

# Leicestershire Youth Offending Service Youth Justice Plan 2006-07

The Youth Offending Service in partnership with

Leicestershire County Council • Rutland County Council • Leicestershire Constabulary • Charnwood & North West Leicestershire Primary Care Trust, Hinckley & Bosworth Primary Care Trust, Melton, Rutland & Harborough Primary Care Trust, South Leicestershire Primary Care Trust • Leicestershire Partnership NHS Trust • Connexions Leicestershire • National Probation Service (Leicestershire and Rutland) • Her Majesty's Courts Service

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## Summary

Please have the **chair of the steering group** provide an **overview** how the Yot delivers youth justice services in its area including a review of performance over the preceding year, making reference to Asset data, information on the performance measures, the results of EPQA self assessments, action on EPQA improvement plans and the main findings arising from the analysis of the re-offending cohort evaluation. Please summarise the **key objectives for the forthcoming year**.

### Overview:

Welcome to Leicestershire Youth Offending Service's Youth Justice Plan 2006/07. The plan reflects the Service's commitment to ongoing improvements in its effectiveness and its central role within partnerships that aim to create safer communities and improve the well-being of young people across Leicestershire and Rutland. The YOS engages with the Local Criminal Justice Board, Crime and Disorder Reduction Partnerships, the Multi-Agency Public Protection Arrangements, Children's Services and the Local Safeguarding Children's Board to ensure its full contribution to local criminal justice services and to Every Child Matters. The Head of Youth Justice and Safer Communities represents the YOS on the Children and Young Peoples Strategic Partnership (CYPSP). Performance of the YOS contributes to the assessment of overall Local Authority performance via the Annual Performance Assessment (APA) process and to the overall score for the Children and Young People's Service block of the Comprehensive Performance Assessment (CPA). The YOS will play a key role in delivering the Local Area Agreement (LAA) target to improve life chances and secure better opportunities for vulnerable young people.

The YOS has been contributing to the Children's and Young Peoples Plan (CYPP) which incorporates the LAA Priority and encompasses the Prevention target.

### SUMMARY OF PERFORMANCE 2005-06 (see table p. 64)

- We previously exceeded the target of identifying and targeting 200 young people for YISP support. The prevention programme is to be expanded in line with the new Prevention strategy.
- We have exceeded the YJB target of 80% of Final Warnings receiving an intervention. This stands at 91.6%.
- The percentage of secure remands has successfully reduced to 28.9%, considerably lower than the locally negotiated target of 38.2%
- The percentage of custodial sentences remains well below the 5% national target and stands at 3.3%, again lower than the locally negotiated target (4.5%)
- We have made vast improvements in the service we provide to victims. All victims are now consulted: 427 were contacted during 2005 and

- 124 (27%) participated in a Restorative Justice process. Victims continue to be satisfied with the service delivered by the YOS (100%)
- Parenting has continued to go from strength to strength, exceeding the YJB target (10%): in 2005 21.8% of young people worked with received a parenting intervention. Parenting satisfaction continues to be excellent at 99%.
- We have successfully achieved performance on ASSET completion which has reached the 100% target figure, work is now continuing on improving the quality of ASSET.
- We have seen an improvement in the completion of DTO Training Plans, to 80.8%; although this has not yet hit the target the YOT will be working proactively with secure estates outside the normal geographical area to attempt to reach 100%.
- There has been improvement in the number of young people in ETE from 74.3% to 76.0% for 2005. The YOT will continue to prioritise this area of work both strategically and operationally.
- The YOS has sustained above-target performance on the timeliness of completed Pre-sentence Report (94.8%)
- There has been much progress in the CAHMS service at the YOS with the appointment of 1.5 full time CPNs and the YOT reaching its target of 100% for both acute and non acute CAHMS assessments.
- We have worked on the Race target and the 2005 action plan by way of a Diversity Action Group meeting bi-monthly, however this work needs further development as outlined in the reviewed action plan at the end of this document

#### **JOINT INSPECTION AND APA**

A joint inspection of the YOS was undertaken in March-May 2004; many of the Areas For Improvement, as highlighted in the action plan, have been addressed and a small number which are outstanding will be tackled during 2006. These are:

- Review the Risk Policy in light of the new YJB Guidance
- Continue to improve the timeliness of referral order panels – 73% now reach National Standards timescales
- Improve the quality and timely review of supervision plans
- Monitor referrals to specialist workers

The APA highlighted that the YOS needed to act upon the recommendations of the Joint Inspectorate inspection of the YOS, with particular regard to expanding interventions for minority ethnic young people and the YISP identifying the needs of minority ethnic groups; the report also referred to the need to increase groupwork provision. All these areas detailed have been and are continuing to be addressed and form part of the objectives for 06/07 as detailed in the Action Planning Tool.

### **NATIONAL STANDARDS AUDIT**

The YOS undertook an audit of our compliance with the YJB National Standards framework. This covers the period of April – December 2005 and has recently been validated by the YJB. The YOS has reached an overall compliance of 65.0%, just below the national average of 70.3%. National Standards will in future be audited every quarter and the YOS will prioritise work towards continuous improvement.

- Final Warning ASSET: 56.3% of ASSETs are completed within 10 working days. This is below the family, East Midlands and National averages (of 70.7%, 64.0% and 68.3% respectively). At 100% the YOS performs better for the completion of end ASSETs.
- The YOS achieved 66.7% for Custodial Remand meetings. This was in-line with family, East Midlands and national averages but is an area that requires continued improvement.
- The YOS achieved highly in the following National Standards: Bail Support and Supervision Contacts (100%), Referral Order Appointments Held (100%), Initial Contact (100%) and Unexplained failure to Attend – YOT follow-up (90.9%). It also achieved in-line with family, East Midlands and national averages for Supervision Plans (70.0%), Referral Orders 1<sup>st</sup> half of contacts (72.1%), Referral Orders 2<sup>nd</sup> half of contacts (78.8%) and Supervision Orders >27w contacts (81.3%).
- The YOS has significant room for improvement in Supervision and Action Plan Orders: 1<sup>st</sup> 12 weeks (56.3%), Supervision Order 13-26weeks (22.2%) and in Formal Written Warnings (50.0%)
- The YOS has achieved variable performance in relation to Detention and Training Orders. It achieved 100% for DTO reports sent to the secure estate. For young people with an order less than 12 months the YOS was only meeting National Standards in 57.1% of cases, although this increased to 83.3% for young people on orders over 12 months. For Community Transfers, only 57.1% of young people were seen by their Supervising Officer, however this improved to 75% in the first 12 weeks of their licence and reached 100% after 12 weeks
- The YOS will target the areas not met by a clear action plan as a matter of priority.

### **EFFECTIVE PRACTICE QUALITY ASSURANCE – CURRENT PERFORMANCE**

The Effective Practice Quality Assurance Framework is a strong self-evaluation process devised by the YJB to ensure the implementation of effective practice and continuing improvement in the delivery of youth justice services. Final EPQA scores were validated in 2005 for the following areas:

- ETE – Final rating 2
- Parenting – Final rating 2

- APIS – Final rating 2
- Final Warning – Final rating 2

A further two EPQA cycles began in summer 2005, which were Remand Management and Resettlement. The YOT assessed itself with a score of 1 for both these areas. These have been validated electronically by the YJB regional manager.

**Key objectives for 2006/07:**

- Give priority to those performance measures which we are not currently meeting, these being ETE, timeliness of DTO training plans and reducing new entrants. The latter will involve continued work with the police and others to meet the target of reducing new entrants into the Criminal Justice System; the LCJB shares this target which will continue to be monitored through the Youth Justice Working Group and implemented via the Youth Crime Prevention Strategy
- Implement the outstanding actions from the Joint Inspection Action Plan and the Effective Practice Audits.
- Work towards the new cycle of EPQA audits for September 2006 (substance misuse and mental health)
- Produce and implement an action plan to improve National Standards in those areas which we are not yet meeting
- Work towards continuous improvement in all areas of service delivery and partnership working, ensuring that the action planning tool is fully utilised with a clear focus on driving the quality of work for children and young people, parents and victims in preparation for the Joint Inspection 2008.
- Continue to work on the Prolific and Other Priority Offender Strategy
- Continue to address areas in the Race Action Plan and ensure that this is profiled at a strategic level.

