

Leicestershire Youth Offending Service

Youth Justice Plan 2007-08

The Youth Offending Service in partnership with

Leicestershire County Council • Rutland County Council • Leicestershire Constabulary • Leicestershire County and Rutland Primary Care Trust •
Leicestershire Partnership NHS Trust • Connexions Leicestershire • National Probation Service (Leicestershire and Rutland) • Her Majesty's Courts
Service

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Glossary

APA	Annual Performance Assessment
APIS	Assessment, Planning, Intervention and Supervision
ASSET	Standard Youth Offending Team assessment tool
ASB	Anti-Social Behaviour
ASBO	Anti-Social Behaviour Order
BME	Black and Minority Ethnic
CAMHS	Child and Adolescent Mental Health Service
CDRP	Crime and Disorder Reduction Partnership
CYPS	Children and Young People's Service
CYPSP	Children and Young People's Strategic Partnership
DAAT	Drug and Alcohol Action Team
DTO	Detention and Training Order
EPQA	Effective Practice Quality Assurance
EPUA	Effective Practice Unit Award
ETE	Education, Training and Employment
FTE	First Time Entrants
ISSP	Intensive Supervision and Surveillance Programme
IT	Information Technology
KPI	Key Performance Indicator
LAA	Local Area Agreement
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LOMP	Local Offender Management Panel
MAPPA	Multi-agency Public Protection Arrangements
MAPPOM	Multi-agency Prolific & other Priority Offender Management
NEET	Not in Education, Employment or Training
NQF	National Qualification Framework
PACE	Police and Criminal Evidence
PAYP	Positive Activities for Young People

PCEP	Professional Certificate in Effective Practice
PCT	Primary Care Trust
PPO	Prolific and Other Priority Offenders
PSR	Pre-Sentence Report
PYO	Persistent Young Offender
YISP	Youth Inclusion and Support Panel
YJB	Youth Justice Board
YOI	Young Offender Institution
YOS	Youth Offending Service

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A. Summary

Welcome to Leicestershire Youth Offending Service's Youth Justice Plan 2007/08.

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 Youth Offending Service (YOS) engages with the Local Criminal Justice Board (LCJB), Crime and Disorder Reduction Partnerships (CDRPs), the Multi-Agency Public Protection Arrangements (MAPPA), Children and Young People's Services (CYPS) and the Local Safeguarding Children's Board (LSCB) to ensure its full contribution to local criminal justice services and to Every Child Matters. YOS targets are incorporated into Leicestershire's County Council's Community Safety Plan and Medium Term Corporate Strategy. Performance of the YOS contributes to the assessment of overall County Council performance via the Comprehensive Performance Assessment (CPA), Corporate Assessment, the Children and Young People's Service Annual Performance Assessment (APA), and also the Joint Area Review (JAR). The YOS plays a key role in delivering the Local Area Agreement (LAA) outcome to improve life chances and secure better opportunities for vulnerable young people and makes a significant contribution to other outcomes in the safer communities block of the LAA. The YOS also contributes to Leicestershire's Children and Young People's Plan.

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 amber or green traffic light ratings in all the national performance measures.**
- **Achieve 2 or more in the Effective Practice Quality Audit (EPQA) review ratings**

Both these objectives have been met in the 2006/07 period.

SUMMARY OF PERFORMANCE 2006-07 (see table p. 47)

The YOS has achieved significant performance improvements over the last 12 months, maintaining and improving its already high Key Performance Indicator (KPI) performance, producing much improved EPQA results and National Standards Performance. The whole staff group has engaged in improving performance issues.

Key Performance Indicators Performance

- The YOS has continued to perform very well against the basket of Youth Justice Board (YJB) KPIs and has improved its KPI performance to 96.8%; this is the highest score nationally and constitutes a YJB level 5 rating (Level 1 lowest, level 5 highest)
- All YJB KPIs are now green or amber¹ for the first time, achieving one of the YOS Management Board's performance objectives.
- 96% of young people who meet the Final Warning intervention criteria receive an intervention; this is above the YJB KPI target of 95%.
- Custody rates are 3.5% which is the 17th lowest score nationally. It is the second year in succession that custody rates have been below 3.5% and below the 5% YJB KPI target.
- Parenting interventions took place in 18.8% of all cases, significantly above the 10% YJB KPI target. This is below last year's performance of 22%, but has been achieved with one of the parenting workers on long term sick leave.
- Parents were satisfied in 97% of cases, the second year in succession that performance has been above the YJB KPI performance target of 95%.
- ASSET² assessments were completed in 100% of cases for the third year in succession, and the latest ASSET quality assurance exercise revealed that 85% of initial ASSETS were assessed as satisfactory or better.
- PSR timeliness has remained above the YJB target (90%) at 94.7% for the second year running.
- The completion of Detention Training Orders (DTO) training plans has improved by 26% to 95.5% taking the performance above the YJB KPI target of 95%.
- The percentage of young people receiving more than 25 hours Education Training and Employment (ETE) has for the first time achieved an amber rating with 78.3%. This is an improvement on last years 74.6%. The YOS remains above Family (71.9%) Regional (72.1%)

¹ The YJB classifies YOS KPI performance by using a traffic light indicator system. Green – achieving or above target, Amber – Close to Target, Red – below target

² ASSET is an assessment tool used to identify which factors in a young persons life put them at most risk of re-offending or at risk of cause harm to themselves or others

and National (68.5%) comparator groups.

- Mental Health assessments have for the last 2 years been completed in 100% of cases, within the timescales for both acute and non acute referrals.
- Substance Misuse assessments were completed in 91.3% of cases and treatment was started in 98.6% of cases within the timescales. Performance has been above the YJB target for two years.
- Additionally, the YOS fully achieved its LPSA Basic Skills target by providing, over a 3 year period, 250 young people with basic skills teaching, resulting in improved levels of basic skills, accredited qualifications as well as ensuring appropriate re-integration plans were in place. In so doing, the full Government reward grant of over £1m was achieved for the County Council and its partners.

National Standards Audit

National Standards performance is now at its highest level. During 2006/7 the YOS implemented an action plan to improve National Standards performance. National Standards performance has risen as a result from 65% to 87%, moving from YJB level 4 to a level 5 rating (level 1 = lowest, level 5 = highest).

Effective Practice Quality Assurance

The Effective Practice Quality Assurance Framework is a strong self-evaluation process devised and validated by the YJB to ensure the implementation of effective practice and continuing improvement in the delivery of youth justice services. The YOS undertook the initial self assessments for Substance Misuse and Mental Health in September 2006. The YJB-validated score for Substance Misuse was 2.69³ which was the 7th highest score nationally and Mental Health scored 2.56, the 4th highest score nationally. These scores provide strong evidence of the high quality of service provided by the YOS in these areas.

In March the YOS undertook the final EPQA self assessments for Remand Management and Resettlement. The initial assessment score for Remand Management in 2005 was 1.25, this improved to **XX.X**; the initial Resettlement score was 1.19 and this has improved to **XX.X**.
(NB Remand Management and Resettlement final assessments not due for completion till early April)

An EPQA assessment has been undertaken in relation to our prevention work, which achieved a YJB validated score of 3 overall. This indicates that the preventative work is delivering effective practice consistently and systematically, by practitioners, managers and strategic

1 Some evidence that effective practice is being followed, but not by all practitioners, managers and strategic partners
2 Evidence that effective practice is mostly being followed, but not system wide
3 Evidence of effective practice is being followed consistently and systematically, by practitioners, managers and strategic partners

partners. This put the YOS amongst the best performing YOTs in the country for prevention work.

Key Objectives for 2007/8

- Maintain KPI performance at YJB level 5, the highest level.
- Improve performance on the Education, Training and Employment KPI to at least 80%.
- Maintain National Standards performance at level 5, the highest level.
- Improve National Standard performance in relation to compliance to 90%.
- Implement the EPQA action plans.
- Meet the YJB & LAA targets to reduce first-time entrants into the criminal justice system.
- Meet the Leicestershire LAA remand indicator to increase the percentage of young people prevented from further offending after receiving a reprimand.
- Contribute to positive APA, JAR and CPA assessments.
- Increase provision for Prolific and Other Priority Offenders, by working with partners to provide additional interventions to reduce offending by this group of young people.
- Complete a further Equality Impact Assessment to demonstrate improvements in outcomes for diverse groups.
- Develop and implement improvements to assessing young people's and parents'/carers' views in relation to service delivery.

