

Leicestershire
Youth Justice Plan
2020 – 2023

DRAFT

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A. Introduction

Leicestershire Youth Offending Team (YOT) are committed to:

- See children first, offenders second and champion the needs of children throughout our work.
- Listening to children and their families/carers.
- Ensure that the services and interventions that are provided are inclusive, through challenging discrimination and promoting equality.
- Ensuring that children are offered every opportunity to achieve their potential and make positive changes.
- Building positive and trusted relationships with children.

Leicestershire YOT is located within Leicestershire County Council's Children and Families Service. The YOT co-ordinates 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 statutory partner agencies; the Leicestershire County Council (LCC), Leicestershire Police, the National Probation Service (NPS), and Children and Adolescent Mental Health Services (CAMHS).

Leicestershire and Rutland remain committed to ensuring that intervention is offered at the earliest opportunity. This strength of this offer is important both in improving the outcomes for children and in the effective delivery of the national objectives. During 2019-2020, the YOT was integrated into a new Youth and Justice Service, embedded within the Children and Family Wellbeing Service. This change reaffirms the emphasis on early intervention and enables access to additional youth work provisions and whole family interventions.



B. Structure and Governance

i. The YOS Management Board (YOSMB)

“ As a volunteer mentor, when on a case, I volunteered for around an hour a week. As an Appropriate Adult, I was generally available one afternoon every fortnight, I have been an appropriate adult for 1 year.

Having brought up 3 of my own children, I wanted to help put something back. I wanted to help teenagers find the right opportunity/strength/talent to be able to lead a more fulfilling life.



A rewarding moment that stands out for me is a young man I had been mentoring for 6-8 weeks had re-discovered his interest in sports. He had had to give up athletics due to injury but then as he got better took up an interest in skate boarding. Over the weeks he had been to a skate boarding park and on the last week had been scouted for a club. He asked if he could recommend me to his friends ”

The Youth Offending Team is overseen by the Management Board, which 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 and the Police and Police Crime Commissioner. There are good working relationships with all partners that ensure effective, integrated strategic planning and delivery of youth justice services.

The vision of the YOTMB

“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 individualised 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, a proposed annual reporting cycle has been introduced. The reporting cycle is designed to enable the Board to scrutinise all aspects of YOS activity and how partner agencies support the delivery of YOS services in their own organisations. Each Board meeting receives reports on the YOS on its financial position and performance against the key indicators

Proposed Reporting Schedule for 2020-2021

The Board will be provided with standard reports focused on finance and performance (local and national indicators). The Board will be provided with reports on HMIP thematic inspections and Inspection, serious incidents and significant changes to practice resulting from legislation or National Guidance.

Quarter	YOT Service Delivery	Partner Agency Reporting
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1	BAME Children, Education, Training and Employment, Workforce Development, Health Pathway, Case Example.	Police & National Probation Service
2	Quality Assurance Plan, Serious Youth Violence, Child Exploitation, Court Work	Health & Substance Misuse
3	IMPACT, Out of Court Disposals, Volunteering, Restorative Justice, Case Example	LCC – Education & CAMHS
4	Youth Justice Plan, Quality Assurance, Disproportionality, Workload and Staffing, SEND and LAC Cohort	LCC – Social Care & PCC

ii. The Team and Structure

The Service operates an East and West model and is widened to focus on Youth and Justice. Under the model, ‘East’ covering Charnwood, Melton and Harborough Districts and ‘West’ covers Blaby, Oadby and Wigston, Hinckley and Bosworth and North West Leicestershire Districts. Work across Rutland is overseen by the West Management Team to enable a coordinated response across the two authorities.

The core YOT are based at County Hall and respond primarily to statutory work, co-located with Social Care colleagues. The YOT has a stable group of Case Managers and volunteers who are representative of the children and communities that they work with (see Appendix 4). There has been less stability in some of the posts that support the YOT and this has provided some challenges with vacancies, new staff and staff released on secondments. A rigorous Vacancy Control process has been introduced. The YOT Managers were unchanged during transformation, which saw new members of the Management Team and a training programme which supported this.