## A. LOCAL PLANNING ENVIRONMENT

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Please describe your **local planning environment** focusing on those elements that support or perhaps hinder delivery of Yot objectives. Please outline how the Yot currently links with other partners and partnerships that have complementary targets / objectives as well as those areas where there may be some conflict and how these conflicts can be addressed, focusing specifically on how equivalent links are maintained with partners in Children's Services, partners in Community Safety/ Criminal Justice and Public Protection (MAPPA). Please outline how the Yot has been involved in the development of the Children's and Young People Plan (if applicable).

- Organisationally, the Youth Offending Service (YOS) is located within the Chief Executive's Department. The Head of Youth Justice and Safer Communities has responsibility for the YOS, the Drug and Alcohol Action Team and the Community Safety Team. This ensures effective working across the County Council and encourages strong links with CDRPs. The YOS has a Community Safety Officer located within the Service to ensure operational links.
- The YOS is represented on a number of key strategy and operational groups. For instance:
  - The Head of YJSC sits on the Children's and Young Person's Board, the Local Criminal Justice Board (LCJB), the Community Safety Programme Board (CSPB), the Children and Young People's Strategic Partnership Group (CYSPL), the Connexions Board and the regional LSC Offender Learning and Skills Group.
  - The Head of Operations sits on the MAPPA Strategic Management Board, the Local Safeguarding Children Board, the PPO Strategy Group and Anti-Social Behaviour Delivery Group (both of which are sub-groups of CSPB), Youth Justice Working Group (responsible for the delivery of the PYO target), Confidence, Diversity and Communications Delivery Group and Fair Treatment Group – all of which are sub-groups of the LCJB. Operational managers sit on the Victims & Witness Work Group and the Enforcement Work Group of the LCJB. The Head of Operations also sits on the Reducing Offending in Looked After Children Group, alongside Children's Services and the Police.
  - The Head of Operations sits on Rutland's CYP Strategic Partnership and the Rutland DAAT and the Policy and Performance Manager sits on the Rutland CSP.
- The Head of YJSC is responsible for the LAA Safer Communities Block which shares a target with the Children's Block to improve life chances and secure better opportunities for vulnerable young people. A joint delivery group (which meets monthly) has been established to deliver this target by developing a multi-agency approach to targeted preventative support for vulnerable children and young people. Partners include: Children's Services, the YOS, Leicestershire NHS Partnership Trust (CAMHS), District Councils, the voluntary sector (Charnwood Arts and the Centre for Fun and Families), Connexions, the Learning and Skills Council, the Police, DAAT and Bridges. One of the reward indicators within this target includes increasing the percentage of young people prevented from further offending after receiving a reprimand.

- The YOS was consulted on and contributed to the development of the Children and Young People's Plans (CYPP) for Leicestershire and for Rutland.
- The Police target of Offences Brought to Justice conflicts with reducing new entrants to the CJS and as a result the YOS has found it difficult to meet this target. The target is owned by the LCJB so is shared by the Police, who are now looking at disproportionate numbers of reprimands and Final Warnings in one geographical area, and who are confident that the target can be met by addressing this disproportionality.



## B. DRIVERS OF PERFORMANCE

### B.1 GOVERNANCE AND LEADERSHIP

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Please provide an overview of the strategic direction of the Yot. Please also complete [Table A](#) on the composition of the Management Board.

The YOS Management Board meets every two months and reviews/scrutinises performance four times a year; it is chaired by the Chief Executive. A presentation has been made to the Board on the new YJB Performance Management Framework. All representatives are aware of the YOS's family grouping (Worcestershire and Hertfordshire; Staffordshire; Gloucestershire; Warwickshire; Cheshire; Lincolnshire and Cambridgeshire). Careful attention is paid to the whole framework in looking at Key Performance Indicators (KPIs), National Standards, Effective Practice Quality Audits and Inspection. Strategic direction is led by the YOS Management Board which incorporates the Head of Youth Justice and Safer Communities (who has responsibility for the YOS, DAAT and Community Safety)

The Board is made up of Chief Officers and all partners are represented; the Board is committed to addressing an outstanding Area For Improvement as highlighted in the YOS Inspection Report (2004) for BME representation. The YOS will be looking to invite a senior member of the CRE or the voluntary sector to join the YOS Management Board. The vision of Leicestershire Youth Offending Service's Management Board is that it...

**"Commits to work in partnership, sharing responsibilities and providing the necessary resources, to provide effective strategic oversight and direction to the Leicestershire Youth Offending Service. 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 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."**

The Board's medium term objectives to achieve the vision are:

- Achieve an improved Joint Inspection score in 2008
- Achieve amber or green in all the national performance measures
- Achieve 2 or more in the EPQA review ratings
- Contribute to a high overall children and young people service score as part of the CPA Annual Performance Assessment.

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**Table A: Composition of Management Board**

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: J. Sinnott	Leicestershire County Council	Chief Executive	White	Male
T. Harrop	Leicestershire County Council	Director of Corporate Change Management	White	Male
G. Williams	Leicestershire County Council	Director (Designate) of Children's Services	White	Male
Supt. Paul Smith	Leicestershire Constabulary	Superintendent	White	Male
K. Franklin	Rutland County Council	Chief Executive	White	Male
N. Watson	Magistrates' Courts Committee	Director of Legal Services	White	Male
R. Beard	Connexions Leicestershire	Chief Executive	White	Female
T. Worsfold	Probation Service	Assistant Chief Officer	White	Male
M. Thwaites	City West PCT	Child Health Strategy Manager	White	Female
C. Cunningham-Hill	Leicestershire Partnership NHS Trust	Director of Learning Disability and Specialist Mental Health Services	White	Female
P. Hawkins	Leicestershire County Council	Head of Youth Justice & Safer Communities	White	Male

## B.2 PERFORMANCE AND QUALITY SYSTEMS

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Please describe the systems in place for **managing performance and ensuring quality of practice**, including arrangements to ensure **data accuracy**.

- Managing performance and quality systems has been the lead responsibility of the Performance Manager and the Information Systems Manager. However both these key individuals left the YOS in November 2005 and January 2006. The YOS has successfully recruited to the performance manager post who is due to start in April 2006. Following a review of the role of information manager post which was part-time this has now been secured, with additional prevention responsibilities and more data analysis, to a full-time post.
- Quarterly performance management reviews are held at the YOS. Accuracy of data is currently checked by the Office Manager and the Operational Managers
- An action plan has been put in place to ensure professionals submit all case information electronically. Training is to be rolled-out over the next four to five months to ensure this is fully embedded
- The YOS will be moving to full electronic use of Careworks (web-based) for all practitioners. This will aid in proactive engagement of referrals to specialist services as well as ensuring accurate data collation. This area of work will be a major project for 2006, requiring an implementation plan and delivery group, including a comprehensive training programme and the purchase of additional equipment for successful implementation.
- Risk reviews and ASSET reviews for PPOs and high risk cases takes place via regular supervision and a new template has been adopted for monitoring
- The personal development plans of all staff reflect KPIs; this ensures ownership by the team to the YJB Performance Management Framework
- YOS Information Support Assistants play a key role in a validation system and in data cleansing and assist managers in the delivery of performance

### B.3 RESOURCES

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Please provide a [summary of the financial and programme resources available for the coming year](#). Please complete [Table A1](#), [Table A2](#), [Table A2a](#) and [Table A2b](#).

#### B3 a Financial resources

The YOS Management Board has maintained the level of funding for the YOS and has allowed for an increase in inflation, although there will still be a shortfall of £54k on predicted costs, to be met through managed vacancies. The YOS has also been successful in securing the following funding:

- Prevention funding £200k in 06-07 and £270k in 07-08. A prevention plan has been accepted by the YJB to focus this monies on the recruitment of additional staff for the Prevention team to develop a 'YISP Plus' Programme, Parenting, Mentoring and Anti-Social Behaviour Programmes.
- European Social Funding for the basic skills project - £200k in 06-08. This project will enhance provision with a vocational focus for young people aged 13-19 particularly those who are, or are likely to become disengaged from, education or training and therefore disadvantaged in the labour market or socially excluded (NEET) because of their engagement/or potential engagement with crime and the Criminal/Youth Justice System

The YOS is awaiting confirmation of Health contributions which includes five Primary Care Trusts.

