action through the courts. Since inception of the LYOS meeting in 2013, FTE's have continued to fall, and evidence indicates that the increased use of informal action has been both appropriate and effective. A quarterly scrutiny meeting chaired by the police and involving partners from the voluntary sector, CPS, and magistrates court service, ensures that there is appropriate review of the out of court process. Additionally a review of performance reported to the YOSMB in 2015, highlighted that the reoffending rate of young people receiving informal sanctions is around 5%. The YOS will continue to develop the use informal sanctions through 2016/17.

The second issue linked to sustained FTE performance involves continuing the practice of case managing young people on the cusp of offending through the YISP project. The YISP project has traditionally been funded through additional LCC financial contributions, (over and above the LCC contribution to the partnership pooled budget). The research on social return on investment undertaken by the YOS in 2014 highlighted that for every £1 spent on YISP prevention work, the YOS and partners received a £2.59 return on the investment. As YOS funding becomes increasingly challenging the service will continue to work with partners and explore ways of preserving the YISP service. During 2016/17 the priority will be to explore closer links between the YISP service and other LCC Early Help services focused on families where offending behavior is or maybe an issue.

Custody

In relation to young people receiving custodial sentences, the LYOS has had low numbers of young people receiving sentences for a number of years. There are several factors that affect rates of custody including the quality of YOS case management around young people with complex problems. However The LYOS has traditionally had an established team of staff focused on work within the court and

dealing with young people kept overnight in police custody facing a high likelihood of remand into custody. A priority will be for the LYOS to preserve an experienced court facing team who are able to explore and introduce appropriate alternatives to custody in high risk cases.

Education

Locally the YOS aims for 80% of young people case managed by the YOS to be in education, employment, or training (EET), at the end of their court order. This target has been challenging and over the last 5 years the figure has ranged between 73% and 76%. Performance declined during 2016/17 (64.5%) which is a concern. The YOS currently employs a specialist education worker and an employment and training specialist seconded from Prospects. Internally the priority for the YOS has been to improve the identification and focused support work in relation to young people at risk of becoming not in employment, education, or training (NEET). Externally the longer term plan involves engaging with partners and strengthening arrangements around identified vulnerable groups in relation to NEET, (notably offenders, looked after children, and teenage parents).

Maintaining quality standards

In 2013 the LYOS introduced a quality and development manager to co-ordinate YOS work in relation to quality standards. Feedback from the last national SQS HMIP inspection in 2014 was positive, but highlighted some areas for improvement. Since the audit the LYOS has developed a continuous improvement cycle. This cycle involves the YOS undertaking an internal inspection following the HMIP full joint inspection (FJI) or SQS format a minimum of once a year. The learning from the inspection is fed back to staff and managers, and any reoccurring or emerging national issues are considered for more tailored thematic inspection throughout the year. Additionally practice development training input sessions were held with all case managers and focuses on learning from the internal SQS and thematic audits. The priority issues moving into 2017/18 involve reviewing the effectiveness of Asset Plus against inspection standards, and looking to improve intervention planning together with emerging issues from the annual SQS.

YOS funding

Over the last 3 years YOS resources have reduced due to reductions in funding from partners, reductions in the youth justice grant, and reductions in the additional LCC contributions through the LCC medium term financial strategy (MTFS).

YOS funding remains challenging over the next 3 year period from 2016/17 to 2018/19. Plans are in place to structure the service to meet the financial challenges in 2016/17 and 2017/18. In 2014/15 reductions were made to statutory case management in relation to young people on court related orders in 2014/15. The focus in 2016/17 and 2017/18 involves developing the YISP prevention and diversion service with SLF, and the IMPACT team with local community safety partnerships. Previously the YOS has undertaken workload analysis work, research on the value and effectiveness of internal prevention and diversionary services, and consulted with partners, and staff internally, while restructuring service and this approach will continue moving forward.

8. Service development

Due to the complexity of issues linked to young people who offend or are at risk of offending there are a number of emerging issues locally and nationally that may have a significant impact on offending across Leicestershire and Rutland moving forward.

Resettlement

The priorities for the YOS will be to ensure that best practice identified through the East Midlands Resettlement consortium which was in place during 2014/15 is fed back into the service and influences practice around young people leaving custody. Viewing the consortium standards the local resettlement offer around education and employment support is reasonably strong, but the focus currently is ensuring that a young person's release accommodation is secured well in advance of them leaving custody. Improving the accommodation offer will be subject of development work with partner agencies.

Child Sexual Exploitation (CSE)

In 2014/15 the police and LCC introduced a multi-agency CSE team. The inception of the CSE team has assisted the YOS in improving the identification of young people being at risk of involvement in CSE. The introduction of the multi agency strategy has led to the YOS issuing guidance to staff and introducing 2 service champions whose primary role is to assist in the co-ordination of the service response to CSE. To link into current developments the service continues to develop practice to improve identification of CSE by building links to the initial YOS assessment, and in turn improve referral pathways to the CSE team. The service is also linked into developing the partnership response to CSE through involvement in multi-agency operational CSE meeting.