Youth and Justice has a range of services which support service delivery, CAMHS Children’s Psychiatric Nurse (CPN) for facilitating mental Health assessment and referrals into CAHMS, and an Adverse Childhood Experience (ACE) project Team, (made up of Clinical Psychologist and Forensic Psychologist), Accommodation worker, Substance Misuse treatment specialists, Education specialists, Victim Worker, Voice worker, and Liaison and Diversion Team (Manager, CPN and Assessment worker). Staff also have access to Care Navigators to facilitate Health related referral support.

The prevention offer is delivered from localities and all referrals for this work are received on the Multi-Agency Referral Form and are triaged by the CFWS using a whole family approach. The joining of Prevention and Youth Work provides a more robust response to children, both in terms of intervention and building resilience within communities. To support this, these workers are based around the County in either LCC or District office bases. All practitioners have easier access to support for the whole family as part of the Children and Family Wellbeing Service. The service also has a centrally managed Community Safety Team that supports the work delivered by the locality operational staff.

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The Youth and Justice Service Structure can be found in Appendix 1.

iii. Partnership Arrangements

In addition to the YOSMB, the YOT is fully integrated within partnerships across LLR:

- Leicestershire Safer Communities Strategy Board (LSCSB)
- Leicestershire Senior Officer Group
- Early Help Partnership Board
- Strategic Offender Management and MAPPA Board (SOMMB)
- Rutland Children and Young People’s Partnership Board
- Child Exploitation Operational Group
- Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership
- Violence Reduction Network Development Group
- Community Safety Partnerships and Joint Action Groups
- LLR Substance Misuse Community Safety Partnership
- Court Liaison Group
- Leicestershire Safeguarding Children Board
- Knife Crime Delivery Group

Partnership working at an operational level is core to ensuring good outcomes for children. The arrangements in place for this are:

- Information Sharing Meetings
- Deter Young Offender Panels
- Professionals Meetings
- Sign of Safety Meetings

There are also several partnership commissioning arrangements in place, both or supported by the YOT and Youth and Justice. This includes Home Office funding through PCC for additional workers including an Integrated Offender Management post, the supporting of the LCC successful Youth Endowment Fund application, provision of prevention work in Rutland and the continuation of the Liaison and Diversion Project through NHS England. This money has enabled specific projects which focus on improving the support offered to children and contributing towards better outcomes.

The Sampson Award

The Sampson Award is an Award that was created to honour a Community Panel Volunteer who sadly passed away. It is an opportunity for the volunteers to recognise the positive progress of a child/young person who was sentenced to a Referral Order.

The 2019 Award winner had worked with the YOS since December 2018 through a voluntary intervention up until the February 2019 when they commenced a Referral Order. The child was assessed with Dyslexia and had high level of anxiety. At the start of the intervention they had a negative attitude towards intervention and almost mistrusted the system. Whilst always attending sessions, engagement was superficial, and they were argumentative at times. Behaviour at home was challenging; abusive and aggressive at times. There were concerns around the negative influence of older peers.

The young person had several professionals supporting her including a volunteer mentor for several months. They engaged in various intervention sessions and stated that they had benefitted from mentoring and substance misuse sessions. Relationships at home had improved following mediation, encouraging better communication and negotiation. In August 2019, the young person secured a full-time hair and beauty apprenticeship.

The young person showed a complete turnaround in attitude and behaviour, particularly at home, stating that some of the things that helped them change in a positive way were mainly relating to them take responsibility through listening to professionals around her and trusting their judgement, advice and guidance. This young person changed their life towards a pathway to success. They deserve an acknowledgement for their change of attitude towards life and the positive progress they have made - Well Done!!

C. Resources

The period during 2019 -2020 was challenging following the transformation of Early Help Services which included the YOS, however, no cuts were made to Youth and Justice during this period and additional posts were funded from the YOT reserve to support delivery against local and national drivers.

The Youth Offending Service continues to achieve a balanced budget comprised in the main from Local Authority core funding and the Youth Justice Board Grant, supplemented by partner contributions and additional grant funding opportunities. Some partner contributions are awaiting clarification for 2020 – 2021, including the value of the Youth Justice Grant. Any reductions in financial contributions will need to be funded from the YOT reserve.

Probation, Health and police partners continue to second staff into the Service. The National Probation Service is currently revisiting contribution to YOT's and it is understood that the whilst the financial offer will not change, the minimum staffing contribution will be 0.5 FTE of a Probation Officer nationally and potential for a Probation Service Officer supplement.