1

0 Little or no evidence of effective practice exists

1 Some evidence that effective practice is being followed, but not by all practitioners, managers and strategic partners

2 Evidence that effective practice is mostly being followed, but not system wide

3 Evidence of effective practice is being followed consistently and systematically, by practitioners, managers and strategic partners

B. Local Planning Environment

Organisationally, the Youth Offending Service (YOS) is located within the Chief Executive's Department. The Head of Youth Justice and Safer Communities (YJSC) has responsibility for the YOS, the Drug and Alcohol Action Team (DAAT) and the Community Safety Team. This ensures effective working across the County Council and encourages strong links with Crime and Disorder Reduction Partnerships (CDRPs).

The YOS is represented on a number of key strategy and operational groups. For instance:

- The Head of Youth Justice and Safer Communities is a member of the Leicestershire Children and Young People's Board, the Local Criminal Justice Board (LCJB), the Leicester, Leicestershire and Rutland Community Safety Programme Board (CSPB), the Connexions Board, the DAAT Board, the Civic Alliance Demonstration Project and chairs the Corporate Community Safety Group.
- The Head of Youth Justice and Safer Communities is a lead officer for the Leicestershire Local Area Agreement (LAA) Safer Communities Block which has a target to build respect in communities and reduce the level of anti-social behaviour and 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 delivers this target through a multi-agency approach to targeted preventative support for vulnerable children and young people. One of the reward indicators within this target includes increasing the percentage of young people prevented from further offending after receiving a reprimand.
- The Head of Youth Offending Service is a member of the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board, Leicestershire Children and Young People's Strategic Management Group, the Local Safeguarding Children Board, Rutland's Children and Young People's Strategic Partnership (CYPSP), the Rutland DAAT, Leicestershire's 13-19 Strategy Partnership Board, the Prolific and Other Priority Offender (PPO) Strategy Group, the Youth Justice Working Group (a sub group of the LCJB) and the CAMHS joint steering group.
- The Head of the YOS chairs the Young Offenders Into School (YOIS) panel, the Remand Strategy group and the Creating Safer Schools Group and co-chairs the Reducing Offending in Looked After Children's Group (ROLAC).
- The Head of the YOS chairs the Regional Youth Resettlement Pathway Group (part of the regional NOMS Changing ways Reducing Reoffending Action Plan) which brings together YOTs and the secure estate to improve provision for young people whilst in secure establishments and upon release.

- Operational Managers sit on the Victims & Witness Work Group and the Enforcement Work Groups of the LCJB, and the Parenting Strategy group
- The Policy and Performance Manager sits on the Rutland Community Safety Partnership (CSP).
- The YOS has a Community Safety Officer who attends CDRPs.

The YOS has ensured that there is maximum possible consistency between the Leicestershire and Rutland LAAs. The YOS was consulted on and contributed to the development of the Children and Young People's Plans for both Leicestershire and for Rutland.

The positive response to problems of conflicting national targets such as between increasing the numbers of offences brought to justice (OBTJ) and reducing the number of first time entrants (FTEs) to the criminal justice system is a good example of the constructive local planning and partnership environment.

Leicestershire Constabulary is a high performing force in respect of OBTJ and this has caused some difficulties in reducing the number of FTEs. In fact rather than being reduced by 2%, the number of FTEs was increasing at over 20%. Through the local Criminal Justice Board, the Police and YOS have produced a joint action plan which should resolve the conflict between OBTJ and FTEs and has already had significant impact. Along with high quality youth crime prevention arrangements and the provision of interventions with young people identified as at risk of offending, this should enable the YOS to meet the FTE target. Performance up to quarter 3 indicates that we are likely to achieve an 8% reduction in first time entrants by the end of 2006/07 compared with the 2% reduction target.

C. Drivers of Performance

C1. Governance and Leadership

Overview, particularly looking at strategic management and leadership arrangements:

The YOS Management Board is chaired by the Chief Executive of Leicestershire County Council and has representation from the partner agencies at Chief Officer level. The Board has been further strengthened by the appointment of the Chief Executive of the Leicester YMCA who contributes his knowledge of the Voluntary and Accommodation sectors and who also has experience as a JP. The YOS Management Board meets 5 times a year.

The Board is aware of the YJB Performance Management Framework and uses it to scrutinise the performance of the YOT 4 times a year. Careful attention is paid to the whole framework by looking at Key Performance Indicators (KPIs), National Standards, Effective Practice Quality Audits and Recidivism. Benchmarking of performance against the YOS family group, regional and national comparators forms part of the scrutiny process.

The Board expects the YOS to produce improvement plans for areas in need of further development. It has received improvement plans during 2006/7 on Resettlement, Remand Management, Mental Health and Substance Misuse EPQAs, National Standards, Education, Training and Employment, First Time Entrants and Equality. The Board also receives any serious incident reports and related action plans.

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 Management	White	Male
G. Williams	Leicestershire County Council	Director of Children's Services	White	Male
Supt. Paul Smith	Leicestershire Constabulary	Superintendent	White	Male
H Briggs	Rutland County Council	Chief Executive	White	Female
P Brown	Leicester YMCA	Chief Executive	Black African Caribbean	Male
R. Beard	Connexions Leicestershire	Chief Executive	White	Female

Name	Agency representing	Post in agency	Ethnicity	Gender
T. Worsfold	Probation Service	Assistant Chief Officer	White	Male
M. Thwaites	Leicester City PCT	Child Health Strategy Manager	White	Female
L. Howes	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
N. Watson	Magistrates' Courts Committee	Director of Legal Services	White	Male

C2. Performance and Quality Systems

Overview particularly looking at performance management and data quality:

The management of performance and information has seen significant developments during 2006/7. The information management role has been combined with that of Office Manager and two information assistants have been recruited to assist with data management. This enhances the YOS's ability to provide accurate and validated data after a period of staff vacancies. It provides a good basis for the YOS to further improve its performance against YJB targets and to provide performance and management information to partners and managers. The YOS has continued to develop its use of the Careworks database. The planned upgrade to the Careworks Raise Web database has been delayed to 2007/08 because the software company has had difficulties in finalising the upgrade.

During the 2006/7 the YOS has

- Provided data to the Youth Justice Board on time
- Conducted quarterly management reviews of performance
- Provided information on YOS performance to the Management Board 4 times a year, to enable scrutiny of YOS performance
- Carried out further transfers of data to the CareWorks Raise database, and prepared staff via training for the move onto the new system.
- Conducted two ASSET quality assurance audits.
- Completed Effective Practice Quality Assurance self assessments on Substance Misuse, Mental health, Remand Management , Resettlement and Prevention
- Produced action plans to improve ASSET quality, National Standards, EPQA, ETE and FTE performance.

Focus for 2007/8

- The successful introduction of the Careworks Raise database, to provide an improved platform for Case Managers and to deliver timely performance management information for the YOS.
- Development of a more comprehensive performance management framework to deliver better management information for:
 - Ensuring equality of service delivery and outcomes

- Practice development
- YJB performance indicators
- LAA performance indicators
- Partners

C3. Resources

C3 a - FINANCIAL RESOURCES

Table A1: Services Planned for the Financial Year 2007/08

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 (£)
Préventive services	367,252
PACE Services	57,874
Pre-court services	416,693
Court-based services	324,097
Remand services	254,645
Community-based services	925,985
Through care / after care (including RAP)	254,645
Other orders	23,149
Total:	2,624,342

Table A2: Youth Offending Team Budget Financial Year 2007/08 Sources

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

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	86,550		64,110	150,660
Probation (from Table A2c)	96,420		81,130	177,550
Children and Young People Service (Social Care)	252,180		197,900	450,080
Children and Young People Service (Education)	75,170		56,540	131,710
Health (from Table A2b)	67,080		45,580	112,660
Local Authority Chief Executive			629,170	629,170
Additional Funding (from Table A2a)			972,512	972,512
Total:	577,400		2,046,942	2,624,342

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	737,514
Other	234,998
Total (for inclusion in Table A2)	972,512

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 (£)
Leicestershire and Rutland County PCT	112,660
Total (for inclusion in Table A2)	112,660

Table A2c: Probation contributions to the Youth Offending Teams

The total of A2c should be equal to the role in A2 called 'probation'. Payments in kind *1 includes training, IT provision, accommodation, management of DTTO/CRO/CPOs and CPROs for 16/17 year olds. Payments in Kind (staffing *2) includes secondment of a probation officer, PSO or other grades.