**Table A1: Services planned for the financial year 2006 – 2007**

Where services straddle different stages, the budget allocation should reflect the extent resources are used in each stage of the process.

Core activity	Budget expenditure (£)
Preventive services	352,046
PACE Services	54,066
Pre-court services	389,273
Court-based services	302,770
Remand services	237,889
Community-based services	865,051
Through care / after care (including RAP)	237,889
Other orders	21,626
<b>Total:</b>	<b>2,460,610</b>

**Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources**

When completing this table 'payments in kind' should include charges for shared equipment, the use of accommodation and management costs etc.

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Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	84,030		61,650	145,680
Probation	93,610		80,720	174,330
Social Services	244,830		190,320	435,150
Education	72,980		54,370	127,350
Health (from Table A2b)	65,130		43,830	108,960
Local Authority Chief Executive			604,950	604,950
Additional Funding (from Table A2a)			864,190	864,190
<b>Total</b>	<b>560,580</b>		<b>1,900,030</b>	<b>2,460,610</b>

**Table A2a: Additional sources of income**

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	Additional source	Amount (£)
Single Regeneration Budget		
European Funding		
Youth Justice Board		638,960
Other		225,230
<b>Total (for inclusion in Table A2)</b>		<b>864,190</b>

**Table A2b: Health service contributions to the Youth Offending Teams**

The total of A2b should be equal to the role in table A2 called 'health.'

Health contribution: Funding source	Amount (£)
Source 1: Charnwood and NWL PCT	43,187
Source 2: South Leicestershire PCT	25,519
Source 3: Melton, Rutland and Harborough PCT	23,425
Source 4: Hinckley and Bosworth PCT	16,829
<b>Total (for inclusion in Table A2)</b>	<b><u>108,960</u></b>

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### B3 b PROGRAMME RESOURCES

Leicestershire YOS has the following programmes and specialist resources available, it is committed to investing in providing a wide range of programmes which are diverse, match risk factors in ASSET and follow the principles of effective practice:

**Offending Behaviour Programmes:** The YOS has one to one packs which are linked to criminogenic factors in ASSET which are delivered to young people

**Racially Motivated Offenders:** The YOS is currently developing a one-one pack on racially motivated offenders, which has been devised from the 'murmur to murder' material as well as other relevant literature

**Young Girls Group:** The YOS has two specialist posts who will be working with young women and who will be developing a six week programme.

**Substance Misuse:** The YOS has two Substance Misuse Workers post, one of which is currently vacant. They undertake assessments and interventions with young people referred via YOS workers.

**Mental Health:** The YOS has successfully recruited 1.5 Community Psychiatric Nurses, Young people are screened via an assessment tool and interventions are delivered on a one to one basis. A generic health care post will also be appointed in 2006

**Parenting:** We have one Parenting Co-ordinator who specialises in Parenting interventions and an additional parenting worker is to be recruited who will work across the YOS. Parenting work is delivered in partnership with the Centre for Fun and Families (who employ a parenting coordinator funded by Leicestershire County Council) and it is impressive that 12 parenting programmes have been delivered in the last year

**Employment Training and Education:** The YOS has two Education Officers and two Connexions Workers posts in the team. The EOs provide advice and guidance to staff working with those young people not in full time education. They also assess all YOS young people and deliver ETE interventions on an individual basis. A Basic Skills team is on target to achieve the Basic Skills PSA target and provides one-to-one and groupwork Basic Skills programmes.

**Accommodation:** The YOS had a named part-time Accommodation Officer in the team up until August 2005 when this post became vacant. This has now been filled with a new Officer appointed in November 2005. This is a developing role and will follow YJB guidance in this area as well as having a focus on a resettlement strategy. This practitioner offers advice to staff and meets with housing services/providers and also attends DTO planning/review meetings. The YOS is integrated into the Supporting People agenda and greater links will be made with accommodation providers



### B3 c INFORMATION TECHNOLOGY

#### **Leicestershire YOS continues to utilise IT as an enabler in the delivery of services and detailed below is progress so far:**

- The YOS is in the final stages of testing secure email within the secure estate and the system should go live imminently
- IT and access to Careworks is available in court, this has ensured that quick and accurate information is available to court and court results are updated immediately
- Case management systems are in place and the roll-out of Careworks (web-based) will ensure that all workers are accessing and using ASSET information. A web browser plan is in place with implementation taking place in December 2006. The web-based system will improve referrals and enhance the use of information and performance management.
- Further training and individual support will be provided to staff to increase ability and confidence in recording all information electronically
- Voting handsets are deployed in consultations with staff and have been used in consulting and gaining their views for this Youth Justice Plan 2006/07
- Engagement of young people through IT requires further development. It is currently being used in the Basic Skills team who are researching the use of PC tablets to deliver Basic Skills in conjunction with ECOTEC. YJB and ASB software will be accessible to the team during the next 12 months and the substance misuse workers will be engaging young people through IT programmes in the coming year.

## B.4 PEOPLE AND ORGANISATION

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Please consider both **workforce planning** issues (e.g. how many staff are in post, any plans for recruitment or reduction in staff numbers) and **workforce development** plans (e.g. leadership skills development for managers, specialist staff, general training and development). Remember to include volunteers in this analysis, particularly recruitment and training.  
Please include an organisation chart for the Yot at Appendix A.

### B4 a WORKFORCE PLANNING

**Table A3: Staff in the Youth Offending Team (by headcount)**

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	7	5		18	2	18				51
Fixed Term			1								1
Secondee Social Services					8	1					9
Secondee Probation					3	1					4
Secondee Police			1		2						3
Secondee Health			1								1
Secondee Education			1		4						5
Secondee Connexions					2						2
Secondee Other						1					1
Outsourced											
Temporary								2			2
Vacant					2						2
<b>TOTAL</b>	<b>1</b>	<b>7</b>	<b>9</b>		<b>39</b>	<b>5</b>	<b>18</b>	<b>2</b>			<b>81</b>
Gender/Ethnicity											
White Male		1			8						9
Black Male		1	1		1						3

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	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Asian Male		1			5						6
Mixed Race Male											
Chinese/Other Male											
White Female	1	3	7		16	4	15	1			47
Black Female					3						3
Asian Female		1	1		3	1	3	1			10
Mixed Race Female					1						1
Chinese/Other Female											
<b>TOTAL</b>	<b>1</b>	<b>7</b>	<b>9</b>		<b>37</b>	<b>5</b>	<b>18</b>	<b>2</b>			<b>79</b>

**C4 b Workforce Development:**

The workforce development for Leicestershire YOS 2006-07 has been determined by the experience of the EPQA process and participation of staff in the Professional Certificate of Effective Practice (PCEP). These highlight the importance of training in assessment, planning, intervention and supervision as a matter of priority and further training on some of these areas are due to be delivered during 2006/07.

With regards to PCEP the YOS has met its target, a total number of 24 practitioners have applied and 6 have successfully completed. It should be noted that the number of completions is low due to some participants waiting to go through the academic board in April 2006 from 2004/5. All of year 2005/06 have yet to complete; this qualification will be confirmed by April 2007. One team member is currently studying for the Foundation Degree in Youth Justice.

The main focus of YJB training in 2005/06 has been on the Foundation Degree, PCEP, EPUA and INSET. The YOS has contributed staff to all four areas of the Youth Justice Training. The YJB has indicated that the cost of training will over the next two year be passed to the YOS. The YJB will continue to offer core training as detailed above, however the cost of this training will have to be in part or fully met by the YOS.

The YJB is developing training for managers, which will be delivered via training days, distance learning and action learning sets. The focus of the work will be on performance improvement and effective practice. Additionally training for volunteers will also be developed.