The Service is preparing proposals for the YOSMB to consider additional funding from reserve money aligned to the plan of work rolling out ahead. There is also a stringent vacancy control process in place where recruitment is nominally agreed through the Assistant Director of Children's Services and then validated by YOSMB that encourages innovative recruitment.

The Service also benefits from the time and support of over 100 volunteers who commit their time to be Appropriate Adults, Community Panel Members, Parent Mentors and Mentors for children. As shown in Appendix xx, these volunteers are representative of the communities our children live in.

Youth Offending Service Budget for 2020/2021: Core Funding

Pooled Budget

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police & Crime Commissioner	£91,847	£91,847	£77,934	£169,781
National Probation Service	£73,764	£73,764	£10,000	£83,764
Health	£70,945	£70,945	£47,588	£118,533
Local Authority: Chief Executives			£298,303	£298,303
C&FS			£1,061,079	£1,061,079
Reserve (allocated)			£144,629	£144,629
Rutland			£70,000	£70,000
Appropriate Adult (Leics City)			£3,572	£3,572
YJ Grant			£459,804	£459,804
Total	£236,556		£2,172,909	£2,409,465

Additional Funding	
IMPACT	£296,700
Total YOS Budget	£2,706,165

D. Performance

i. Performance Review of 2019/2020 – Key Performance Areas -

Reduction in First Time Entrants (FTE)

The FTE PNC rate per 1000,000 of the 10-17 population for Leicestershire is 144 compared to 171 for the same period in 2017/2018, a 15.6%

reduction. Whilst nationally the number of FTE's has fallen, Leicestershire YOS continues to remain ahead of all the comparator groupings; East Midlands (212), YOT Family (155), England & Wales (219) and England (220).

The Children and Family Wellbeing Service introduction in April 2019 has enabled a robust whole family approach to the prevention offer to children and their families/carers. Unifying Youth Work and Youth Justice has enabled a review of the prevention criteria ensuring that only those children where offending is a real risk are engaged with the YOS, and other children are supported with through other interventions. Intelligence from return interviews being undertaken within the Service is a strength as this has supporting the mapping of networks of children, enabling a more targeted offer to children at the earliest opportunity. This early identification is also supported by the IMPACT Team and the street-based intervention provided by staff. The Out of Court Disposal Panel (OOCDD) greatly supports the work to reduce the FTE number in Leicestershire. The Panel can offer diversionary intervention which is supported by the Police Officers seconded to the YOS.

Reducing the proven rate of re-offending

The latest Ministry of Justice data available for the binary re-offending rate after twelve months, is for both the three-month cohorts July to September 2017 and the aggregated quarterly cohort for October 2016 to September 2017. With regards to the three-month cohort, the percentage of children re-offending after 12 months was 36.4%, which is a -8.1% decrease when compared to the previous year (44.4%). The aggregated quarterly cohort percentage was 35.5%, which is a slight 0.9% increase against the same period in the previous year (34.6%).

The three-month cohort comparative data reflects the most up to date performance and shows that the percentage of children re-offending in Leicestershire was 36.4%. This figure is the same in comparison to the Midlands region 36.4% and a decrease in relation to national performance 37.7%.

This year has seen a spike in the exploitation of children in drug related offending, high value car crime and other associated offending has been a challenge for nationally and for Leicestershire. This has seen partnership work between YOS and the Child Exploitation Hub strengthen and improved sharing of information through the Police Portal and seconded Police Officers. Practitioners have been identifying children through the Gang Assessment Tool (GAT) and in applying for modern day slavery status through the National Referral Mechanism (NRM). This year has seen a small number of children present before the Courts with a positive NRM status and the YOT are currently engaged in the advocacy and tracking of these children; one outcome resulting in a Custodial Sentence. The NRM process is new to Leicestershire in terms of child criminal exploitation and the application of this has caused some tensions in working across the wider Criminal Justice partnership. Some additional challenges have related to other Local Authorities/Police dispersal of gang nominals across the County, particularly if there are pending arrests and charges.

The prevention criteria has changed over the last year to recognise the additional support required by those children who finish their statutory intervention but where there are still concerns such as the strength of police intelligence, released under investigation or where the YOS are the only agency who have been able to maintain a relationship with the child.