Cash Contribution £	Payments in kind*1 excluding staffing		Payment in Kind (Staffing*2)		Total (£)
	Specify Items	Cash Value £	Specify grade and number	Cash Value including on costs £	
(a)	(b)	(c)	(d)	(e)	(f) (a+c+e)
81,130				96,420	177,550

NB Probation in kind costs are being included only because of a request by the YJB and National Probation Directorate to do so. A range of other in kind contributions are provided by partner agencies but because there is no consistency nationally in calculating these costs, other in kind contributions have not been included.

C3 b - PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

Leicestershire Youth Offending Service (YOS) is committed to providing a wide range of programmes which are diverse, match risk factors in ASSET/ONSET⁴ 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. In addition it has group work programmes on offending behaviour for young people identified as Offenders (PPO) and other groups of young people.

Racially Motivated Offenders: The YOS has developed a one-to-one pack on racially motivated offenders, which has been devised from the Probation Service and other materials.

Anger Management Group: Group work and one to one programmes are available to use with young people who have anger management issues.

Easily Led Group: A group work programme designed to help young people develop good strategies for managing peer pressure.

Young Girls Group: The Girls Awareness group work programme looks at offending, abusive and positive relationships.

Substance Misuse: The YOS has two Substance Misuse Workers, They undertake assessments and provide up to tier 3 treatment for young people referred via YOS case managers. A group work programme targeted to improve young people's awareness of Alcohol and Cannabis fits alongside the treatment provision.

Mental Health: The YOS has 1.5 Community Psychiatric Nurses (CPN) posts. The half time post is currently vacant and it is crucial that this post is filled if service delivery is not to suffer. The CPNs provide screening, assessment and treatment, and access to tier 4 treatment options for young people.

Primary Health Care: A generic Health Care Worker has been appointed, with a view to facilitating better access to health care for young people and to assist case managers in integrating health issues into their work with young people. A group work programme also provides an intervention on Healthy Living, which looks at issues of nutrition, sexual health and relationships.

⁴ ONSET is an assessment tool used by the prevention team to assess what risk of offending factors are linked to a young person

Prolific and other Priority Offenders: The YOS is currently developing additional interventions for this group. This group of offenders have priority access to ISSP, Group work, CAMHS and Substance Misuse interventions. Additional provision is being developed with the Youth Service, Connexions and Attendance Centres.

Parenting: The YOS has a Parenting Co-ordinator and a Parenting Worker who specialises in Parenting Interventions. Parenting work is delivered in partnership with the Centre for Fun and Families (who employ a Parenting Co-ordinator funded by Leicestershire County Council) and is part of a multi-agency parenting strategy. The YOS is also training a number of volunteers to deliver training to parents of Final Warning cases.

Employment Training and Education: The YOS has two Education Officers (EOs) 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. The Basic Skills team provides a range of one-to-one and group work Basic Skills programmes in conjunction with training providers. The Basic Skills team has been successful in gaining additional ESF funding to provide additional training opportunities and qualifications to young people. The YOS is an Ecotec Plus Champion site, giving the Basic Skills team and its partners access to excellent Plus learning materials for use with young people. A Learning and Skills Council (LSC) grant has enabled the appointment of a part-time Education Manager to improve ETE performance.

Accommodation: The YOS has a part-time Accommodation Officer in the team who provides advice to staff, meets with housing services/providers and also attends Detention and Training Order (DTO) planning/review meetings. The YOS is integrated into the Supporting People Agenda and greater links have been made with accommodation providers.

C3 c - INFORMATION AND COMMUNICATION TECHNOLOGIES

Overview of the use of ICT as an enabler to delivery of services (covering, within the “Wiring up Youth Justice” programme, electronic transfer of information across the YJS and the use of secure email. Also covering case management systems, ICT to support engagement of young people, any other ICT enablers, the benefits expected from use of IT and barriers to IT use and how these will be overcome):

The YOS continues to utilise and remains committed to the use of Information Technology (IT) as an enabler in the delivery of services. All staff have access to computers and the availability of broadband internet access has been extended to all users. Training continues to be offered to staff to improve their ability to utilise IT systems.

The YOS has partially implemented secure e-mail. Its full implementation was delayed due to the Information Manager’s post remaining vacant. Progress is now back on track and it is expected that secure email will be fully implemented early in 2007/8. The implementation of the Careworks Raise web based data base has been delayed due to CareWorks having problems ensuring that the YJB reporting and management information components of the software work consistently. Implementation is now planned during the first quarter of next year. The move to a web based data base should enable improvements in speed of operation and user experience.

The development of remote working is seen as an important objective for the YOS due to the rural nature of the area. To that end the YOS has explored the use of Digital Pens and made an application for funding from the YJB for remote access solutions, but these were not successful. The YOS has also explored the use of Tablet computers, but so far they have not proved reliable enough. The implementation of the CareWorks Raise web data base does enable the YOS to take a further step forward towards remote working.

C4. People and Organisation

C4 a - WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

Workforce diversity

Waiting for the staffing data

Qualification Levels

Waiting for the staffing data

Recruitment and retention issues

The YOS has managed staff vacancies throughout the year in order to achieve a £54,000 budget saving. Fortunately this has not had a significant impact on operational activities. The Information Manager and Restorative Justice Worker posts remained vacant for the most of the year contributing significantly towards the saving. Savings via managed vacancies are expected to increase to £67,000 (*current estimate*) in 2007/8 representing 5.7% of total staff budget. Attempts will be made to minimise the impact on service delivery but the amount of the required managed vacancy contribution might make this difficult. There were some difficulties in recruiting staff with the right skills particularly in relation to the Information Manager post, but suitable skilled operational staff have been available to meet recruitment needs. The retention of staff has not been a major issue. The maintenance of staff from partnerships and funding restrictions do at times cause difficulties in maintaining a full mix of staff to meet operational needs.

Table A3: Staff in the Youth Offending Team (by headcount) (Data required by the YJB at year end so is not yet completed)

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent											
Fixed Term											
Seconded CYPs (Social Care)											
Seconded CYPs (Education)											
Seconded Probation											
Seconded Police											
Seconded Health											
Seconded Connexions											
Seconded Other											
Outsourced											

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Temporary											
Vacant											
TOTAL											
Gender/ Ethnicity											
White Male											
Black Male											
Asian Male											
Mixed Race Male											
Chinese/Other Male											
White Female											
Black Female											
Asian Female											
Mixed Race Female											
Chinese/Other Female											
TOTAL											

C4 b - WORKFORCE DEVELOPMENT

The YOS is committed to the development of effective practice knowledge and skills within its workforce. All staff receive regular supervision and Performance Development Reviews (PDRs), which focus on key areas of practice, service delivery, and skills development. The YOS via its partnership arrangement has secured staff access to training on Mental Health Tiers 1/2, Safeguarding, and Substance Misuse Tiers 1/2, Appropriate Adult, Teenage Pregnancy, Attention Deficit Hyperactivity Disorder, Dangerousness and MAPPA panel training. Additionally the YOS has access to Leicestershire County Council's Management programme including HR, Health and Safety, and Equality Training.