The YOS has a budget of 15K to prioritise for training, all staff have PDRs which are directly linked to training. The Training Plan for 2006-07 is detailed below:

**Training Objectives – 2006/07**

- **Ensure Youth Justice Plan targets are met; June 2006**
- **Improve Quality Of Asset; July 2006**
- **Risk Policy and Procedures; September 2006**
- **Improve Mental Health Awareness and referrals; December 2006**
- **Implement EPQA Action Points; December 2006**
- **Increase capacity for Final Warning assessment; Ongoing**
- **DTO planning, timescales and chairing meetings; January 2007**
- **Motivational Interviewing; Ongoing**
- **Working with Racially Motivated Offenders; March 2007**
- **All staff to be confident at using computer systems; Ongoing**

- **Increase the use of groupwork; April 2006**
- **Improve Effective Practice (EPUA); Ongoing**

Management Training is available to all managers through Leicestershire County Council which covers various modules such as Race Equality and Diversity; Liberating Leadership; Conduct, Performance and Recruitment.

All volunteers have received training which is ongoing and a successful multi-agency celebration event for volunteers was delivered during 2005.

## B.5 PARTNERSHIP WORKING

[Please provide a summary of the support from partner agencies and plans to develop links with partners – statutory and non-statutory.](#)

**Overall the YOS has excellent working partnerships and partners that are committed to work together for the benefit of children and young people. Examples of support from partners is detailed below:**

- YOS has a high profile within both local authorities.
- High level of strategic / leadership support from partners – evidenced through membership of Management Board
- Head of YJSC provides overarching leadership role – helping to join up different aspects on community safety and partnership working.
- Young Offenders in Schools (YOIS) Panel is a multi-agency, problem-solving group which contributes to ETE target.
- Strong links in place with the DAAT and with Young People's Strategic Commissioning Group.
- CAMHS – sit on vulnerable children and young people steering group and strong liaison with CPNs
- Housing and Supporting People –YOS is represented – high on SP priorities but small budgets attached to them
- CYP Consultation Board
- Children Using Sexually Abusive Behaviour (CUSAB) – multi-agency group
- Teenage Pregnancy Strategy Board
- Family Steps Network which includes CAHMS, Education, Centre for Fun and Families, Homestart, Children's Fund and YOS strategic and operational representation
- Charnwood Arts
- Work with PPOs – representation on both catch and convict and prevent and deter
- YISP - A delivery group coordinates implementation of Prevention Plan.
- LSCB
- Reducing offending in looked after children
- Rutland CYPSP, CSP & DAAT
- ASB delivery group
- MAPPA and MAPPOM

# DELIVERY PLAN

## C. DELIVERY PLAN

### PREVENT OFFENDING

#### **Overview:**

- Context:**
- Leicestershire's *YJB Preventative Strategy* is fully aligned and integrated with Leicestershire County Council's LAA Safer Communities block and with Rutland's CSP.
  - Our actions on preventing offending focus on the development and expansion of the Youth Inclusion and Support Panels and existing YOS Prevention Team arrangements, along with other targeted prevention services such as the Next Level Youth café. Through a joint delivery group we are working with the C&YP block to develop a multi-agency support service building on the YISP arrangements and Family Steps network to focus on preventative and targeted support to vulnerable children and young people across a range of problematic behaviours. The new Youth Justice Board Prevention grant will be aligned with the LAA shared target to grow additional prevention capacity.
  - The number of first time entrants to the youth justice system has risen in 2005, we are confident that this can be addressed as part of the new Prevention Strategy, which will introduce the YISP Plus Scheme and new Parenting and Anti-Social Behaviour Programmes. Police work on reducing the disproportionate reprimands and Final Warnings in one area should also assist this target.
  - The number of young people receiving a reprimand has increased significantly since 2002. 2002 – 2003 2.8% increase, 2003 – 2004 34.1% increase, 2004 – 2005 54.7% increase.

#### **What we have achieved in 2005-06:**

- Participated in anti-social behaviour and reassurance delivery group to promote a measured response to anti-social behaviour and ensure appropriate consultation.
- Ensured that ASBOs are used appropriately and with maximum impact.
- Participated in multi-agency groups such as PPO strategy group, Family Steps strategy group and Behaviour Plan Steering Group to continue to develop multi-agency contribution to preventing offending.
- YISP evaluation completed.
- Submitted a plan to the YJB for use of their prevention grant.
- Developed and agreed our Prevention Strategy.
- Implemented multi-agency YISPs in all districts, ensuring that all relevant partner organisations are represented.
- YISP established a group to review the needs of BME young people (a area highlighted in the Inspection Report and the APA), expanded provision in response and ensured that staff diversity within the YISP was used effectively.

#### **Our focus for 2006-07:**

- Roll-out Prevention Strategy including the recruitment of additional staff.
- Implement targeted work (including mentoring, parenting and prevention) to reduce new entrants and meet LAA target of increasing the percentage of young people prevented from further offending following a reprimand.



- Work to ensure delivery of LAA targets on vulnerable children and on ASBOs.
- Work with police to reduce the number of new entrants to the youth justice system.
- Monitor the use of ASBOs, ABCs and ISOs to improve their effectiveness in reducing offending

**Data:**

<b>KPI: 05/06 April – December actual and % against target</b>	957 (23% above target)
<b>KPI: 06/07 target</b>	XXX

**Action plan: Prevention** – Please see Action Planning Tool.

**INTERVENE EARLY**

**Overview:**

**Context:**

- The Early Interventions Team is a joint Leicester City/Leicestershire project. The team is based in the County who hold the management lead for both services.
- Final Warning interventions are shaped according to a young persons risk and need by utilising information contained in ASSET assessments
- Short term and mentoring interventions are provided by volunteers
- The offenders brought to justice policy has presented a large increase with final warning numbers. Engagement in interventions is a voluntary process and it is difficult to achieve 100% if a young person refuses to engage in the process.

**What we have achieved in 2005-06:**

- 91.6% of young people on a final warning are supported by an intervention. This was above the 2005-06 target of 80% and was above family and national averages. This represents a year-on-year improvement, increasing from 76.2% in 2003-04 to 89.8% in 2004-05 to 91.6% in 2005-06
- Engaged hard to reach young people by introducing a range of new intervention packs; these cover cannabis misuse, bullying, smoking and the consequences and implications of offending.

**Data: Final Warnings**

- Secured police commitment to additional time to deliver early intervention work
- Our focus for 2006-07:**
- Ensure the new target is met by monitoring all final warnings where there Asset score is greater or equal to 12; any concerns of risk or serious harm to others or where the score is less than 12 but any section scores 4
  - Training programme to staff on completion of Asset, with particular emphasis on Final warnings and scoring
  - Carry out an audit exercise on the current Final Warning Assets
  - Introduce a new system at the start of an intervention ensuring a follow up contact
  - Adjust the thresholds for referrals to mentoring, to ensure the right young people receive the mentoring service
  - To build on existing resources for all young people subject to final warnings
    - To explore basic skills provision to young people subject to final warnings

<b>KPI: 05/06 April – December actual and % against target (old KPI)</b>	<b>91.6% [80%]</b>	<b>EPQA: 03 rating</b>	<b>2</b>
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<b>KPI: 06/07 target (new KPI)</b>	<b>100%</b>	<b>EPQA: 05 result</b>	<b>2</b>
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**Action plan: Early Intervention** – Please see Action Planning Tool.