Within the re-offending cohort, there are a very small number of children who have committed a high volume of offences and work is being undertaken to understand this further in terms of how we respond as a partnership to prevent this and will be discussed wider with the Board as identified in the schedule contained within this Plan.

Reduce the use of custody and remand

The use of Custody rate per 1000,000 of the 10-17 population for Leicestershire from Jan 19-Dec 19 was 0.14, compared to 0.08 for the same period in 2018, a 0.06 increase, Performance for Leicestershire YOS continues to remain ahead of all the comparator groupings; East Midlands (0.24), YOT Family (0.17), England & Wales (0.26) and England (0.19). In 2017/18 the cumulative figure was 3.2% and this reduced to 2.4% during 2018/19.

The cumulative data so far for 2019/20 indicates an indicative increase to 4.9% at Quarter 3, equating to 5 children, a number of whom also have been remanded to custody for a period of time. The YOS monitors all remands and custodial sentences and meets quarterly with the Magistrates to oversee the Court outcomes and the quality of YOS work. Two children within the cohort are linked to potential child exploitation having been involved in high value car crime, going missing and disengaging with services. In terms of the additional remands, there is a theme of children who have charged with committing very serious offences and have been remanded therefore pending trial. The children have not been known to any Services across Leicestershire, with one child and his family moving to Leicestershire released under investigation which translated into a charge and remand.

The number of young people in suitable Education, Employment and Training (EET)

Cumulative data for 2019/20 performance for EET at Quarter 3 is 57.1%. This is a reduction in performance against 2018/19 which was 64.2% and the lowest across the last five years.

The challenges described above regarding managing performances against re-offending, custody and remand is also true of EET performance, which can be volatile. This data is measured against the whether children were engaged in EET at the end of their statutory programme and whether this was appropriate to their age and hours provided, generally this should be 25 hours or above. Where children are captured in the re-offending cohort, their EET status is reported on each time an Order ends. In addition to this, the specialist Education Worker post has been subject to two rounds of recruitment with a new and permanent worker starting late February 2020. The YOS and the new Inclusion Team have worked together to develop a clear pathway for children and inclusion in EET. This is being replicated with the Virtual School for those children who are looked after or leaving care. Some children engaged with YOT lack interest in EET options. For example, those children experiencing criminal exploitation, the instant incentives which are often large amounts of money and validation from peers or elders, outweighs EET that is viewed as not having so many benefits. Not yet reaching maturity and adverse childhood experiences contribute to the potential development of a pro-offending identity.

Further work has been undertaken to ensure that practice is focused around inclusion in EET such as redefining the supervision template to ask specific questions and create an actions about how this is going to be improved, there is a Tableau data suite in development and additional scrutiny at the start of any intervention to ensure that this is addressed.

ii. Practice Developments – Review of 2019 -2020

Embedding YOT within the new Children and Family Wellbeing Service (CFWS)

The continued strong commitment from LCC for preventative work with children and families has offered an opportunity for the YOS to be embedded in a wider structure that offers easier access to support and opportunities to collaborate differently. Aligning the YOT Prevention referral process now means that support is identified for the whole family rather than just the immediate young person, for example, parents and carers are being offered a Triple P parenting programme and their child is being provided with preventative youth work or a family may be referred focused on the young person but the triage process identified a new born baby and a vulnerable parent and support is offered within the family to grow strength and resilience. As the CFWS is rooted in Districts around the Leicestershire, there is a wealth of knowledge regarding community provisions that offer diversion away from YOT or complement exit planning when children are nearing the end of their intervention. In addition, the model has grown relationships with staff across the Service and has opened opportunities to meet with children and families in a variety of buildings that are part of the CFWS estate.

The new CFWS offered the opportunity to align Youth Work and the Youth Offending Service into ‘Youth and Justice’ meaning that all of the activity undertaken with children aged 10-18 (24) years old. Whilst 2019-2020 was focused much on the implementation of the model, it did provide opportunities for staff to apply for different roles and challenges around recruitment. The core YOT practitioner team and their direct Managers remained stable during this period, but the wider Management Structure grew following a emotionally difficult selection process and a training programme commenced to ensure that all managers were fully conversant in Asset Plus and the parameters regarding Youth Justice. It has been a difficult journey in terms of stability in the wider staffing team, dealing with differing practice and addressing the cultural undercurrent that is present during transformational change.