The YOS has continued to support staff access to the YJB National Qualification Framework (NQF) Study Skills, Effective Practice Unit Award (EPUA), and Professional Certificate Effective Practice (PCEP) training, with a further 7 staff accessing the training in 2006/7. Two managers will be accessing the YJB modules of the Open University Managers' training programme during 2007/8. The ending of YJB funding for the NQF is going to impact on the YOS ability to support EPUA and PCEP during the coming year particularly with the YOS funding constraints this year.

YOS Induction of new staff is focused on CareWorks, Safeguarding Children, Assessment Planning Intervention and Supervision (APIS) and PACE, as the required elements of induction. Staff then have the opportunity to follow up with a wider range of training.

All staff have completed training on risk and all relevant staff have received Dangerousness training.

Administration staff have the opportunity to develop their skills via the County Council training provision; this includes a wide range of skills training as well as NVQs.

Volunteer Training is tailored to each group of volunteers; Panel members receive 40 hours of YJB Panel training, PACE volunteers receive 1 day's PACE training and all other volunteers receive 1 day's training. In addition they all receive 1 evening per month developmental training.

The YOS has monthly service meetings and Annual Staff Conferences which are used to enhance knowledge of developments and provide supportive training when needs are identified.

Focus for 2007/08:

- Providing access to computer skills training to support the role out of Careworks Raise Web data base and the use of the internet.
- Continuation of support for YJB National Qualification Framework via Study skills, Effective Practice Unit Award and Professional Certificate in Effective Practice and Management training.
- Providing Careworks Raise Web data base training.
- Training for specialists in Substance Misuse, Accommodation, Parenting linked to Professional Development Review (PDR) requirements.
- Continuation of in-service training (INSET) on Mental Health, Substance Misuse, Assessment, Planning Interventions and Supervision (APIS), and the development of parenting INSET training.

- Induction training being developed on a regional basis.
- In house induction delivery on CareWorks, Safeguarding, APIS and PACE.
- Continuation of volunteer training programme and the introduction of the new training for all volunteers when it becomes available
- Continuation of access for administration staff to Leicestershire County Council training provision.
- The introduction of the Social Care Induction Standards from April 2007.
- Management training via Leicestershire County Council.

C5. Partnership Working

There is a strong culture of partnership working in Leicestershire and the YOS has excellent working relationships with other agencies. Partnership arrangements are outlined in Section B, the local planning environment. Some particular examples of how partnership arrangements are integral to the YOS are:

- The Leicestershire Local Area Agreement (LAA) Safer Communities Block 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) delivers this target through a multi-agency approach to targeted preventative support for vulnerable children and young people. Partners include: the Children and Young People's Service (CYPS), the YOS, Leicestershire NHS Partnership Trust Child and Adolescent Mental Health Service (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 and performance results so far indicate that we are likely to meet this target. Work with the Police is critical to achieving this indicator – they undertake an initial screening of young people receiving a reprimand and refer those at risk of reoffending to the Prevention team.
- The Youth Inclusion and Support Project is responsible for co-ordinating and chairing seven multi-agency panels across Leicestershire. The panels comprise representatives from Children and Young People's Services, Voluntary Organisations, District Council ASB Co-ordinators, Police, Health, Connexions and the Youth Service. The panels discuss all YISP cases, sharing information where appropriate and produce multi-agency plans for young people at risk of offending. The panels link closely with pastoral forums where they exist in schools. The YISP team is also part of the Family STEPS multi-agency network, a network (including CAMHS, CYPS, Centre for Fun and Families, and Homestart) set up to provide early intervention to families in order to bring about change.
- The PPO Strategy Group reports to the Community Safety Programme Board and is responsible for developing and overseeing arrangements for Prolific and Other Priority Offenders in Leicester, Leicestershire and Rutland. Representatives from the Police, Probation, Health, DAAT, Community Safety, City and County YOS, APEX and other employment organisations contribute to this group to ensure enhanced supervision and surveillance of PPOs.
- The YOS has worked with the Police and District Councils to implement a tiered approach to the use of anti social behaviour sanctions. As a result both informal and statutory powers are used appropriately, leading to a higher success rate in terms of

young people meeting the requirements of their Acceptable Behaviour Contracts and relatively small numbers of ASBOs in Leicestershire and Rutland.

- Partnership support is crucial to our Education, Training and Employment work. We work closely with CYPs (Education), Connexions, Colleges, Training Providers, Ecotec, the LSC, the Youth Service and others to improve our ETE performance. The Young Offenders into School (YOIS) panel is chaired by the Head of the YOS and is a problem-solving panel of senior representatives from the YOS, CPYS (Education) and Connexions that deals with hard to place young people. The panel has improved young people's access to education. The Basic Skills Steering Group comprises representatives from CYPs (Education), Connexions, Training Providers and the LSC to oversee the delivery of Basic Skills work within the YOS and the development of The PLUS strategy, a national YJB strategy aimed at improving basic skills of young people in the youth justice system. This group has facilitated improved access to training and education and has promoted the use of PLUS learning materials in local schools and colleges. The YOS Basic Skills team also fully achieved its local PSA target.

DELIVERY PLAN

DRAFT

PREVENT OFFENDING

Context

In order to ensure that Prevention Services are fully integrated with Community Safety and Children and Young People's agendas, the YOS Prevention Strategy is aligned with the Local Area Agreement, the National Respect Action Plan, Leicestershire County Council Community Safety Plan, the Children and Young People's Plan, and Every Child Matters outcomes. The Prevention Strategy is overseen by the YOSMB through bi-annual reports. The delivery of prevention activity is supported by the Children and Young People's Service (Education Welfare, Student Support Service, Social Care Teams and Youth Service), Police, District Councils, Crime and Disorder Reduction Partnerships and the Voluntary Sector (Charnwood Arts and the Centre for Fun and Families).

Prevention Key Performance Targets

- Reduce the number of First Time Entrants to the Youth Justice System by 5% by March 2008, compared to the 2005/6 baseline

Leicestershire Local Area Agreement: Safer Communities and Children and Young People's shared targets

- To reduce the number of FTEs to the Criminal Justice System by 2% by March 2007
- To increase the percentage of young people prevented from further offending after a reprimand by 6% by March 2009.

Achievements in 2006/7

- On target to achieve the necessary reduction in FTEs to meet both the YJB's KPI and the LAA targets.
- Achieved a Prevention EPQA level three score (the highest level) and an excellent YJB report.
- Expanded our Prevention Team within the YOS using new YJB funding for 2006/07 and 2007/08.
- Implemented the Prevention Strategy in line with YJB requirements.
- Improved communication with CDRPs through quarterly reports and annual presentations on YOS activities.
- Set up the reprimand project to prevent young people on reprimands from re-offending, including the roll out of YISP Plus to provide targeted activities aimed at young people on reprimands.
- Successfully developed a joint action plan with the Police to reduce FTEs, resulting in a new police disposal to keep young people out of the criminal justice system.
- Implemented a multi-agency tiered approach to managing anti-social behaviour and ensuring appropriate use of ASB powers across Leicestershire and Rutland.
- Initiated the multi-agency Youth Crime Prevention Sub Group chaired by the Prevention Manager, to co-ordinate youth crime prevention activities across Leicestershire and Rutland.

<p>Rutland LAA targets</p> <ul style="list-style-type: none"> ○ Reduce the average ONSET score of those young people identified as in need of anti-social behaviour related intervention and those young people at risk of offending by 25% compared with a baseline of 23.7%. ○ Reduce the number of first time entrants to the Youth Justice system by 1 young person per year compared with the 2005/06 baseline of 35. 	<p>Focus for 2007/8</p> <ul style="list-style-type: none"> ● Achieve YJB and LAA Prevention Performance targets. ● Implement the Prevention Strategy ● Deliver parenting interventions as outlined in the parenting section of this plan. ● Implement EPQA improvement actions to ensure excellent practice. ● Set up systems to demonstrate the impact of prevention work across Leicestershire and Rutland. ● Plan for any changes to national prevention arrangements from 2008.
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Data:

<p>Performance Indicator: 06/07 April – December actual and % against target</p>	<p>FTE 2006/7 2% reduction target to 1259 (Local Target) FTE Year to date 874 April to December FTE % against target 68% April to December</p>
<p>Performance Indicator: 07/08 target</p>	<p>FTE 2007/8 5% reduction target to 1221</p>

INTERVENE EARLY

Context

The Interventions Team is a joint Leicester City / Leicestershire project. The team is based in the County who hold the management lead for both services and reports to the Early Interventions Steering Group comprising Leicester City and Leicestershire management representation. Final Warning interventions are shaped according to a young person's risk and needs by utilising information contained in ASSET assessments.

