

## **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
EPJA	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
MAPP	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  
PSR  
PYO  
YISP  
YJB  
YOI  
YOS

Prolific and Other Priority Offenders  
Pre-Sentence Report  
Persistent Young Offender  
Youth Inclusion and Support Panel  
Youth Justice Board  
Young Offender Institution  
Youth Offending Service

## A. Summary

Please have the **Chair of the Management Board** provide an **overview** of 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 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 Local Authority performance via the Annual Performance Assessment (APA), Comprehensive Performance Assessment (CPA) and, this year, 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 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 amber<sup>1</sup> 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 17<sup>th</sup> lowest score nationally. It is the second year in succession that custody rates have been below 3.5% and below the 5% YJE 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%.
- ASSET<sup>2</sup> 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.

<sup>1</sup> 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

<sup>2</sup> 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

- 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 year's 74.6%. The YOS remains above Family (71.9%) Regional (72.1%) 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 the local PSA Basic Skills target by providing over a three-year period 250 young people with individual learning plans, basic skills teaching and accredited qualifications.

**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 2.69<sup>3</sup> which was the 7<sup>th</sup> highest score nationally and Mental Health scored 2.56, the 4<sup>th</sup> highest score nationally. These scores provide strong evidence of the high quality of service provided by the YOS in these areas.

The final EPQA self assessments for Remand Management and Resettlement are due for completion in April 2007 and so results are not yet available

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

<p>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 partners. This put the YOS amongst the best performing YOTs in the country for prevention work.</p> <p><b>Recidivism</b></p> <p>The Youth Justice Board has moved from measuring recidivism over a 24 month period to measuring it over a 12 month period to bring YOS performance requirements in line with the Youth Justice Board's strategic recidivism objective. The YOS is required to achieve a 5% reduction in re-offending in relation to four distinct areas (Pre Court, First Tier, Community Penalties and Release from Custody) by 2007/8, when compared to a 2002 base line.</p> <p>Recidivism performance has significantly improved during 2006/7 when compared to 2005/6. The overall level of re-offending is 32.1% a reduction of 11.8% when compared to the 2002/3 base line. First Tier and Released from Custody cohorts both exceed the YJB target of a 5% reduction. Community supervision and Pre Court cohorts did not meet the YJB target but did show significant improvements on last year.</p> <p><b>Key objectives for 2007/8</b></p> <ul style="list-style-type: none"> <li>• Maintain KPI performance at YJB level 5, the highest level.</li> <li>• Improve performance on the Education, Training and Employment KPI to at least 80%.</li> <li>• Maintain National Standards performance at level 5, the highest level.</li> <li>• Improve National Standard performance in relation to compliance to 90%.</li> <li>• Implement the EPQA action plans.</li> <li>• Meet the YJB &amp; LAA targets to reduce first-time entrants into the criminal justice system.</li> <li>• Meet the Leicestershire LAA remand indicator to increase the percentage of young people prevented from further offending after receiving a reprimand.</li> <li>• Contribute to positive APA, JAR and CPA assessments.</li> <li>• 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.</li> <li>• Complete a further Equality Impact Assessment to demonstrate improvements in outcomes for diverse groups.</li> <li>• Develop and implement improvements to assessing young people's and parents'/carers' views in relation to service delivery.</li> </ul> <p><b>EFFECTIVE PRACTICE QUALITY ASSURANCE SCORING GRID</b></p> <p><b>0</b> Little or no evidence of effective practice exists</p> <p><b>1</b> Some evidence that effective practice is being followed, but not by all practitioners, managers and strategic partners</p> <p><b>2</b> Evidence that effective practice is mostly being followed, but not system wide</p> <p><b>3</b> Evidence of effective practice is being followed consistently and systematically, by practitioners, managers and strategic partners</p>
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## B. Local planning environment

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 (MAPPAs).

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 YJSC sits on 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 the YOS sits on the Multi-Agency Public Protection Arrangements (MAPPAs) 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 Leicestershire and for Rutland.

The Police target of Offences Brought to Justice (OBTJ) conflicts with reducing new entrants to the Criminal Justice System and as a result the YOS found it difficult to reduce the rise in First Time Entrants (FTE) to the criminal justice system during 2005/6. The FTE target is owned by the LCJB and the YOS and Police have produced a joint action plan which should resolve the conflict between OBTJ and FTEs. Along with the interventions of the Prevention team with those 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

Please provide an overview of the strategic direction of the YOT. Please also complete **Table A** on the composition of the Management Board.