## PROVIDE INTENSIVE COMMUNITY SUPERVISION

**Overview:**

**Context:**

- The Intensive Supervision and Surveillance programme is a joint City/County resource; line management and budget responsibilities continue to remain with the City YOS.
- In 2005/6, 92 young people received ISSP, 36 as community penalty ISSP's, 19 through the DTO routes and 28 were subject to Bail ISSP. Therefore, locally we have continued to meet our target by over 127%. Our successful completion rate continues to be maintained above the national average and above the 60% stipulated target set by the YJB.
- The staff group consists of 17 advocates, a programme manager, YOS practitioner, substance misuse worker and Bail ISSP worker. However, the programme is due to lose two city funded streams at the end of March 06, which will reduce the number of advocates available.
- The programme has continued to provide excellent packages to court and maintained a credible alternative for courts to consider whilst ensuring a low rejection rate. ISSP provides feedback to sentencers at user groups, through the ISSP newsletter and at the ISSP Steering Group. However, within the programme the schemes rejection rate has increased due to the increase in demand and the change in eligibility criteria. It is therefore required that a local agreement is established to prioritise cases accordingly to target the prolific and priority cases and ensure a fair and consistent approach is applied to all referrals

**What we have achieved in 2005-06:**

- Contributed to relevant strategy and steering groups, including those relating to ISSP and PPO

- MAPPOM coordinator appointed and attends MAPPOM and Local Offender Management Panels (LOMPs)
- Premium service for PPOs developed.
- Worked closely with the city RAP team to ensure that ISSP cases are able to access after-care provision when appropriate
- Developed links with LPU's with the support of the seconded Police Officer that leads in intelligence within the YOS. This has enabled the team to develop a local protocol to access LPU's at the weekends as a reporting mechanism for ISSP cases
- The programme continues to achieve 100% delivery rate in all core elements of ISSP. The programme is particularly successful in returning young people to full and part time ETE.
- Continued partnership working with relevant agencies to ensure identification of PPOs and appropriate interventions.
- Intervention template revised to ensure that objectives are smarter

**Our focus for 2006-07:**

- Resolve ISSP priorities and capacities to ensure that it meets needs
- The programme has recently agreed to participate in the Oxford University research to increase understanding of young people's engagement and participation in ETE
- Develop and implement the PPO enhanced supervision package

**Action plan: Intensive supervision** – Please see Action Planning Tool.

**REDUCE RE-OFFENDING**

**Overview:**

**Context:**

- Recidivism performance 2005/06 not yet available

**What we have achieved in 2005-06:**

- MAPPOM coordinator appointed.
- Contributed to multi-agency PPO strategy group.
- Dedicated consultation with senior managers and specialist workers on PPO strategy.
- Draft PPO strategy developed.

**Our focus for 2006-07:**

- Implement EPQA actions.
- Delivery of targeted interventions for Reprimands in line with the YISP Plus Programme.
- Explore the benefits of the development of a virtual high risk team to operate across the YOS

- Ensure good and effective practice is followed, particular focus on PPOs.
- Conduct and respond to benchmarking (on re-offending rates) with similar authorities to better understand relative strengths and weaknesses.
- Ensure risk management is robust through: (a) revisions to risk strategy in light of recent YJB guidance; (b) implementation of risk training programme; and (c) implementation of risk panels.
- Complete NACRO research on characteristics of Looked After Children that increase their risk of offending.
- Ensure that systems are in place with the local authorities' children's services to ensure YOS is notified of children who become newly Looked After to ensure appropriate response from prevention teams.
- Work to implement restorative justice programmes in children's homes.
- Increase Basic Skills provision

**Data:**

<b>KPI: 05/06 actual (Oct – Dec cohort) and % against target*</b>	Data not yet available
<b>KPI: 06/07 target</b>	XXX

(\*If 2005 actual data is not available refer to 2004 data)

**Action plan: Reducing re-offending** – Please see Action Planning Tool.

**REDUCE THE USE OF CUSTODY**

**Overview:**

**Context:**

- We deliver bail packages tailored to young people’s individual needs.
- We provide court officers to all youth courts to make clear remand and sentence proposals.
- Our secure estate providers changed in 2004-05 to Stoke Heath and Werrington.

**What we have achieved in 2005-06:**

- Continued to exceed the target now reaching 28.9% of remand episodes to the secure estate. This was within the 2005-06 target of below 30% (38.2% locally) and was below family and national averages of 41.4% and 44.6% respectively. The use of remand has fallen year-on-year from 52.9% in 2003-04 to 39.6% in 2004-05.
- 3.3% of all sentences imposed were custodial sentences in 2005-06. This was within the target of below 6% (4.5% locally) and was below family and national averages of 8.4% and 6.0%. 2005-06

performance was an improvement on the previous year (4.2%) but was slightly above the 2003-04 average of 3.2%.

- EPQA remand management assessment completed with a self-assessment rating of 1.
- Youth Court Panel visits to YOS have taken place and YOS contributed to relevant workshops and newsletters.

**Our focus for 2006-07:**

- Prioritise the use of ISSP.
- Ensure PSRs are robust, via review of feedback and congruence rates, consistency of information and completion of risk of harm.
- Respond to recommendations in LCJB-funded research project on remand decisions.
- Develop cross-agency protocols.
- Look at expanding the use of foster care placements
- Ensure appropriate court cover during bank holidays.
- Implement action points from the Remand Management EPQA

**Data:**

<b>KPI: 05/06 April – December actual and % against target (remand)</b>	<b>28.9%</b> [30%] [38.2%*]	<b>KPI: 05/06 April – December actual and % against target (custody)</b>	<b>3.3%</b> [6%] [4.5%*]	<b>EPQA: 05 rating (where applicable)</b>	<b>1</b>
<b>KPI: 06/07 target</b>	<b>30%</b> [38.2%*]	<b>KPI: 06/07 target</b>	<b>5%</b>	<b>EPQA: 07 target</b>	<b>2</b>

\* Local target



**Action plan: Reduce the use of custody** – Please see Action Planning Tool.

**ENSURE THE SWIFT ADMINISTRATION OF JUSTICE**

**Overview:**

**Context:**

- The YOS management board includes a representative from the Court Service
- The YOS continues to provide a good quality service to the court by way of proactive court officers at each sitting
- We are now meeting National Standards for the timeliness of Referral Order Panels in 73% of cases
- Worked jointly with Governors at Stoke Heath and Werrington YOIs to ensure DTO Planning Meetings are convened in line with national standards timescales

**What we have achieved in 2005-06:**

- We have continued to exceed this target, in 2005-06, 94.8% of PSRs were submitted within stipulated timescales. This was above the target of 90% and was also above the family and national averages of 80.1% and 89.4% respectively. The YOS has achieved above the target for three years running, although rates have fallen slightly year-on-year, i.e. 96.0% in 2003-04 and 95.2% in 2004-05

**Our focus for 2006-07:**

- Increase the use of stand-down reports where appropriate.
- Continue to sustain the reached target for PSR completion.
- Greater focus on the quality of PSRs and ensuring that risk assessment is fully completed
- Continue to improve timeliness of referral order panels.

**Data:**

<b>KPI: 05/06 April – December actual and % against target</b>	<b>94.8%</b> <b>[90%]</b>
<b>KPI: 06/07 target</b>	<b>90%</b>

**Action plan: Swift administration of justice** – Please see Action Planning Tool.

## ENFORCEMENT AND ENABLING COMPLIANCE

### **Overview:**

### **Context:**

- This is a new target which links in with the National Standards Audit.
- The YOS sits on the Enforcement Sub Group of the LCJB which oversees the national delivery target.

### **What we have achieved in 2005-06:**

- The LCJB target for enforcement has been met within the YOS and the court will monitor this. The YOS has met the measure of an average 35 working days from the relevant unacceptable absence to resolution of the case; to resolve 50% of cases within 25 working days of the relevant unacceptable absence.
- National Standards Audit – The YOS has achieved a good score in ensuring that unexplained failures to attend by young people are followed up within 24 hours in 90.0% of cases. This

rating is well above the family score of 68.9% and the national score of 69.9%

### **Our focus for 2006-07:**

- To target National Standard in the issuing of Formal Written Warnings – this currently stands at 50%
- To target National Standard of ensuring that all young people on community orders receive appointments in line with set timescales
- To continue to work with the LCJB in meeting the National Delivery target.