The Early Interventions Team has over 140 volunteers who deliver short-term interventions using work packs and who provide longer terms mentoring support to higher risk young people. Both the short-term Interventions Project and the Mentoring Project achieved national Howard League awards for their excellent practice last year.

The national Offences Brought to Justice Target has had a significant impact on the numbers of First Time Entrants (FTEs) to the Youth Justice System and as a result the numbers of Final Warnings has risen. A Police / YOS joint action plan has therefore been put in place. The YOS has worked closely with the Police in delivering the training to implement new restorative justice based disposals, to be fully implemented by April 2007.

Achievements in 2006/7

- 96.3% of young people on a Final Warning have received interventions. This is above the new target of 90% (up from 80%), and is comparable with comparator groups
- Consistent high levels of performance have been achieved despite the increasing number of Final Warnings

- Developed Alcohol and Cannabis Awareness group work
- Developed user friendly leaflets for young people and parents/carers
- Increased the numbers of Black and Ethnic Minority Volunteers
- Provided the opportunity for volunteers to credit their hours towards Millennium Volunteer awards

Focus for 2007/8

- Maintain high KPI performance and National Standard performance.
- Maintain the numbers of volunteers particularly black and minority ethnic volunteers.

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Data: Final Warnings

Performance Indicator: 06/07 April – December actual and % against target	Actual 96.3%	EPQA: 2003 rating	Initial Score 2
Performance Indicator: 07/08 target	100%	EPQA: 05 result	Final Rating 2

DRAFT

PROVIDE INTENSIVE COMMUNITY SUPERVISION

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. The staff group consists of 15 advocates, a programme manager, YOS practitioner, substance misuse worker and Bail ISSP worker.
- 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. Due to the demand for ISSP places a local agreement has been established to prioritise cases by targeting the Prolific and other Priority Offenders, those at high risk of offending and those whose offences are most serious.
- The YOS works with the multi-agency Leicester, Leicestershire and Rutland Prolific and other Priority (PPO) Strategy Group to provide enhanced surveillance and supervision for the small group of young people who commit large numbers of offences. The YOS has a Multi Agency Prolific and Priority Offender Management (MAPPOM) coordinator, part-funded by the LAA Safer Communities Block, who attends the Local Offender Management Panels (LOMPs) and also the MAPPOM group which identifies and oversees prolific offenders. The postholder also coordinates and develops enhanced PPO services within the YOS. The

target.

- ISSP achieved over 80% of its young people in ETE. The introduction of ISSP post custody tracking system is ensuring young people have regular contact with an ISSP advocate.
- Improved communication with the electronic monitoring provider.
- Gun and Knife crime workshop programme successfully introduced with the Police.
- ISSP has further enhanced its group work programme by including diversity, moral issues, social development, and music workshops.
- Improved successful completion rates for DTO cases
- 45 young people completed the AXLR8 motorbike course. The motorbike course develops group work skills, work related skills, life skills and citizenship, health and Safety and project specific skills. They contribute to Young people achieving their Youth Achievement Awards.
- **Focus for 2007/08**
- Provide additional interventions for PPOs to reduce recidivism in this group of young people
- Meet the new identification and reporting requirements for the Deter group of PPO
- ISSP to continue to provide priority assess to PPO cases
- Monitor and ensure completion rates continue to improve.

YOS currently has 12 young people falling into the Catch and Convict cohort (full PPOs) and 20 young people falling into the Deter cohort (ie those at risk of becoming PPOs). The Home Office is revising arrangements for identification of and reporting on the Deter cohort and we are awaiting the new requirements.

Achievements in 2006/07

- The YOS meets the requirements of the Leicestershire Premium Service Agreement for PPOs (local arrangements to deliver the national requirements). PPOs have priority access to ISSP, group work and other programmes and, in the event of non-compliance, their breach is fast-tracked through the court.
- 50% of those young people in the Catch and Convict cohort have not reoffended after 13 months; of those who have reoffended, 66% have done so less frequently and less seriously than during the period before being registered.
- 52% of those young people in the Deter cohort have not reoffended after 13 months.
- The YOS is negotiating with partner agencies to provide additional interventions for PPOs.
- 100 guests attended the 5th ISSP anniversary event in October. This resulted in the achievements of ISSP receiving significant media attention.
- The delivery of a presentation to the YJB ISSP Conference together with three young people on ISSP.
- The ISSP Manager delivered training to District Judges at a national training event
- ISSP has achieved a County completion rate of 71%. This is above the national average of 58% and above the 60% YJB

- Ensure the high level of ETE performance on ISSP is sustained.
- Continue to strengthen the prioritisation of ISSP eligible cases to ensure targeting the right young people when oversubscribed.
- Continue to deliver the new AXLR8 programme.
- Further strengthen the group work programmes by ensuring that all young people are participating in programmes that meet their individual needs.
- Ensure that clients, their families and the community have a voice at all stages of the ISSP, by establishing an ISSP voice group.

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REDUCE RE-OFFENDING

Overview

The YOS achieved lower than average reconviction performance in 2005/06 and subsequently carried out a benchmarking exercise against other similar YOTs. The outcomes were inconclusive, but did highlight the multi-factorial nature of re-conviction rates and that not all the factors are directly under the control of the YOS. There was no correlation between high recidivism performance and high KPI, National Standards or EPQA performance.

However, the YOS has focused activity on reducing re-offending after a young person receives a reprimand (an LAA target), ensuring that this work follows effective practice principles and aims to improve the quality of service delivery. Targeting reducing re-offending at this group should result in fewer young people becoming entrenched in offending behaviour and, if successful, will also have a positive impact on overall re-offending rates.

Achievements in 2006/7

- The latest recidivism data is not yet available, although it will be included in the submitted Plan.
- Fewer than 50% of those identified as PPOs in August 2005 had reoffended by September 2006 and many of those who did reoffend did so less seriously and/or less frequently.
- Indications so far are that the YOS is likely to meet the LAA target to increase the percentage of young people prevented

from further offending after a reprimand by 6% by March 2009 (i.e. to reduce re-offending post-reprimand by 6%). This should contribute to an overall reduction in reoffending.

- Looked After Children re-offending ratio (percentage of looked after children's offending compared to the children in the community) improved from 4.2 to 2.8, moving performance into highest performance band.

Focus for 2007/8

- Work towards the 6% reduction in reoffending post-reprimand to be achieved by June 2009.
- Provide additional interventions for PPOs to reduce recidivism in this group of young people.
- Complete an audit of interventions to ensure that assessments are reflected in intervention plans, that intervention plans are SMART and that interventions take place as planned.
- Liaise with those YOTs that appear to perform well to learn lessons from best practice.