As part of the transformation, the Core YOT practitioners were locality based, however, in December 2019, practitioners were returned to County Hall as this proved to be challenging in terms of ensuring quality of practice and managing service demand across the County. Feedback from the Staff Consultation group has focused on the impact of transformation and much of the work during 2019-2020 has focused on creating stability and ensuring the YOT are embedded in an updated way of working.

Development of Strength and Trauma informed Practice

The ACES Project has continued to support the development of a trauma informed practice and the service continues until 2021. During 2019-2020, the team is composition changed and support is now offered via a Clinical Psychologist and Forensic Psychologist across Leicester, Leicestershire and Rutland. The project has trained the first cohort of staff and has now progress to focusing on new practitioners and Managers to the Service.

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During this period, the ACES’s Team have offered a referral-based service that offers direct work to children around trauma which has been well received. Monthly Formulation Meetings take place with the staff group to further develop their practice around ACE’s and this work is evidenced on the case management system, within assessments and frames the way that practitioners are engaging and working with children. Liaison and Diversion has bolstered the diversionary work undertaken within the YOT and offers more holistic triage and support offer with a health perspective. The team and seconded Police have been a real conduit in linking in with those children who have been issued community resolutions by making contact, offering short term intervention, ensuring that health meets are identified and referring for more sustainable intervention. The Community Psychiatric Nurse has supported the growth of trauma informed practice.

“Thanks Pam [Practitioner]. He’s just gone in! Massive step forward. Thanks for your support of him”

Text from a Mum whose child refused to attend CAMHS appointments

Child Exploitation

Over the last year the profile and response to Child Criminal Exploitation (CCE) has grown and there has been a partnership push across LLR to widen the response to Child Sexual Exploitation to recognise CCE under the umbrella of Child Exploitation. In relation to the YOT cohort of children there were two distinct geographical pockets of CCE that has required a partnership approach. There has also been several Police Operations that have happened within Leicestershire as part of the national response to disrupting drug dealing across the country and reduce serious violence. Youth and Justice work closely with the Multi-Agency Child Exploitation Hub through daily, weekly and monthly meetings.

The Service continues to advocate on behalf of children, ensuring that they are safeguarded and recognised as victims through the National Referral Mechanism and the tracking of this through the Criminal Justice System. Agencies across LLR are committed to working together to ensure the best response to exploited children. Practitioners have engaged in mapping meetings, completing risk assessments and contributing to multi-agency meetings to share information and improve outcomes for children. The YOSMB fully support this work.

Youth Workers within Youth and Justice complete return interviews for Leicestershire missing children and the high level of uptake of interviews and the information gained from this has contributed to the case management of children and safeguarding. This information is accessed by YOT practitioners and the focus is on improving safety and wellbeing planning as a response to this.

Project Responsive (formally IRIS) had a growth of three posts in 2019-2020 to enable intensive youth support to be offered to those children at risk of and involved in CCE. This team offers long-term support to children and the workers are enabled to spend time to build a trusted relationship with the child and focus on the factors that encourage desistance from engaging in offending behaviour.

Case Study – Feedback from a Worker

Child A was on 9-month Referral Order for ABH. Their Order was revoked at Leicester Youth Court due to excellent progress and completion of all the targets on the Referral Order.

“Child A had experienced significant bullying which had led to his offence, but the change in him as a young man has been significant and very noticeable. His parents are extremely grateful for all the support the family has been provided... I would like to make everyone aware that this is a full team effort, and that you have all been a part of such a positive outcome...Child A’s Mum has asked me if she can give back to the YOS and would like to talk to our mentoring service about possibly becoming a parent mentor.”

Project Responsive Case Study

A 16-year-old female began working with Project Responsive due to her first offence meeting the custody threshold. She was NEET, there was evidence of extensive childhood trauma and she was had care leaver rights.

Project Responsive helped her access and maintain education and voluntary work.