**Action plan: Enforcement** – Please see Action Planning Tool.

## ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

**Overview:**

**Context:**

- The YOS proactively engages the secure estate to ensure that high quality and timely training plans are completed to support young people's rehabilitation
- The YOS has a policy of engaging parents in the development of DTO planning meetings
- The YOS is working with a larger number and wider (geographical) range of secure estate institutions. This is increasing the work required to build effective working relationships

**What we have achieved in 2005-06:**

- 100% of start and end community ASSETs were completed in 2005-06 and, as a result, was in-line with the target. This was above the family average (of 90.5% for start ASSETs and 84.8% for end ASSETs) and national averages (95.2% and 95.5%). 2005-06 performance was above 2003-04 and 2004-05 rates of 99.6% and 97.8% respectively
- 100% of start, transfer and end custodial ASSETs were completed in 2005-06 and, as a result, was in-line with the target. The YOS achieved above family and national rates in all categories

- Improved completion rates and quality of ASSET
- ASSET quality audit undertaken (results awaited).
- All staff provided with ASSET training.
- Sampling of ASSET introduced as part of supervision.
- Engaged specialist services to proactively engage with ASSET to ensure appropriate referrals of young people.
- Risk Assessment and Management Panels implemented.

**Our focus for 2006-07:**

- Implement EPQA actions
- Revise risk policy in the light of recent YJB guidance
- Roll-out new modules and capacities of Careworks to enhance referrals to specialist services
- Implement training on risk, vulnerability and ASSET scoring.
- Continue to build relationships with the secure estate, especially those outside of the locality area
- Referral order reports to be revised to reflect ASSET
- Increase Management oversight of ASSET
- Additional ASSET training to improve quality
- Re-audit ASSETS

**Data:**

KPI: 05/06 April – December actual and % against target (ASSET)	100% - start [100%] 100% - end [100%]	KPI: 05/06 April – December actual and % against target (DTO)	100% - start [100%] 100% - transfer [100%] 100% - end [100%]	EPQA: 03 rating	1
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 05 result	2

**Action plan:** Assessment – Please see Action Planning Tool.

## SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

### **Overview:**

#### **Context:**

- The YOS includes two full-time ETE specialists, two seconded Connexions staff and a Basic Skills team.
- A bi-monthly multi-agency Youth Offenders in School (YOIS) Panel is achieving better outcomes for young people in need of ETE.
- Monthly ETE practitioner meetings are in place to share good practice, discuss cases, ensure appropriate referral and model efficient processes.
- The YOS is represented on the LSC's Offender Learning and Skills group.

#### **What we have achieved in 2005-06:**

- In 2005-06, 76% of young offenders supervised by the YOS were in education, training or employment. This was above family and national averages of 72.1% and 75.1% respectively but was still significantly below the target of 90%. Since 2003-04 the YOS has achieved year-on-year improvements in ETE rates (from 62.7% in 2003-04 to 74.3% in 2004-05).
- European Social Fund monies secured to deliver Basic Skills training and qualifications to young people known to the YOS.
- On track to meet PSA target.
- Connexions staff provided with direct access to ASSET information to ensure proactive engagement in the referral process.

- Effective links established with further education providers and continued work to develop relationships with employers.

#### **Our focus for 2006-07:**

- Address the gap in provision for 16-17 year olds.
- Work with the Children's Service's Pupil Support team to address delays between referral and provision of services.
- Raise headteachers' awareness of the link between exclusion and offending
- Ensure that analyses of young people not placed in ETE is shared with all relevant agencies, thereby encouraging joint action
- Work with Connexions to analyse the needs of young women and link this in with an assessment tool
- Address and work with partners on the marginally higher than average permanent exclusion rates
- Implement additional Basic Skills provision through ESF funding.
- Increase links with Employers
- Increase support to BME young people
- Explore group interventions for young people who are excluded for a short period
- New panel to review young people not in ETE two months prior to end of order

**Data:**

KPI: 05/06 April – December actual and % against target	76.0% [90%]	EPQA: 03 rating	1
KPI: 06/07 target	90%	EPQA: 05 result	2

**Action plan: ETE** – Please see Action Planning Tool.

**SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

**Overview:**

**Context:**

- A dedicated half-time accommodation officer is in post.
- Accommodation officer regularly attends planning meetings and reviews.
- In supporting young people with accommodation issues the YOS works with seven different districts within Leicestershire and Rutland.

**What we have achieved in 2005-06:**

- 95.8% of young people had appropriate accommodation. This was below the target of 100% but was above the family and national averages of 89.9% and 93.4%. The YOS's 2005-06 performance was in-line with the 2004-05 average and above the 2003-04 average.
- Appointed a new accommodation officer.

**Focus for 2006-07:**

- Develop a local Accommodation Strategy in line with the YJB Resettlement Strategy.
- Prioritise those young people who have been deemed to have made themselves intentionally homeless.
- Continue to work with Children's Services and Supporting People on the availability of appropriate accommodation.
- Ensure appropriate links with MAPPOM.
- Work in partnership with the YMCA and others in providing accommodation to young people.
- Training for staff on accommodation issues
- Explore supported lodgings for young people

**Data:**

<b>KPI: 05/06 April – December actual and % against target (named officer)</b>	YES	<b>KPI: 05/06 April – December actual and % against target (suitable accommodation)</b>	<b>95.8% [100%]</b>
<b>KPI: 06/07 target</b>		<b>KPI: 06/07 target</b>	<b>100%</b>

**Action plan: Accommodation** – Please see Action Planning Tool.



**SUPPORT ACCESS TO MENTAL HEALTH SERVICES**

**Overview:**

**Context:**

- The YOS team consists of 1½ FTE Community Psychiatric Nurses.
- We are in the process of recruiting a half-time post to undertake generic health care support to young people requiring advice on more healthy lifestyles.
- Links with CAHMS are strong and the partnership is working effectively

- Improved working relationships and supervision arrangements with CAMHS.
- Participated in Vulnerable Children and Young People’s Steering Group.

**Focus for 2006-07:**

- Appoint to generic health care post.
- Embed Community Psychiatric Nurses into the work of the team and ensure the service specification is met..
- Deliver training to wider YOS team on the role of Community Psychiatric Nurses.
- Ensure that CPNs regularly analyse all ASSET scores of 2 or more

**What we have achieved in 2005-06:**

- In 2005-06 the YOS met the target of 100% of acute and non-acute cases referred to CAMHS within stipulated timescales. This was above family (74.2% and 96.4%) and national (85.3% and 88.3%) averages and met the target.
- Appointed Community Psychiatric Nurses to the team.

**Data:**

<b>KPI: 05/06 April – December actual and % against target (Acute)</b>	<b>100% [100%]</b>	<b>KPI: 05/06 April – December actual and % against target (non-acute)</b>	<b>100% [100%]</b>	<b>EPQA: 05 rating (where applicable)</b>	<b>n/a</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>EPQA: 07 target</b>	<b>XXX</b>

**Action plan: Mental health** – Please see Action Planning Tool.

**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

**Overview:**

**Context:**

- The YOS has two full-time Substance Misuse worker posts funded through the DAAT Young People’s Partnership Grant. One of these posts has been vacant since July 2005 but a worker will be in place by April 2006 (a CRB check is awaited).
- Close working relationships are in place with the DAAT as part of respective contributions to community safety.

**What we have achieved in 2005-06:**

- All young people were screened for substance misuse. 82.4% of those requiring assessment received it within the timescale. This was below the target of 100% but significantly above the family average (of 47.0%) and above the national average (of 76.8%). 2005-06 performance, however, was below 2004-05 average of 94.3%.
- The YOS met the 100% target for early access to intervention and achieved above the family and national averages of 82.7% and 92.1% respectively.

**Data:**

- Training pack designed and delivered to case workers to enable them to undertake focused substance misuse work with young people scoring 1 on this section of ASSET.
- Review of substance misuse roles undertaken in partnership with the DAAT.

**Focus for 2006-07:**

- Review and respond to research being undertaken on young people’s experience of services and suggestions for areas for improvement in shaping service delivery
- Ensure resource packs for young people scoring 1 on this section of ASSET are being implemented and accurately recorded on ASSET.
- Look at targeted interventions for different geographical areas and substance misuse in those areas.
- Substance Misuse workers to continue with proactive approach in analysing all ASSETs of score of 2 or more.
- Continue with training for all staff on substance misuse

KPI: 05/06 April – December actual and % against target (Screening)	100% [100%]	KPI: 05/06 April – December actual and % against target (specialist assessment)	00% [100%]	KPI: 05/06 April – December actual and % against target (early access to intervention)	100% [100%]	EPQA: 05 (where applicable)	n/a
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**Action plan: Substance misuse** – Please see Action Planning Tool.