Data:

Reduce-Offending	<u>2002 12month cohort</u>	<u>2005 12 month cohort</u>	<u>Recidivism 12 month re-offending target</u>
Pre court	<u>18.4%</u>	<u>Data not yet available</u>	<u>5%</u>
First Tier	<u>46.9%</u>	<u>Data not yet available</u>	<u>5%</u>
Community Penalties	<u>68.9%</u>	<u>Data not yet available</u>	<u>5%</u>
Custody	<u>100%</u>	<u>Data not yet available</u>	<u>5%</u>

REDUCE THE USE OF CUSTODY

<p>Context</p> <ul style="list-style-type: none"> The YOS provides services to 4 Youth Courts in the County and works with the Leicester City YOS to provide a service to the Leicester City Youth Court. The YOS provides Court Officers to all Youth Courts including Saturdays and also ensures cover for Courts at Bank holidays via the Emergency Duty Team (EDT). Bail packages are developed by dedicated Bail Workers to meet the young people's and the Courts' needs. <p>Achievements in 2006/7</p> <ul style="list-style-type: none"> Custody KPI performance was below 3.5% throughout the year, 1.5% below the YJB custody target and ahead of Family group (4.8%) regional (6.5%) and National (6.1%) comparators. Remand KPI performance (34.8%) was below all comparator groups (Family 41% East Midlands 47.4%, national 44.4%) EPQA results of the final self assessment for remand management of not yet availabl <i>(NB Final assessment not due till April 07)</i> 	<ul style="list-style-type: none"> Established a multi-agency Remand Strategy Group <p>Focus for 2007/8</p> <ul style="list-style-type: none"> Maintain good custody KPI Performance levels. Achieve the new Remand Management Performance Indicator Implement the Remand Strategy with Partners (CYPS, HM Courts Service, CPS, Police, Leicester City YOS, EDT, and Defence Solicitors) Continue to work with HM Courts Service to promote confidence in the use of non custodial sentences Investigate why remand levels are slowly increasing when custody rates are not and take necessary action
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Data:

Performance Indicator: 06/07 April – December actual and % against target (remand) (old performance indicator)	34.8%	Performance Indicator: 06/07 April – December actual and % against target (custody)	3.5%	EPQA: 05 or 06 rating	1.87
Performance Indicator: 07/08 target (new performance indicator)	9%	Performance Indicator: 07/08 target	5%	EPQA: 07or 08 target	XX

ENFORCEMENT AND ENABLING COMPLIANCE

Overview

Enabling compliance with orders by young people, along with appropriate enforcement is crucial to ensuring public confidence in the criminal justice system.

Achievements 2006/7

Leicester, Leicestershire and Rutland Criminal Justice Board (LCJB) Enforcement Performance target for young offenders is currently being achieved.

National Standards Compliance Performance has seen a marked improvement in relation to required contact levels. However, follow up on failures to attend and formal warnings needs to improve.

The YOS has also contributed to the LCJB Persistent Young Offender (PYO) protocol to improve Criminal Justice Agencies' performance on PYO target to reduce the average time taken between arrest and sentence to 71 days or less. The YOS already provides Pre-Sentence Reports (PSRs) for PYOs within 10 working days, but has identified additional actions with partners to speed up the process.

Focus for 2007/8

- Improve National standards compliance performance to 90%.
- Ensure continued compliance with the LCJB enforcement target
- Ensure continued compliance with the PYO protocol.

DTO TRAINING PLANS

Context

Supervision of young people in custody is carried out by case managers in the two community supervision teams. Werrington, Stoke Health and Brinsford YOIs provide the placements for 2/3 of the young people sentenced to custody. All three establishments are over 70 miles from Leicestershire. The remaining third are scattered around the country.

Achievements in 2006/7

- Attendance at Training Planning meetings within 10 days has improved by 21% to 95.5% just above the 95% KPI target.

Focus for 2007/8

- Improve YJB KPI performance on attendance at DTO Planning Meetings
- Implement the regional resettlement protocol.

- Performance is now above Family Group (89.3%) Region (87%) and National (85.2%) comparator groups.
- The Head of the YOS chairs the Regional Youth Resettlement Pathway Group (part of the Regional NOMS Changing Ways Reducing Reoffending Action Plan) which brings together YOTs and the secure estate to improve provision for young people remanded to and sentenced to secure establishments and which has developed a regional resettlement protocol.

Data:

Performance Indicator: 06/07 April – December actual and % against target	95.5%	Performance Indicator: 07/08 target	100%
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SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Context

The YOS has strategic representation on the regional Learning and Skills Council's (LSC) Offender Learning and Skills Service (OLASS) Steering Group and on the Leicestershire 13 – 19 Strategy Partnership Board.

OLASS arrangements currently being rolled out should increase ETE provision for offenders across the region and the YOS is engaged with the development of these arrangements.

The YOS works closely with partner organisations and has significantly improved its performance in relation to the national ETE target, but is still some way short of meeting the YJB target. The shortfall mostly comprises the 16/17 year old age group (particularly those who are Prolific or Other Priority Offenders), who are difficult to engage with education, training or employment.

The YOS has a well resourced staff group, including two full-time seconded Education Officers, two seconded Connexions PAs and one Connexion/YOS Employment Worker for 16-18 year olds, and a Basic Skills team of five staff. The Basic Skills team continues to provide Basic Skills tuition to young people, but the YOS strategy is to work with partners to improve mainstream provision in the medium term so that this is no longer required. The YOS works with partners through a bi-monthly multi-agency YOIS panel and quarterly Basic Skills Steering Group to improve performance. The YOS is a YJB/ECOTEC Plus Champion Site; this provides recognition of the quality of ETE service delivery in Leicestershire and access to excellent Plus materials for improving Basic Skills.

- The YOS has secured additional funding from the LSC (£40,000 per year), to appoint a part-time ETE manager whose role is to improve ETE performance by working with partners to improve mainstream ETE provision, with a particular focus on 16/17 year olds and PPOs.
- The Basic Skills team has secured ESF funding of £200,000 over a two-year period to improve access to employment and enable young people to achieve level one qualifications.
- The Basic Skills team has appointed in conjunction with Connexions (as part of the ESF grant) a dedicated worker to focus on working with employers to improve employment opportunities for 16/17 year olds.
- The YOS has set up an ETE panel to review individual cases to improve performance.

Focus for 2007/8

- Improve YJB ETE KPI performance to at least 80%.
- Increase numbers of 16/17 year olds and Prolific and Other Priority Offenders meeting the 25 hour target.
- Improve links with a range of partners, to increase mainstream provision to meet the diverse needs of young people who offend.
- Contribute to the 13-19 Strategy Partnership Board to improve the flexibility and availability of ETE provision

Achievements 2006/7

- The percentages of young people in 25 hours ETE has improved to 78.3%, above Family group (71.9%) Regional (72.1%) and National (68.5%) comparators.
- The Basic Skills Team achieved the local Public Service Agreement target by providing over a 3-year period, 250 young people with individual learning plans, basic skills teaching and accredited qualification. This attracted > £1m reward grant for Leicestershire County Council and its partners. The team's core funding has now been mainstreamed

- Access new OLASS regional ETE provision and ensure it is relevant to the needs of young people through the Steering Group
- Evaluate the progress of the ETE panel at improving performance.
- Achieve ESF funding targets.
- Continue to work with the Children and Young People's Service to reduce exclusions and improve school attendance.

Data:

Performance Indicator: 06/07 April – December actual and % against target	78.3%	EPQA: 2003 rating	1.94
Performance Indicator: 07/08 target	90%	EPQA: 05 result	2

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Context

The YOS works with 8 housing authorities in Leicestershire and Rutland which of itself presents some challenges. The YOS has a dedicated half-time accommodation officer, whose work focuses on the accommodation needs of young people leaving custody.

Achievement in 2006/7

- 97.4% of young people have suitable accommodation. This is above the KPI target of 95% and has been the case for the last 2 years.