User voice

Listening to and understanding feedback from young people will be a key part of developing the service moving forward. The YOS is committed to undertaking an annual e-survey with a minimum of 20% of young people case managed by the service. The 2016 survey was very positive, highlighting high satisfaction levels in young people, in relation to their views being heard, work related to their safeguarding and wellbeing, and support work relating to their accommodation issues.

The area for development is linked to barriers to engagement, where in 2015 a third of young people felt that their reading or general learning capacity made it difficult for them to participate, this has reduced to a fifth in 2016. This is an ongoing area of development for the service, and the priorities will be develop by improving access to ETE and improved use of assessment through use of the tools in ASSET Plus.

Disproportionality

The YOS will continue to monitor the characteristics of young people receiving criminal justice disposals. Current monitoring has not highlighted any disproportionality issues along the lines of gender or race. A national issue involves the over representation of Looked After Children in the cohort of young people who go onto reoffend. As highlighted the percentage of Looked After Children who offend is relatively

low in Leicestershire, but local reoffending rates involving LAC cases will be the subject of monitoring. Moving forward the YOS will continue to focus on LAC cases through identifying trends, introducing bespoke interventions through researching the reoffending toolkit, and through improving information sharing and problem solving with partners.

Desistance

As a result of the HMIP Thematic on Desistance the YOS 2017/18 will be looking to develop how it intervenes with young people to ensure that it takes advantage of the learning of from the thematic inspection. Looking to build on the YOS use of strength based approaches to working with young people, improve the use of What do you think information in ASSET plus and looking at how families support can used to support reducing re-offending.

Education Employment and Training

As a result of the decline in YOS performance in this area during 2016/17, the YOS will continue to it work internally to improve performance with its focus on identification of NEET young people and ensuring that the right actions are taken to draw them back into ETE. Additionally the YOS will be looking to improve its links Academies and Educational partnerships to reduce the risks of young people becoming NEET.

9. 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 2014/15.

Appendix A

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 our 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.	* Year on year decreases in FTE numbers over the last 5 years across Leicestershire * Reduction in prevention funding	•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	*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	Linking YISP case management focused on young people with SLF family focused interventions.	2	1	2

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>* In year YJB cuts to the YOS grant</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	3	5	<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>	1	2	2

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
Low level use of remand and custody not maintained	<p>*potential spike in number young people committing serious offences</p> <p>*increase in the number young people persistently breaching court orders</p>	<p>*increase cost to Local Authority to fund remand beds</p> <p>YOS ability to maintain a bespoke court & bail service</p> <p>*Impact on YOS and C & F resources to manage young people in custody</p>	Head of Service	2	3	5	<p>Maintain current management strategies</p> <ul style="list-style-type: none"> • Close liaison with the court • Maintain skills within bail management • Good use of YRO sentencing options • Ensure reducing reoffending in high risk group of YP a strategic priority 	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

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
Risk of Harm posed by or to young people not effectively identified or managed	<ul style="list-style-type: none"> *Introduction of a new case management system, Assett Plus *The need to develop multi agency information sharing & problem solving meetings *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	3	1	3	<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 taken forward with YOS managers & through YOS practice development sessions * Ensure annual training priorities & plan are linked to lessons learnt process 	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