**SUPPORT RESETTLEMENT INTO THE COMMUNITY**

**Overview:**

**Context:**

- Although there is not a Key Performance Indicator for resettlement it is an important feature in reducing re-offending, gaining Employment Training and Education provision and is associated with Substance Misuse, Mental Health and Accommodation issues. Resettlement concerns are varied across the Leicestershire region, with pockets having very limited accommodation provision.
- Those young people who have been made subject to DTOs find it difficult to settle back into the community and have often exhausted all accommodation options. YOS staff are proactive at planning/review meetings and participate in the community training plan.

**What we have achieved in 2005-06:**

- Further developed relationships with Stoke Health and Werrington secure estate.
- Reviewed the need for dedicated DTO specialists within the YOS team.
- Resettlement has had a greater focus at a strategic level.

**Data: Resettlement**

<b>EPQA: 05 rating</b>	<b>1</b>	<b>EPQA: 07 target</b>	<b>2</b>
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**Action plan: Resettlement** – Please see Action Planning Tool.

- Connexions/Education workers have been attending the secure estate to ensure suitable ETE packages upon release
- Completed the EPQA

**Focus for 2006-07:**

- Implement EPQA actions.
- Develop local resettlement strategy in the light of the YJB National Resettlement Strategy.
- Develop strategy for PPOs and ensure provision of appropriate enhanced supervision for PPOs.
- Improve liaison between specialist services in the secure estate with community / YOS provision, e.g. substance misuse and mental health.
- Make better links with voluntary organisations and community projects to integrate young people into the community after release.

**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

**Overview:**

**Context:**

- All known victims are contacted to offer participation in the restorative justice process and just over a quarter take up the offer

**What we have achieved in 2005-06:**

- In 2005-06, 100% of victims were offered an intervention. This was significantly above the target of 75% and was above the family and national averages of 63.2% and 86.4% respectively. This represents a significant improvement on the 2004-05 average of 30%.
- The YOS also exceeded the target for victim satisfaction (100% compared to 75%) and achieved above family and national averages. This is the third year running that the YOS has achieved 100% satisfaction rates.
- System in place to ensure 100% of victims (454 people) in the 2005 calendar year are offered opportunities to participate in restorative justice process. Team of a Police Officer/Victim Worker and Restorative Justice Development Officer dedicated to this work.

- 124 (27%) victims participated in a restorative process. Analysis has shown that a large number of victims have opted for a letter of apology
- YOS now has direct access to information on the police computer to ensure victims are contacted regarding restorative justice services.
- Two workers trained in supporting victims of domestic violence.
- Worked with the Victims and Witnesses Delivery Group of the LCJB to develop multi-agency protocols to deliver the Victims Code of Practice

**Focus for 2006-07:**

- Work with Children's Services to implement restorative justice programme in children's homes.
- Work to increase reparation projects for BME groups
- Work in accordance with the Home Office Victims code of practice and the local Victims Protocol
- Provide additional training on working with victims

**Data:**

KPI: 05/06 April – December actual and % against target (intervention)	100% [75%]	KPI: 0405/06 April – December actual and % against target (satisfaction)	100% [100%]
KPI: 06/07 target	75%	KPI: 06/07 target	75%

**Action plan: Restorative Justice** – Please see Action Planning Tool.

**SUPPORT PARENTING INTERVENTIONS**

**Overview:**

- Context:**
- Leicestershire County Council funds a full-time Parenting Co-ordinator based at the Centre For Fun and Families in Leicester. In addition, one full time YOS officer specialises in parenting interventions and parenting service coordination issues. An EPQA Action Group has overseen the successful implementation of the EPQA Action Plan
  - The YOS has improved year on year the EPQA score

**What we have achieved in 2005-06:**

- 21.8% of young people received a parental intervention. This was above the target of 10% and was also above the family and national averages of 9.8% and 13.7% respectively. The 2005-06 rate also represented an improvement on the 2004-05 rate of 14.3%.
- The YOS achieved a parental satisfaction rate of 99.0% in 2005-06. This was above the target of 75% and was above family and national averages of 97.7% and 95.9% respectively. The 2005-06 satisfaction rate was slightly below the 2003-04 and 2004-05 rates of 100%.
- 12 parenting groups delivered, of these, seven were co-run with a YOS volunteer.

- Parenting strategy in place launched in the summer of 2005 with an agreed SLA
- Programme in place to enable parents who have been supported to support other parents (parent volunteer scheme)
- Parenting programme amended to reflect the needs of BME groups.
- Trained volunteers undertake one to one and group parenting programmes.
- Developed training programmes for YOS staff to deliver parenting groups and one to one interventions

**Focus for 2006-07:**

- Implement EPQA actions.
- Review parental offer attached to ASBOs and ABCs.
- 2<sup>nd</sup> Parenting worker to be recruited as part of the Prevention strategy who will deliver services across the YOS
- Managers to continue to audit ASSETs ensuring all scores of 2 or more have been referred to parenting workers
- To develop and run a Fathers Group.

**Data:**

<b>KPI: 05/06 April – December actual and % against target (Interventions)</b>	<b>21.8% [10%]</b>	<b>KPI: 05/06 April – December actual and % against target (Satisfaction)</b>	<b>99.0% [75%]</b>	<b>EPQA: 04 rating</b>	<b>1</b>
<b>KPI: 06/07 target</b>	<b>10%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>	<b>EPQA: 05 result</b>	<b>2</b>

**Action plan: Equal Treatment** – Please see Action Planning Tool.

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

### **Overview:**

#### **Context:**

- The YOS is committed to deliver services which recognise, understand, celebrate, value and promote diversity. It will embrace diversity by promoting and maintaining an inclusive and supportive work environment that enables all young people, their families, staff and volunteers to achieve their full potential.
- We are fully committed to a comprehensive programme of diversity awareness raising to ensure equality of opportunity across a range of visible and non-visible differences that characterise people. We will take positive action to establish and maintain a support environment for young people, staff and volunteers in which everyone is valued equally and treated with dignity and respect.
- We will positively engage with service users and stakeholders to ensure that the YOS is inclusive and responsive to meeting their needs. Our service will actively challenge discrimination and will empower and support our service users, staff and volunteers to recognise and counter discrimination. We will apply the principles of diversity and equality in the appointment, training, support and promotion of our staff.
- The Race Action Plan is an integral part of the Youth Justice Annual Plan. It identifies that the percentage of young BME people known to the service is lower than the general population and that the only areas of significant negative outcome for BME young people is that more are breached than would be expected. In 2004/05, 11.59% of BME young people were breached

compared with 11.09% of white young people and in April – December 2005, 20.37% of BME young people were breached compared with 17.51% of white young people

- The percentage of reparations placements that are specifically in BME projects is 6-7% which reflects the general population.

#### **What we have achieved in 2005-06:**

- Maintained a diverse staff group
- Diversity Action Group established which meets every two months.
- Diversity strategy is in place
- Staff attended equality and diversity training (including sexuality and disability)
- Increase in the number of parenting groups offered which have also been amended to reflect the needs of BME parents.
- Young BME people offered a choice of worker.
- Intervention pack on racially motivated offending developed.

#### **Focus for 2006-07:**

- Undertake research on the higher number of breaches received by young people from BME groups.
- Attract more BME volunteers
- Ensure this area of work is addressed at a strategic level
- Develop a YOS Diversity policy.

- Deliver equality training for volunteers.
- Continue to ensure that the diversity of the staff team is effectively engaged in YOS work.
- Use the BME Citizens Jury to consult BME communities.

- Appoint a trainer to deliver racially motivated offending pack.
- Appoint a BME representative to the YOS Management Board
- Staff to continue to receive appropriate training as required

**Action plan: Equality** – Please see Action Planning Tool.



**Review and Approval**

Please include your schedule for reviewing the actions set out in this plan and the Action Planning Tool. In addition, please ensure that the Chief Officers from the participating agencies, including the Chief Executive of the Local Authority sign the plan.