Focus for 2007/8

- Maintain suitable accommodation KPI performance at above 95%
- Implement a local accommodation strategy and action plan to meet the objectives of the updated YJB Accommodation Strategy.
- Align YOS activity with delivery of the LAA 16/17 year old homelessness targets
- Continue development work with the YMCA on a needs profile for accommodation in the county
- Work with YMCA to access their accommodation resources in Leicester City
- Improve strategic links with District Councils and Rutland, including ensuring appropriate representation on the YOSMB

Data:

Performance Indicator: 06/07 April – December actual and % against target (named officer)	YES	Performance Indicator: 06/07 April – December actual and % against target (suitable accommodation)	97.4%
Performance Indicator: 07/08 target	YES	Performance Indicator: 07/08 target	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

<p>Context</p> <p>The YOS has 1½ FTE Community Psychiatric Nurses (CPNs) seconded from the CAMHS service. There is currently a vacancy in the half time post and this is a cause of concern because of the impact on service delivery and the potential impact on KPI and EPQA performance. The CPNs enable the YOS to access mental health provision promptly for the young people in need of treatment and is an essential requirement of effective practice.</p> <p>The YOS has also recruited a half-time generic health care post to provide support for young people requiring advice on healthy lifestyles.</p> <p>Achievement in 2006/7</p> <ul style="list-style-type: none"> • The YOS has maintained 100% KPI performance on both Acute and Non- Acute assessments for a further year. • The EPQA assessment achieved an excellent score of 2.59 out of a possible score of 3. This is the 4th highest score in the country. This was above Family Group (1.91) Region (1.8) and National (1.78) comparator groups. 	<p>Focus for 2007/8</p> <ul style="list-style-type: none"> • Maintain current KPI performance • Work with CAMHS to recruit to the vacant half time CPN post • Improve the referral process for Non-Acute Assessment of Young people • Improve the process for managing Dual diagnosis of mental health and substance misuse • Review the CAMHS/YOS service level specification and implement improvements • Complete the EPQA improvement plan
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Data:

Performance Indicator: 06/07 April – December actual and % against target (Acute)	100%	Performance Indicator: 06/07 April – December actual and % against target (non-acute)	100%	EPQA: 2006 rating	2.56
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	N/A

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Context

The YOS has 2 full-time Substance Misuse worker posts funded through the Drug and Alcohol Action Team (DAAT) Young People's Partnership Grant. YOS staff screen all young people to assess if they have substance misuse problems requiring further specialist assessment. The YOS Substance Misuse workers provide timely assessment and interventions for drug and alcohol related problems. The YOS provision is also an essential element of the LAA reward target to increase numbers of young people in drugs treatment.

Achievements in 2006/7

- 91.3% of assessments were completed within 5 days and 98.6% of interventions were commenced within 10 days.
- Substance misuse work contributes to the LAA outcome to reduce the harm caused by illegal drugs by increasing the numbers of young people in treatment.
- The EPQA assessment validated by the YJB achieved an excellent score of 2.69 out of a possible score of 3. This was the 7th highest score in the country and was above Family group (2.03) Regional (2.03) and National (2.11) comparator groups.
- A service level agreement between the YOS and the DAAT has been agreed.

Focus for 2007/8

- Maintain KPI performance at or above current levels
- Complete the EPQA action plan
- Contribute to Increasing the number of young people provided with treatment (LAA Reward Target)
- Improve the process for managing Dual diagnosis of substance misuse and mental health
- Develop service level agreements with tier 4 provision
- Substance Misuse specialists to complete the Drugs National Occupational Standards competence process.
- Ensure that substance misuse specialists access professional supervision and appropriate training, via Drug and Alcohol Response Team (DART)

Data:

Performance Indicator: 06/07 April – December actual and % against target (Screening)	100%	Performance Indicator: 06/07 April – December actual and % against target (specialist assessment)	91.3%	Performance Indicator: 06/07 April – December actual and % against target (early access to intervention)	98.6%	EPQA: 2006 rating	2.69
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	N/A

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SUPPORT RESETTLEMENT INTO THE COMMUNITY

<p>Context Although there is no specific national KPI, effective resettlement is an important factor in reducing re-offending. The YOS works to ensure that young people on release from custody have access to Employment Training and Education, Substance Misuse, Mental Health and Accommodation support, as they are critical to re-integration in the community. YOS staff attend planning/review meetings held in the secure estate and participate in the community training plan to ensure effective transitions from custody into the community.</p> <p>Achievements in 2006/7</p> <ul style="list-style-type: none"> • The YOS has completed the final self assessment as part of the Resettlement EPQA and scored XXX out of three. (NB <i>final assessment not due till April 07</i>) • A regional YOS and Secure Estate protocol has been agreed. • Excellent Substance Misuse (2.65) and mental health (2.56) EPQA scores reflect on the quality of provision available in the YOS. 	<p>Focus for 2007/8</p> <ul style="list-style-type: none"> • Implement the YOS Secure Estate regional protocol • Implement any outstanding actions from the EPQA final assessment. • Improve Mental Health and Substance Misuse specialists' engagement with young people on DTO licence • Include resettlement issues in the accommodation strategy. • Work with CYPs (Education) Area Placement Panels to ensure all young people of school age have a school place and suitable support to enable them to return into education upon their release. • Work with Offender Learning and Skills Strategy (OLASS) providers to improve access to training and employment upon release from custody
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Data: Resettlement

EPQA: 2005 rating	1.19	EPQA: 2007 target	XXX
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EFFECTIVE RESTORATIVE JUSTICE SERVICES

Context

Work with victims to ensure their needs are addressed has been a feature of the work of the YOS from the outset, including work with both corporate and individual victims of crime. All known victims are contacted to offer participation in the restorative justice process and just over 25% take up the offer. The YOS works with the Probation Service and Leicestershire Criminal Justice Board Victims and Witness group to improve practice. The YOS has also been active in working to establish the use of restorative processes in children's homes and schools. The YOS is committed to the Home Office Victims Code of Practice and is following the requirements of the code.

Achievements in 2006/7

- The YOS has contacted 100% of victims of youth crime which is well above the 75% YJB KPI target performance.
- Victim satisfaction with the work of the YOS is currently at 100%; again well above the YJB KPI target of 75%. This is the second year in succession that the YOS has achieved such high levels of performance in relation to victims contact and satisfaction
- Implemented links with Duke of Edinburgh's awards, to enable the service element to be obtained as part of young people's reparation
- The YOS has created a post of Victim Contact Worker, which will further improve the work with victims of crime.

- The Reparation Scheme has developed good links with Black and Minority Ethnic community groups so that reparation work can provide appropriate placements for young people when required
- Established a multi-agency "Creating Safer Schools" group to develop restorative approaches in schools.
- £11,000 of LAA funding has been allocated to the Creating Safer Schools group to support the development of restorative approaches in schools
- The YOS has been successful in an Invest to Save bid to HM Treasury to develop a Restorative Justice and Mentoring project for looked after children in conjunction with the Children and Young People's Service. The funding totals £139,219 over 3 years.

Focus for 2007/8

- Achieve the new YJB KPI that victims participate in a restorative process in 25% of cases referred to the YOS
- Maintain the levels of victim satisfaction.
- Improve systems and processes to increase victims' take up of restorative justice
- Develop restorative processes in schools with CYPS (Education) and partner agencies through the Creating Safer Schools Group
- Work with CYPS (Social Care) and partner agencies to establish restorative processes in children's homes.

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Data:

Performance Indicator: 06/07 April – December actual and % against target (intervention) (old performance indicator)	100%	Performance Indicator: 06/07 April – December actual and % against target (satisfaction) (old performance indicator)	100%
Performance Indicator: 07/08 target (new performance indicator)	25%	Performance Indicator: 07/08 target (new performance indicator)	85%

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SUPPORT PARENTING INTERVENTIONS

Context:

A Multi-agency Parenting Strategy underpins all parenting work in Leicestershire. The Prevention Manager sits on the Parenting Strategy Group. Leicestershire County Council funds a full-time Parenting Co-ordinator, based at the Centre for Fun and Families in Leicester, who plans and delivers the “Living with Teenagers” group for parents. Two parenting specialists carry out interventions and coordinate parenting work within the YOS. The YOS has expanded its parenting activity to work with young people at risk of offending.

Achievements in 2006/7

- 18.8% of young people have received a parenting intervention, which is above the 10% YJB KPI target.
- The YOS has achieved a satisfaction rating of 97%, again well above the YJB KPI target of 75%.
- An additional parenting worker has been recruited to the Prevention Team to undertake parenting work with the parents of at risk young people.