#### **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 YOSMB receives any serious incident reports and related action plans.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: John Sinnott	Leicestershire County Council	Chief Executive	White	Male
Flick Schofield	Leicestershire County Council	Assistant Director, Children and Young People's Service	White	Female
Paul Smith	Leicestershire Constabulary	Chief Superintendent	White	Male
Helen Briggs	Rutland County Council	Chief Executive	White	Female
Paul Brown	Leicester YMCA	Chief Executive	Black African Caribbean	Male
Rosemary Beard	Connexions Leicestershire	Chief Executive	White	Female
Trevor Worsfold	Probation Service	Assistant Chief Officer	White	Male
Mel Thwaites	Leicester City PCT and Leicestershire County and Rutland PCT	Child Health Strategy Manager	White	Female
Liz Howes	Leicestershire Partnership NHS Trust	Director of Learning Disability and Specialist Mental Health Services	White	Female
Phil Hawkins	Leicestershire County Council	Head of Youth Justice & Safer Communities	White	Male
Nick Watson	Magistrates' Courts Committee	Director of Legal Services	White	Male

<b>Name</b>	<b>Agency representing</b>	<b>Post in agency</b>	<b>Ethnicity</b>	<b>Gender</b>
Wendy Back	Oadby and Wigston Borough Council	Chief Executive	White	Female

## C2. Performance and Quality Systems

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

### **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 due to CareWorks' difficulties in ensuring quarterly returns to the YJB can be delivered. It is now expected that this will take place during the first half of 2007/8.

### **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

Please provide a summary of the financial and programme resources available for the coming year. Please complete Table A1, Table A2, Table A2a, Table A2b and Table A2c

### C3 a - FINANCIAL RESOURCES

#### Overview of financial resources including any particularly significant changes in resources:

The Youth Offending Service Management Board has maintained the level of funding for the YOS and has allowed for an increase for inflation. However there will be a shortfall of £49.1k on predicted costs to be met through managed vacancies.

The YOS has previously secured the following additional funding:

- Prevention funding of £270K for 2007/08. The prevention strategy will be attached to the final version of the plan.
- European Social Funding for the basic skills project - £200k in 2006-08. 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 (not in education, employment or training (NEET)) because of their engagement/or potential engagement with crime and the Criminal/Youth Justice System.

The YOS has also secured additional funding during 2006/07:

- HM Treasury Invest to Save funding of £139K for 2007-10. This was one of only 24 successful bids nationally out of 140 applications and will provide funding for Restorative Justice and Mentoring in residential children's homes.
- Learning and Skills Council (LSC) funding of £40k a year for a part time ETE manager. This will further strength the YOS ETE work.

**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.

<b>Core activity</b>	<b>Budget expenditure (£)</b>
Préventive services	636,785
PACE Services	57,397
Pre-court services	413,257
Court-based services	321,424
Remand services	252,545
Community-based services	918,349
Through care / after care (including RAP)	252,545
Other orders	22,958
<b>Total:</b>	<b>2,875,260</b>

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		81,210	167,760
Probation (from Table A2c)	110,560	123,060	81,140	314,760
Children and Young People Service (Social Care)	349,550		197,900	547,450
Children and Young People Service (Education)	75,170		56,530	131,700
Health (from Table A2b)	66,850		45,490	112,340
Local Authority Chief Executive			629,170	629,170
Additional Funding (from Table A2a)			972,080	972,080
<b>Total:</b>	<b>688,680</b>	<b>123,060</b>	<b>2,063,520</b>	<b>2,875,260</b>

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	737,002
Other	235,078
<b>Total (for inclusion in Table A2)</b>	<b>972,080</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 (£)
Leicestershire County and Rutland PCT	112,340
<b>Total (for inclusion in Table A2)</b>	<b>112,340</b>

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 DTO/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 (b)	Cash Value £ (c)	Specify grade and number (d)	Cash Value including on costs £ (e)	
81,140	CPOs Offender management	60,930		110,550	252,630
	CPOs Placements	49,625			49,625
	Victim work	1,800			1,800
	Court protocol related work	4,000			4,000
	Chief Officer time	1,559			1,559
	Senior Probation Officer time	2,350			2,350
	Admin/Financial overheads on secondments	2,796			2,796
81,140		123,060		110,550	314,760

NB Probation in kind costs are being included because of the request by the National Probation Directorate to do so and because there is no national consistency in establishing in kind costs, other partners' in kind contributions have not been included.

### 3 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/ONSET<sup>4</sup> 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 (PO) 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, who 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.