She has voiced that she found the help very beneficial as she had given up on education thinking that her offences would make any successful career too hard to obtain. Some days motivation is very low but having somebody telling her that she can do it has given her encouragement. She enjoys being in education as it gives her a sense of belonging and makes her feel better about herself.

iii. Strategic and Practice Priorities for 2020-2020

In addition to the national and local performance indicators, the YOT will focus on development of the below aspects of strategy and practice over the next three years. This will also ensure compliance with the new National Standards issued by the YJB for 2019-2020:

Health	Vulnerable and protected Groups
<ul style="list-style-type: none"> ➤ Continued journey around trauma informed practice through support from the ACE’s Project. ➤ Planning for the end of end of the commissioned L & D Project within the YOT and the transition to an all age LLR provider. ➤ Consistency around the identification and response to Speech, Language and Communication needs within the YOT cohort. This was identified as a gap following activity undertaken as part of the Ofsted SEND Inspection. 	<p>Ensure that groups are not disproportionately represented in the YOT Cohort and that practice and partnership arrangements are strong and support the child first, offender second approach:</p> <ul style="list-style-type: none"> ➤ BAME children ➤ SEND children both on an EHC Plan and where enhanced payments are being received by education providers. ➤ Looked after Children ➤ Child Exploitation

	<ul style="list-style-type: none"> ➤ Further develop the YOT and partnership response to Restorative Justice.
Data	Child First, Offender Second - Practice and Quality Assurance
<ul style="list-style-type: none"> ➤ Developing Tableau dashboards that support both case management and strategic oversight of the children engaged with the YOT. ➤ Taking opportunities to interrogate data, whether YOT or Partnership to improve outcomes for children. 	<ul style="list-style-type: none"> ➤ Improve quality of assessments to ensure that they are child focused and address reasons for offending through an asset-based model that is tailored to the individual. ➤ Improve the quality of reviews in Asset Plus. ➤ Guidance is reviewed and updated to reflect the journey to trauma informed practice, building a pro-social identity and desistance theory.
Participation of Children, Families and Carers	Education, Training and Employment
<ul style="list-style-type: none"> ➤ Ensure that the voices of children, their carers and families are present throughout all work undertaken with the YOT. ➤ Explore a strategy focused on participation and peer mentoring. 	<ul style="list-style-type: none"> ➤ Ensuring there is a clear pathway for children and support around EET and additional oversight and scrutiny. The challenge continues around children being involved in education but not to the required level. ➤ Developing new partnership arrangements to developed ASDAN-based awards, works experience and securing opportunities for skill-based qualifications such as the CSCS Card.
Victims	Constructive Resettlement and Transitions
<ul style="list-style-type: none"> ➤ Develop a Tableau data suite using data to enable project-based work focused around victims. This would include YOS children who are victims. ➤ Ensure that opportunities for victims to engage in restorative justice are innovative. ➤ Ensure that Asset Plus assessments contain a through assessment of risks and controls to victims. 	<ul style="list-style-type: none"> ➤ Further collaborative development of the transitions work including ensuring that the mechanisms for oversight and accountability are strong. ➤ Maintaining relationships with the Custodial Estate.

E. Future Risks – 2020-2023

The primary objective for partners linked to youth offending, is to prevent and divert young people away from the Criminal Justice System. The risks to delivery against this overarching objective fall broadly into 3 categories: failing performance against national indicators, failing to maintain quality

standards leading to the increase likelihood of reoffending and more serious reoffending and further reductions in funding leading to reductions in youth focused resources and services. The below table explores these risks in further detail, including actions to mitigate these.