Focus for 2007/8

- Achieve the new parenting KPI target (the parents/carers of 20% of young people with a Final Warning with intervention, relevant community penalty or DTO, and 20% of young people on prevention programmes, to receive a parenting intervention).
- Develop a specific Parenting Strategy for the YOS in line with Leicestershire’s Inter-agency Parenting Strategy.
- Develop specific parenting provision for Black and Minority Ethnic parents and for fathers.
- Develop Parenting Interventions for specific parenting needs (e.g. “My child is offending”, “cannot get my child out of bed”, and a parent’s guide to the Criminal Justice System).
- Roll out practitioner training on parenting interventions.
- Support District Councils in the development of parenting interventions to tackle anti-social behaviour.

Data: Performance Indicator: 06/07 April – December actual and % against target (Interventions) (old performance indicator)	18.8%	Performance Indicator: 06/07 April – December actual and % against target (Satisfaction) (old performance indicator)	97%	EPQA: 04 rating	<u>1.69</u>
Performance Indicator: 07/08 target (community interventions) (new performance indicator)	20%	Performance Indicator: 07/08 (prevention programmes) (new performance Indicator)	20%	EPQA: 05 result	<u>2.</u>

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EQUALITY

Context:

The YOS is committed to deliver services which recognise, understand, value and promote diversity. It promotes an inclusive and supportive work environment that enables all young people, their families, staff and volunteers to achieve their full potential. The YOS applies the principles of diversity and equality in the recruitment, training, support and promotion of staff.

Achievements in 2006/7

- A YOS Equality Action Plan has been produced and partly implemented as part of Leicestershire County Council's actions to meet the Equality Standard.
- More black and minority ethnic volunteers have been recruited
- An Equality Impact Assessment (EIA) on policies has been completed together with an action plan
- An ASSET practice audit indicated that there were no significant differences in the quality of assessments by race or gender.
- Staff have been trained on working with racially motivated offenders

- A new appointment to the YOSMB has resulted in black minority ethnic representation on the Board.
- The Diversity Action Group has met consistently throughout the year to facilitate communication within the YOS and implement the Equality Action Plan.

Focus for 2007/8

- Implement outstanding actions in the Equality Action Plan. This includes actions to improve equalities monitoring and information systems, carry out further Equality Impact Assessments, consult different sections of the community, review employment monitoring data and take any remedial action required, and ensure that employees receive equal treatment in respect of access to staff management and development.
- Ensure that data on equalities is routinely evaluated and reported on in practice audits
- Review CareWorks information to ensure equality of outcomes for diverse Groups
- Work with CareWorks to try to ensure that disability can be effectively monitored by the case management data base.
- Implement the EIA action plan

E. Review and Approval

Table B: Schedule for development and review of plan:

Review date	Reviewer
23 rd February 2007	Draft Plan to Management Board for consultation
19 th March	Feedback from Management Board
28 th March 2007	Final Draft to Scrutiny commission
3 rd April 2007	Final draft to County Council Cabinet
27 th April 2007	Final version to Management Board
30 th April 2007	Submission to YJB Regional Manager
16 th November 2007	Management Board review of plan

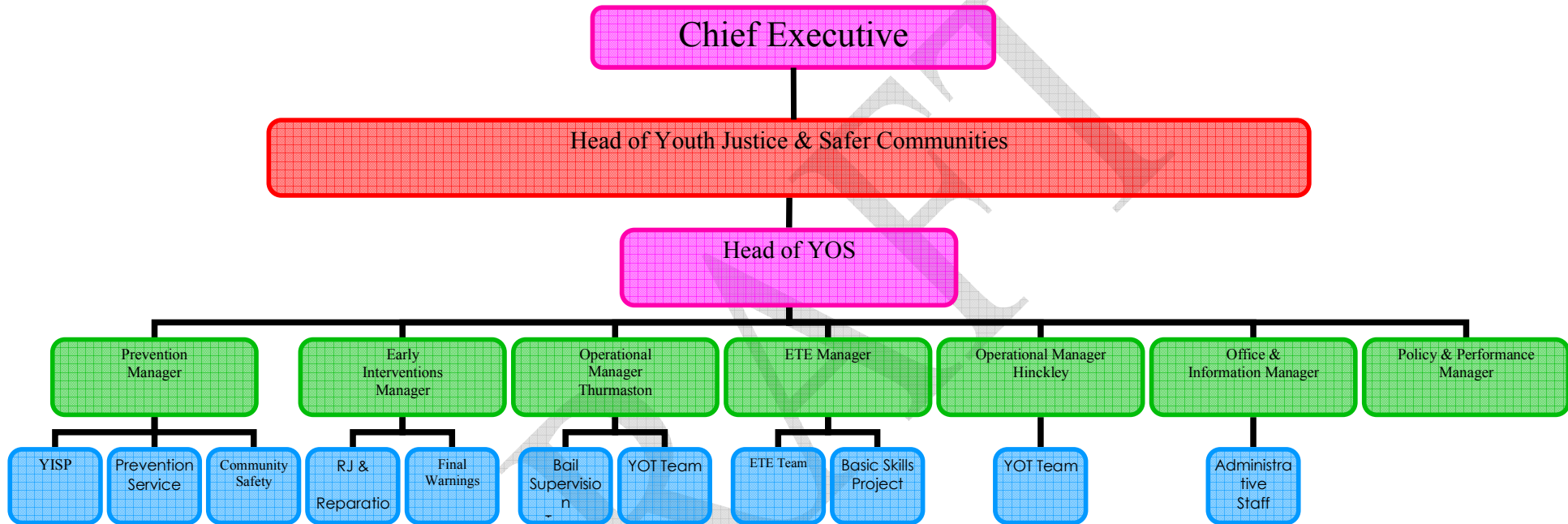
Table C: Signature of approval

	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J. Sinnott		
Director of Children's Services, Leicestershire County Council	G. Williams		
Chief Constable, Leicestershire County Council	M Baggott		
Chief Officer, National Probation Service Leicestershire & Rutland	H Munro		
Leicestershire County and Rutland PCT	C Griffiths		
Chief Executive, Rutland County Council	H Briggs		
Area Director, HM Courts Service	R. Redgrave		

F. Appendices

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Appendix A - Organisational Chart



Appendix B - Performance Measures

Performance Indicators

In the table below, please provide historical data against the performance indicators associated with the themes.

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
<p>Prevent offending (target since 05/06): Reduce the number of first time entrants to the Youth Justice System by 5% by March 2008, compared to the 2005/6 baseline, 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>	1285	874	1221
<p>Intervene early: Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - 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 	91.4%	96.3%	100%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2007/8, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:	Oct-Dec 2002 cohort - % reoffending after 12 months:	Oct-Dec 2005 cohort - % reoffending after 12 months (if available):	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	18.4%		Reduction of 5%
First tier penalties	46.9%%		Reduction of 5%
Community penalties	68.9%		Reduction of 5%
Custody	100%		Reduction of 5%
Reduce the use of custody (secure remands) (new target): Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			9%
Reduce the use of custody (secure remands) (old target): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	32.4%	34.8%	
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	3.1%	3.5%	5%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
DTO training Plans Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	73.5%	95.5%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment	74.6%	78.3%	90%
Support access to appropriate accommodation: Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to	96.1%	97.3%	100%
Support access to mental health services: Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework as manifesting acute mental health 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 or other appropriate CAMHS tier service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral.	100%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	100%	100%	100%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening.	85.1%	91.3%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	98.6%	100%
Provide effective restorative justice services: (new target): Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT			25%
Ensure that 85% of victims participating are satisfied			85%
Provide effective restorative justice services (old target) Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	99.4%	100%	
Ensure that 75% of victims participating are satisfied	100%	100%	
Support parenting interventions (new target): Ensure that 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention.			20%
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			20%
Support parenting interventions (old target): Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	22.2%	18.8%	
Ensure that 75 % of parents participating in a parenting intervention are satisfied	99.3%	97%	

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
<p>Ensure equal treatment regardless of race: All YOTs should implement their action plan 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</p>			

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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	Due April 07
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	3	3	
Mental health: 05-07 or 06-08	3	3	
Accommodation (n/a)			
Resettlement	1	2	Due April 07
Parenting	1	2	2