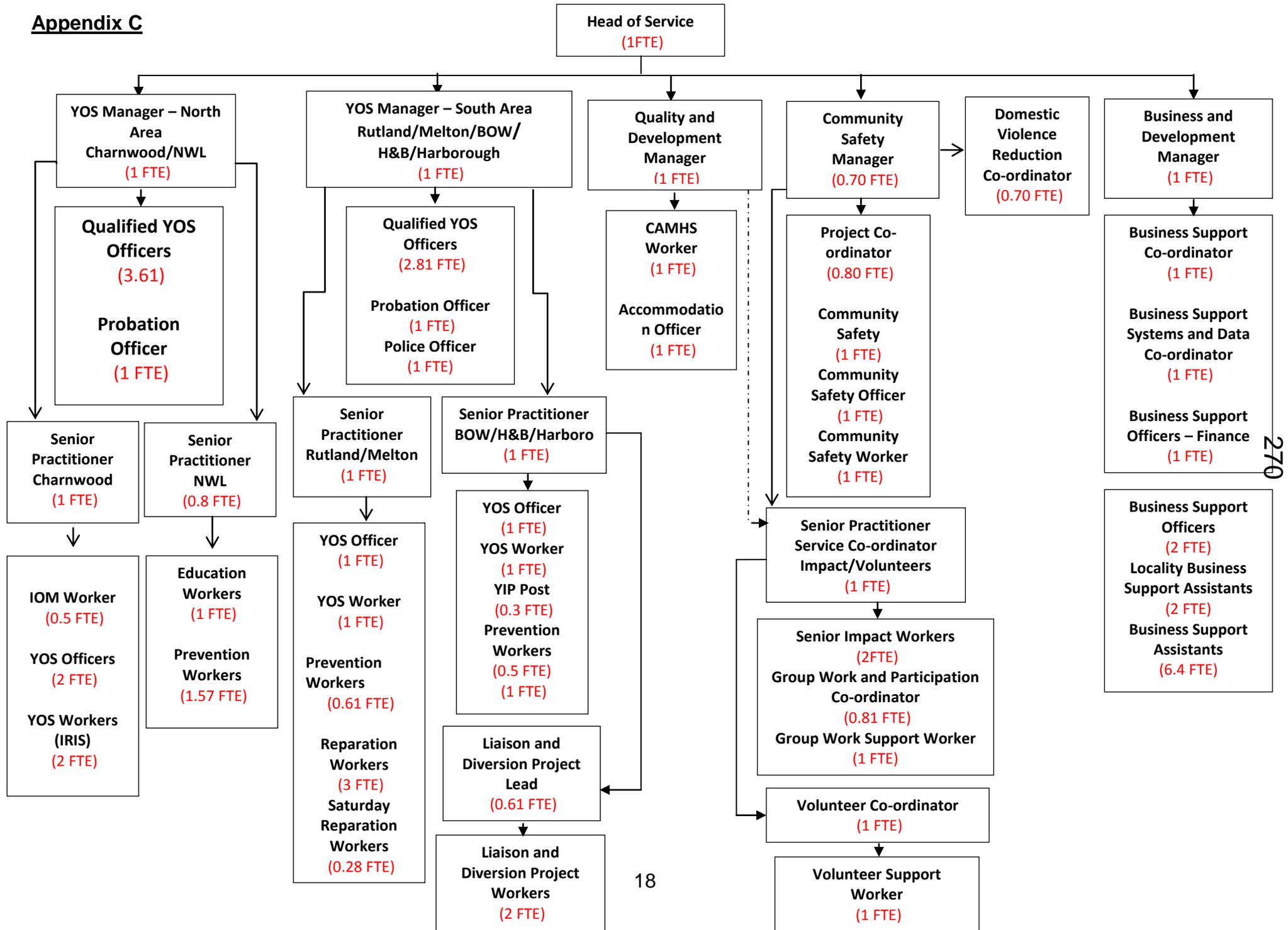
Appendix B**Summary of Performance 2012/13 - 2015/16**

Performance against the MOJ Indicators and the Local YOS indicator for 2012/13 to 2015/16 to date:-

National Indicator	Target 12/13	Apr to Mar 2012/13	April to Mar 2013/14	April to Mar 2014/15	April to Mar 2015/16	April to Mar 2016/17
Reduction in First time Entrants	Year on year reduction	24.1% increase	-45.7% reduction	-14.0% reduction	34.7% reduction	+1.6% Increase (2)
Reduce the proven rate of re-offending	1.13	1.01	1.04	1.25	0.82	0.58 (April-Dec 16)
Custodial Sentences	<5%	1.9%	2.4%	4.2%	4.9%	1.3
Number of young people in suitable Education, Training and Employment	80%	76.6%	74.1%	73.7%	74.2%	64.5%

- **First time entrants:** *FTE's are young people who have received a substantive outcome which includes youth cautions (YC), youth conditional cautions (YCC) and outcomes received through the courts*
- **Rate of reoffending:** *The reoffending rate is measured by tracking all young people who receive a substantive outcome (includes YC's, YCC's, and all court outcomes) between 1st of January and 31st of March. The reoffending of the entire cohort is monitored each quarter for a 12 month period to determine the reoffending rate.*
- **Custodial sentences:** *The percentage figure is determined by monitoring the percentage of young people who appear at court, who go onto receive a custodial sentence.*
- **Number of NEET:** *This is determined by the percentage of young people not in employment education, or training, at the end of their court order.*

Appendix C



Appendix D

The following table shows Staffing of Leicestershire YOS by Gender and Ethnicity, including volunteers.

Ethnicity and Gender	Managers Strategic	Managers Operational		Practitioners		Administrative		Volunteer		Total	
	Male	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White British		1	2	13	33	1	13	26	83	41	131
White Irish										0	0
Other White										0	0
White & Black Caribbean				1	1					1	1
White & Black African				1						1	0
White & Asian									1	0	1
Other Mixed				1	3				4	1	7
Indian				9	11			2	2	11	13
Pakistani									4	0	4
Bangladeshi										0	0
Other Asian										0	0
Caribbean	1	2			2					3	2
African										0	0
Other Black					1			2	3	2	4
Chinese								2		2	0
Any other ethnic group										0	0
Not Known								1	5	1	5
Total	1	3	2	25	51	1	13	33	102	63	168

Of the above 135 volunteers, 129 of them have been trained in RJ

Partner Sign Off

	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J Sinnott		