National Indicators
<p>FTE's - For many years the YOS has been at the forefront of reducing FTEs. As a result, it is difficult to see how much further FTE can continue to fall and the challenge is to maintain low numbers. The performance around FTE's is affected by several factors, including national crime trends and partner agency procedures. Targeting child exploitation and gang type activity does pose a risk to future FTE performance as experience of this is that activity is often directed at a national level.</p> <p>Mitigation: To continually review the Prevention and Youth Work offer and ensure that this is effective and meets the need of children, formalise a consistent response to Community Resolutions, in light of L&D Project ending within the YOT, to monitor the effectiveness of the Out of Court Disposal Panel to ensure that interventions and assessments are timely, effective and proportionate, to ensure a robust quality assurance programme for out of court disposals, monitor the delivery of cautions within 20 days of Panel, to undertake a learning exercise of the current NEET cohort, partnership Reports to the YOS MB, strong and effective partnership working with the Court and advocacy for young people.</p> <p>Re-offending and the use of custody - The exploitation of children in the movement of and dealing drugs and high value car crime and other offences associated with organised crime and serious violent crime is a significant issue for Leicestershire. This remains the biggest risk to YOS reoffending, custody and EET performance. It is proving extremely difficult to encourage and support children to disengage from once they become involved. This is a national issue and Police Operations have been driven by the National Crime Agency, both covert and overt. Responses from local Police Teams in the challenge of managing such behaviour in Districts has the potential to impact on performance rates. The incentives for children to engage with exploiters are high and the risk is that re-offending rates continue to increase.</p> <p>Mitigation: To ensure effective oversight of the Re-offending Toolkit to offer additional support/interventions to those most at risk of re-offending, to reduce the frequency and seriousness of re-offending within the YOT, where nationally this continues to be a challenge, to continue the practice journey around embedding trauma informed practice, to work in partnership to address ways of identifying and exiting children from exploitation safely as a partnership, To promote partnership responses to children who re-offend through desistance theory and increasing the knowledge of trauma informed practice, to monitor the impact of nationally driven police enforcement operations has on the YOT cohort, to monitor the application of a positive National Referral Mechanism (NRM) on outcomes in Court, review the mechanisms for oversight for children assessed as high risk. To ensure that the YOT regularly reviews the packages of support that are offered as and that they are alternatives to Custody, including support across the partnership, to ensure that children who are remanded or sentenced to custody are safe and well supported applying the principles of child first, offender second, to ensure that Court staff feel confident in presenting and challenging the Court and promote alternatives to Custody.</p>

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Maintaining Quality Standards

The YOS seeks to improve practice by the development of a learning culture and has been developing this approach over recent years. This has led to practitioners being able to look at their practice in a more open way. The quality assurance approach is validated by a series of Tableau which are in development and testing as Careworks is limited in the information that can be provided from the system alone. Delays in live performance data are risk to managing both performance and quality.

The YOS has the following in place to ensure quality standards:

- In depth look at 20 cases, at least one from each practitioner and all custody cases, to provide a benchmark of quality across the Service and provide feedback to practitioners and Managers;
- Improved the focus of supervision and ensuring that both personal and case supervision is as required and of a good quality;
- Ensuring management oversight is of a high quality and supports the production of high quality work;
- Monthly Youth Justice workshops;
- Addressing practice issues proactively with practitioners and managers;
- Providing information and assurance to YOS MB.

YOS funding and resources

Changes to partnership funding arrangements in the YOS is a risk. At the time of producing the Youth Justice Plan, there are arrangements that require agreements and validation, along with confirmation of the Youth Justice Grant has not been provided. In 2019/20 there was an opportunity to secure approximately £75k to mitigate against spending from the YOS reserves from Home Office funding and an addition £3k was received by the YJB, however, any additional funding is often short-term. The YOS MB oversee the financial position of the YOS on a quarterly basis and assist in the management and spending of the budget. At the present time, there are no savings attached to the YOS. Depletion of the reserves and cuts to funding would mean that savings would inevitably need to be made.

In addition to the funding is the contribution of staff who are a valued and integrated resource to the Service in preventing offending and re-offending by children. This is as defined in the Crime and Disorder Act 1988.

Appendix 1

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 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	<p>Increase in the number of children entering the CJS</p> <p>Additional stress on already limited resources</p> <p>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.</p>	Head of Service	2	2	4	<p>Monitor numbers of FTEs on a quarterly basis.</p> <p>Identify areas of poorer performance and resolve issues identified in conjunction with partners.</p> <p>Scrutiny of the O OCD Panel as a partnership.</p>	Oversight from the YOS MB	2	1	2
Increase in offending and reoffending	Exploitation of children by organised crime leading	<p>Increased numbers of children being drawn into criminal behaviour.</p> <p>Complex and vulnerable</p>	Head of Service	2	2	4	YOS operational management team reviewing all case on a	Continue to develop with partners early	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
	to increase in children being drawn into offending serious and violent offences	children are more likely to offend involved in serious/violent crime.					<p>month basis of all new FTE and repeat offences, to make sure the YOS acts quickly to meets children’s needs and changing circumstances.</p> <p>Development of ACE Project to deal with Trauma</p> <p>Integration with the CSE Hub processes and oversight. Pathway for children into the Hub.</p>	<p>intervention Strategies to divert young people away from exploitation</p> <p>Act quickly to resolve young people who are being exploited when they go missing.</p> <p>The use of Tableau data to improve knowledge of the re-offending cohort</p>			
Future restructuring of YOS service delivery	Reductions in National and local funding	<p>Loss of effective Service delivery due to organisation difficulties brought about by the changes.</p> <p>Loss of prevention services which impact on national</p>	Head of Service	2	3	5	<p>Senior Management oversight of any potential restructure</p> <p>Engagement with children, families and carers.</p>	Oversight from the Board	2	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 Score
		indicators.					Engagement with staff, key partners and YOS MB.				
Low level use of remand and custody not maintained or reduced	<p>Potential increase in children committing serious offences due to exploitation</p> <p>Increased complexity of cases, making engagement more difficult and therefore the risk of noncompliance with Court orders</p>	<p>increase cost to Local Authority to fund remand beds (national shortage)</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 oversight and joined up working with CE Hub.</p> <p>Close liaison with the court and quality assurance</p> <p>Maintain skills within bail and Court Team</p> <p>Ensure robust collaborative packages as an alternative to custody.</p> <p>Ensure reducing reoffending in high risk group of children a</p>	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
							strategic priority				