**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.

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

**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**

Leicestershire has a Black Minority Ethnic (BME) population which constitutes 5.1% of the population and 8.7% of the 10 – 17 year old population. The YOS staff group is 62% white and 37.5% from BME groups whilst volunteers are 76% white and 24% from BME groups. This indicates that the BME staff and volunteer groups exceed the proportion in the Leicestershire population significantly.

The YOS staff and volunteer group are mostly female (76%). There are males represented in all grades of staff except clerical. BME males constitute 60% of the male work force. Males constitute 29.7% of the staff who have regular contact with young people which means that the YOS still has significant numbers of men to provide role models to the mainly male young people that form its client group.

###### **Qualification Levels**

100% of managers and 40% of operational staff have a professional qualification recognised by the YOS. The YOS has also actively participated in the National Qualification Framework qualifications developed by the YJB with 38% of its operational staff having completed or in the process of completing one of the qualifications

###### **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 most of the year contributing significantly towards the saving. Savings via managed vacancies are expected to increase to £49,100 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)

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	7	8	0	24	4	19			243	306
Fixed Term					4	4					8
Secondee CYPs (Social Care)					10				2		12
Secondee CYPs (Education)					1						1
Secondee Probation					4						4
Secondee Police					2						2
Secondee Health					1	1					2
Secondee Connexions					2						2
Secondee Other						1					1
Outsourced						1					1
Temporary					4	2					6
Vacant						1					1

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Seasonal	Students/ trainees	Volunteer	Total
TOTAL	1	7	8	0	52	14	19		2	243	346
Gender/ Ethnicity											
White Male		1			9	2				47	59
Black Male		1	1		1					4	7
Asian Male		1	1		4	2				3	11
Mixed Race Male										2	2
Chinese/Other Male										5	5
White Female	1	3	6		25	8	18		2	138	201
Black Female					5					15	20
Asian Female		1			6	1	1			15	24
Mixed Race Female					2					3	5
Chinese/Other Female										11	11
TOTAL	1	7	8	0	52	13	19		2	243	345*

\* The Gender/Ethnicity total does not match the Staff total due to a part time practitioner post vacancy

#### **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 YCS 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.

The YOS has access to a staff development budget of £15k which is used to support the YOS training needs and those priorities identified in individual PDRs. The focus for 2007/8 will be on:

- Providing access to computer skills training to support the roll 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, and 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*

Please provide a summary of the **support from partner agencies** and plans to develop links with partners – statutory and non-statutory.

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:

- o 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 (Charmwood 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.
- o 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.
- o 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, AFEX and other employment organisations contribute to this group to ensure enhanced supervision and surveillance of PPOs.
- o The YOS has worked with the Police and Councils to implement a tiered approach to the use of ASB legislation. As a result of the work the legislation is being 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.
- o The Youth Justice Working Group (a sub-group of the Local Criminal Justice Board) is responsible for improving Criminal Justice Agencies' performance in respect of the Government's PYO pledge to reduce the average time taken between arrest

- and sentence for persistent young offenders to 71 days or less. This group, comprising representatives from the Courts, City and County YOS, the Crown Prosecution Service, the Police and Defence Solicitors, developed a PYO protocol to improve local performance. The YOS already provides Pre-Sentence Reports (PSRs) for PYOs within 10 working days but has identified with partners' actions to improve the time between arrest and sentence, which is now improving.
- o Partnership support is crucial to our ETE 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.
  - o 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. This group has improved young people's access to training and education and has promoted the use of PLUS learning materials in local schools and colleges. The Basic Skills team fully achieved its PSA target.

# DELIVERY PLAN

**PREVENT OFFENDING**

**TARGET:** Reduce the number of first time entrants to the Youth Justice System by 5% by March 2008, compared to the 2005/6 baseline

**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 FTEs 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.
- Created a Prevention Team within the YOS out of the 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 the 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 legislation 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><b>Rutland LAA targets</b></p> <ul style="list-style-type: none"> <li>o 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%.</li> <li>o 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.</li> </ul>	<p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>• Achieve YJB and LAA Prevention Performance targets.</li> <li>• Implement the Prevention Strategy</li> <li>• Deliver parenting interventions as outlined in the parenting section of this plan.</li> <li>• Implement EPQA improvement actions to ensure excellent practice.</li> <li>• Set up systems to demonstrate the impact of prevention work across Leicestershire and Rutland.</li> <li>• Plan for any changes to national prevention arrangements from 2008.</li> <li>• Develop systems to support the joint YOS/Police Action plan to reduce the numbers of FTEs</li> </ul>
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**Data:**