**Table B: Schedule for review of plan:**

Review date	Reviewer
6 March 2006	Consultation with YOS staff team
10 March 2006	Consultation with Management Board
4 April 2006	Review by Head of YJSC and Cabinet
21 <sup>st</sup> April 2006	Review by YOS Management Board
Sept 2006	Review at YOS Management Board/YOS Management Team

**Table C: Signature of approval**

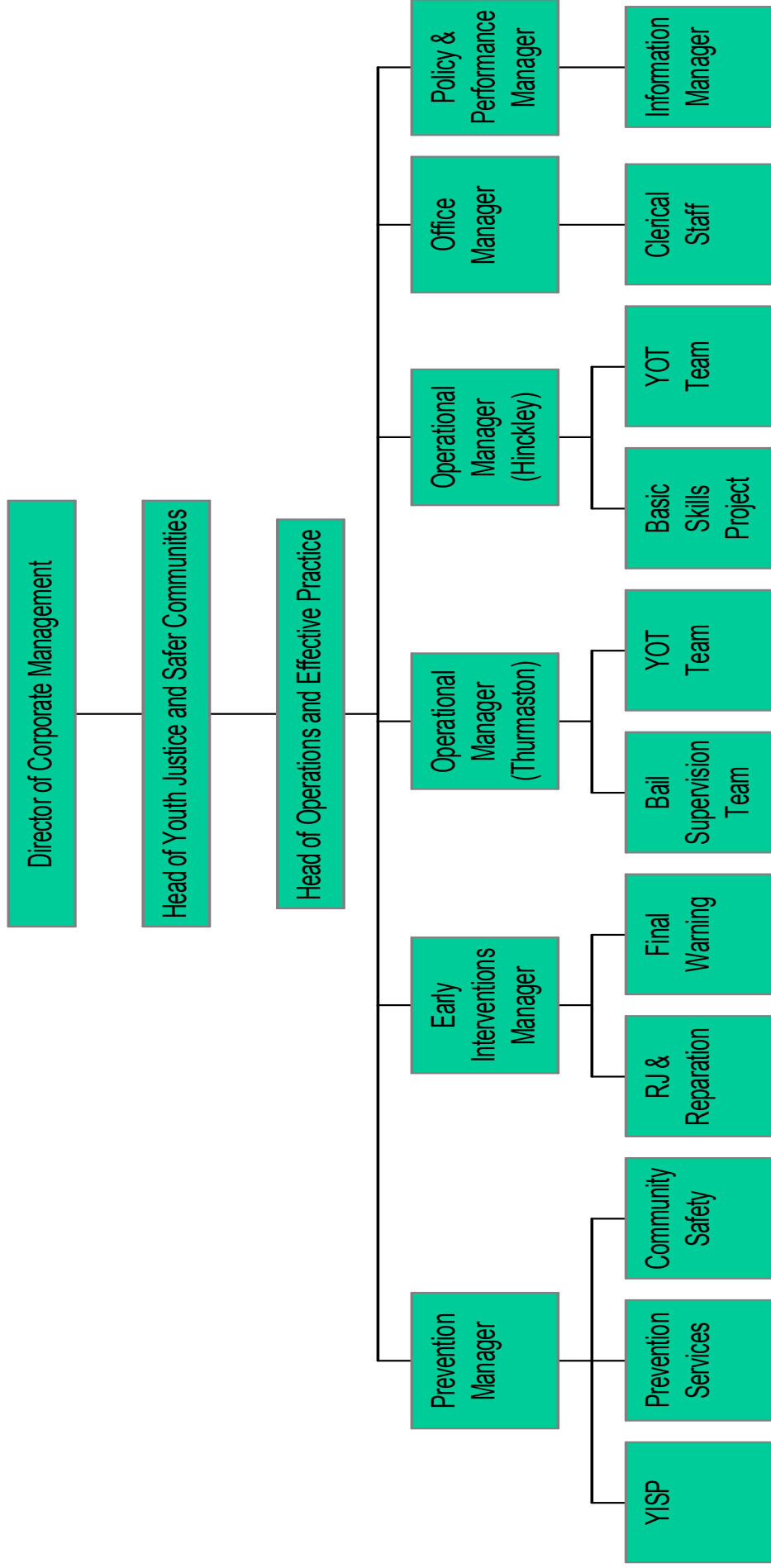
	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J. Sinnott		
Director of Corporate Change Management	T. Harrop		
Director Designate of Childrens Services	G. Williams		
Chief Constable, Leicestershire County Council	M Baggott		
Chief Officer, National Probation Service Leicestershire & Rutland	H Munro		
Chief Executive, Charnwood and North West Leicestershire PCT	A. Clarke		
Chief Executive, Hinckley and Bosworth PCT	C. Blacker		
Chief Executive, Melton, Rutland and Harborough PCT	W. Saviour		
Chief Executive, South Leicestershire PCT	J. Wood		
Chief Executive, Rutland County Council	K. Franklin		
Area Director, HM Courts Service	Richard Redgrave		

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***D. APPENDICES***

Please provide the following information as appendices:

- Org chart
- Performance measures



Appendix A: Organisational Chart

**APPENDIX A: PERFORMANCE MEASURES**

**KPIs**

Below please provide historical data against the KPIs associated with the themes.

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p><b>Prevent offending (target since 05/06):</b> Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>	N/A	957 new entrants	Reduce by 5%
<p><b>Prevent Offending (old target):</b> At least 200 young people are identified and targeted for support each year</p>	228	N/A	N/A
<p><b>Intervene early (new target):</b> Ensure that 100% of young people on a final warning are supported by an intervention if: - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4</p>	N/A	N/A	100%
<p><b>Intervene early (old target):</b> Ensure that 80% of all final warnings are supported by an intervention programme</p>	89.8%	91.6%	N/A

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<b>Reduce re-offending:</b> Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:	<b>2002/03 cohort % reoffending after 24 months:</b>	<b>2003/04 cohort % reoffending after 24 months (if available):</b>	<b>2004/5 cohort % reoffending after 24 months:</b>
Pre-court	XXX	XXX	Reduction of 5%
First tier penalties	XXX	XXX	Reduction of 5%
Community penalties	XXX	XXX	Reduction of 5%
Custody	XXX	XXX	Reduction of 5%
<b>Reduce the use of custody (secure remands):</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	39.6%	28.9%	30%
<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%	4.2%	3.3%	Reduce to 5%
<b>Ensure the swift administration of justice:</b> Ensure that 90% of pre-sentence reports are submitted within <b>10 days for PYOs</b>	XXX	XXX	90%
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	95.2%	94.8%	90%
<b>Ensure effective and rigorous assessment, planning and supervision</b> Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>assessment stage</b>	100%	100%	100%
Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>closure stage</b>	100%	100%	100%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment stage</b>	100%	100%	100%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage	100%	100%	100%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage	100%	100%	100%
Ensure that all <b>initial training plans for DTOs</b> are drawn up within <b>10</b> working days of sentences being passed	81.0%	80.8%	100%
<b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	74.3%	76.0%	90%
<b>Support access to appropriate accommodation:</b> Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	95.8%	95.8%	100%
<b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	XXX	100%	100%
Ensure that all young people who are assessed by ASSET as manifesting <b>non-acute mental health concerns</b> are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	XXX	100%	100%
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse	100%	100%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	82.4%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%	100%
<b>Provide effective restorative justice services:</b>			
Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	30%	100%	75%
Ensure that 75% of victims are satisfied	100%	100%	75%
<b>Support parenting interventions:</b>			
Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	14.3%	21.8%	10%
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100%	99.0%	75%
<b>Ensure equal treatment regardless of race (new target):</b>			
Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			XXX
<b>Ensure equal treatment regardless of race (old target):</b>			
All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year			<b>NEW TARGET</b>



**EPQA**

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2	2	2
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05 – 07 or 06 – 08	1	2	N/a
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision	1	2	2
Education, training and employment	2	2	2
Substance misuse: 05 – 07 or 06 – 08	2006-08	1	
Mental health: 05 – 07 or 06 – 08	2006-08	1	
Accommodation (n/a)			
Resettlement	1	2	n/a
Parenting	1	2	2