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 and safeguarding risks posed by or to young people not effectively identified or managed	<p>Risk not effectively managed by practitioners or partnerships</p> <p>ASSET plus assessments not effectively overseen and verified</p> <p>More children exposed to exploitation leading to then being at increased Safeguarding risk and becoming involved in serious and violent offences.</p>	<p>Child commits a serious offence</p> <p>A serious incident receives significant negative media coverage.</p> <p>Impact on victim satisfaction and public confidence</p>	Head of Service	3	1	3	<p>Maintaining an effective quality assurance process</p> <p>Effective management process to monitor risk of harm and vulnerability processes to ensure delivery is maintained at a high standard, including benchmarking.</p> <p>Ensure lessons from national and local inspections, and taken forward with YOS managers & through YOS practice development sessions</p> <p>Ensure annual training priorities & plan are linked to lessons learnt process</p>	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

Appendix 2**Summary of Performance 2014/15 – 2018/19****Performance against the MOJ Indicators and the Local YOS indicator for 2014/15 to 2018/19 to date:**

National Indicator	Target	April to March 2014/15	April to March 2015/16	April to March 2016/17	April to March 2017/18	April to March 2018/19
Reduction in First Time Entrants	Year on year reduction	-14.0% reduction	34.7% reduction	+1.6% Increase (2)	-17.6% reduction	-3.85% reduction
Reduce the proven rate of re-offending	1.13	1.25	0.82	0.91	0.71	1.37
Custodial Sentences	<5%	4.2%	4.9%	1.3%	3.2%	2.4%
Number of young people in suitable Education, Training and Employment	80%	73.7%	74.2%	64.5%	78.6%	64.2%

First Time Entrants	FTE's are young people who have received a substantive outcome which includes youth cautions (YC), youth conditional caution (YCC) and statutory outcomes through the Court.
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 1 st of January and 31 st 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 children	This is determined by the percentage of young people not in employment, education, or training, at the end of their court order.

Appendix 4

The following table shows Staffing of Leicestershire YOS by Gender and Ethnicity, including volunteers for June 2018.

Ethnicity and Gender	Managers Strategic	Managers Operational		Practitioners		Administrative		Volunteer		Total	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White British	1		1	8	28	2	10	18	48	29	87
White Irish											
Other White							1				1
White & Black Caribbean											
White & Black African											
White & Asian											
Other Mixed				1	3				1	1	4
Indian				9	9					9	9
Pakistani											
Bangladeshi											
Other Asian											
Caribbean		1			3			1		2	3
African											
Other Black					2			1	1	1	3
Chinese											
Any other ethnic group								1		1	
Not Known											
Total	1	1	1	18	45	2	11	21	50	43	107

Partner Signatures

	Name of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J Sinnott		
Director of Children and Family Services, Leicestershire County Council	J Moore		
Chief Constable, Leicestershire Police	S Cole		
Head of Leicestershire and Rutland National Probation Service	C Maclean		
Leicestershire and Rutland Police and Crime Commissioner	W Bach		
Joint Chief Executive, Clinical Commissioning Group – Leicester, Leicestershire and Rutland	A Williams		

	Name of Chief Officer	Signature	Date
Chief Executive, Rutland County Council	H Briggs		