<p><b>Performance Indicator: 06/07 April – December actual and % against target</b></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><b>Performance Indicator: 07/08 target</b></p>	<p>FTE 2007/8 5% reduction target to 1221</p>

**INTERVENE EARLY**

**TARGET: Ensure that 100% of young people on a final warning are supported by an intervention**

<p><b>Context</b></p> <p>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 mentoring support to young people. Both the short-term Interventions Project and the Mentoring Project achieved Howard League awards for their excellent practice last year.</p> <p>The Police 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 been put in place in an attempt to overcome the conflicting targets. The YOS has worked closely with the Police in delivering the training to implement DJ outcome which is due to be fully implemented by April 2007.</p> <p><b>Achievements in 2006/7</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Consistent high levels of performance have been achieved despite the increasing number of Final Warnings</li> <li>• Developed Alcohol and Cannabis Awareness group work</li> </ul>	<ul style="list-style-type: none"> <li>• Developed user friendly leaflets for young people and parents/carers</li> <li>• Increased the numbers of Black and Ethnic Minority Volunteers</li> <li>• Provided the opportunity for volunteers to credit their hours towards Millennium Volunteer awards</li> </ul> <p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>• Maintain high KPI performance and National Standard performance.</li> <li>• Maintain the numbers of volunteers particularly black and minority ethnic volunteers.</li> </ul>
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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

**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 MAPPOM co-ordinator, part-funded by CDRPs, who attends the Local Offender Management Panels (LOMPs), and the Multi-Agency Prolific and Other Priority Management (MAPPOM) group to ensure the registration and oversight of individual offenders and who coordinates and develops enhanced services within the YOS. The YOS currently has 12 young people falling into the Catch and Convict cohort and 20 young people falling into the Deter cohort. The Home Office is revising arrangements for identification of and reporting on the deter cohort and we are awaiting the new requirements.

- ISSP has achieved a County completion rate of 71%. This is above the national average of 58% and above the 60% Y.I.B 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

<p><b>Achievements in 2006/07</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 52% of those young people in the Deter cohort have not reoffended after 13 months.</li> <li>• The YOS is negotiating with partner agencies to provide additional interventions for PPOs.</li> <li>• 100 guests attended the 5<sup>th</sup> ISSP anniversary event in October. This resulted in the achievement of ISSP receiving significant media attention.</li> <li>• The delivery of a presentation to the YJB ISSP Conference together with three young people on ISSP.</li> <li>• The ISSP Manager delivered training to District Judges at a national training event</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and ensure completion rates continue to improve.</li> <li>• Ensure the high level of ETE performance on ISSP is sustained.</li> <li>• Continue to strengthen the prioritisation of ISSP eligible cases to ensure targeting the right young people when oversubscribed.</li> <li>• Continue to deliver the new AXLR8 programme.</li> <li>• Further strengthen the group work programmes by ensuring that all young people are participating in programmes that meet their individual needs.</li> <li>• Ensure that clients, their families and the community have a voice at all stages of the ISSP, by establishing an ISSP voice group.</li> </ul>
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**REDUCE RE-OFFENDING**

**TARGET:** 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 four populations (Pre Court, First Tier, Community Penalties and Release from Custody)

**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. The YOS has focused activity on reducing re-offending after a young person receives a reprimand (an LAA target), ensuring that work follows effective practice principles and improving the quality of service delivery.

The Youth Justice Board have changed the target from 24 month to 12 month re-offending performance. The reduction in re-offending required remains at 5% in each of the four areas measured

**Achievements in 2006/7**

- Overall re-offending has reduced from 36.4% in 2002 to 32.1%, a reduction of 11.8%.
- Pre court re-offending is down 10% on last year's performance but is 21.7% higher than the 2002 cohort base line.
- First tier penalties (-14.1%) and released from custody (-33.4%) re-offending rates have both exceeded the 5% target by significant margins
- Community penalties (-3.4%) re-offending has shown an improvement of 4.4% over last year. This is just short of the 5% reduction target.

- 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 the 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 perform well to learn lessons from best practice.

<ul style="list-style-type: none"> <li>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.</li> </ul>	
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Data:

<b>Reduce-Offending</b>	<b>2002 12month cohort</b>	<b>2005 12 month cohort</b>	<b>Recidivism 12 month re-offending target</b>
<b>Pre court</b>	18.4%	22.5% (+ 21.7%) <sup>5</sup>	5%
<b>First Tier</b>	46.9%	40.30% (- 14.1%)	5%
<b>Community Penalties</b>	68.9%	66.2% (- 3.9%)	5%
<b>Custody</b>	100%	66.60% (- 33.4%)	5%
<b>Overall Re-offending</b>	36.4%	32.1% (- 11.8%)	

<sup>5</sup> Figures in Brackets are the percentage change in re-offending between the 2002 12month cohort and the 2005 12 month cohort.

**REDUCE THE USE OF CUSTODY**

**TARGET:** Reduce the number of custodial sentences as proportion of all court disposals to 5%

<p><b>Context</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Achievements in 2006/7</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Remand KPI performance (34.8%) was below all comparator groups (Family 41% East Midlands 47.4%, national 44.4%)</li> </ul>	<ul style="list-style-type: none"> <li>Established a multi-agency Remand Strategy Group</li> </ul> <p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>Maintain good custody KPI Performance levels.</li> <li>Achieve the new Remand Management Performance Indicator</li> <li>Implement the Remand Strategy with Partners (CYPS, HM Courts Service, CPS, Police, Leicester City YOS, EDT, and Defence Solicitors)</li> <li>Continue to work with HM Courts Service to promote confidence in the use of non custodial sentences</li> <li>Investigate why remand levels are slowly increasing when custody rates are not and take necessary action</li> </ul>
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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	9%	Performance Indicator: 07/08 target	5%	EPQA: 07 or 08	3(Provisional)

(new performance indicator)			target
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**ENFORCEMENT AND ENABLING COMPLIANCE**

**Overview**

The YOS is represented on the Enforcement Sub Group of the LC/JB which oversees the national delivery target for breach. National standards compliance performance is reported quarterly to the YJB. **Achievements 2006/7**

**Leicester, Leicestershire and Rutland Criminal Justice Board (LCJB) Enforcement Performance target for young offenders**  
**An average of 35 days from 2<sup>nd</sup> unacceptable absence to breach proceedings for Community Penalties**

The YOS is achieving the 35 day target and, in the 3<sup>rd</sup> quarter of 2006/07, achieved an average of 25 days from absence to breach. **50% of Breach proceedings resolved in 25 working days after the second unacceptable absence**

The YOS is achieving 52% of breach proceedings resolved in 25 working days and, in the 3<sup>rd</sup> quarter of 2006/07, achieved 68% of breach proceedings resolved in 25 working days.

(Figures exclude those Leicestershire young people who appear in Leicester City Youth Court, as this information is not yet available.)

**National Standards Compliance Performance**

- DTO contact levels in the first 12 weeks and 13 weeks plus post release achieved 100%
- Supervision and Action Plan Order contacts in the first 12 weeks rose from 56% to 82%, 13-26 weeks rose from 22% to 84%, and 27 weeks plus rose from 81% to 88%.

- Following up unexplained failures to attend appointments within 1 working day achieved 50%

- Following up unacceptable absence with a Formal warning achieved 50%. (However the short fall only represented one case and the two previous periods achieved 100 %.)

- Breach action initiated within 5 days after two unacceptable absences achieved 100%

A marked improvement has been achieved with required contact levels. However follow up on failures to attend and formal warnings needs to improve.

The YOS has contributed to the LCJB Persistent Young Offender (PYO) protocol to improve Criminal Justice Agencies' performance on the government's PYO pledge to reduce the average time taken between arrest and sentence for PYOs 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**

**TARGET:** Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed

<p><b>Context</b></p> <p>Supervision of young people in custody is carried out by the generic Case Managers in the two community supervision teams. Werrington, Stoke Heath and Erinsford provide the placements for 2/3 of the young people sentenced to custody. All three establishments are over 70 miles from the YOS. The remaining third are scattered around the county.</p> <p><b>Achievements in 2006/7</b></p> <ul style="list-style-type: none"> <li>• Attendance at Training Planning meetings within 10 days has improved by 2.1% to 95.5% just above the 95% KPI target.</li> <li>• Performance is now above Family Group (89.3%) Region (87%) and National (85.2%) comparator groups.</li> <li>• 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.</li> </ul>	<p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>• Improve YJB KPI performance on attendance at DTO Planning Meetings</li> <li>• Implement the regional resettlement protocol.</li> <li>• Develop the use of video conferencing with secure establishments to reduce travel costs and time</li> </ul>
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Data:

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

**TARGET:** Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or 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 is improving its performance in relation to ETE, but is still not 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
- Access new OLASS regional ETE provision and ensure it is relevant to the needs of young people through the Steering Group

<p><b>Achievements 2006/7</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>The Basic Skills Team achieved the local government 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 a £1m reward grant into Leicestershire County Council and the team's funding was consequently mainstreamed.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the progress of the ETE panel at improving performance.</li> <li>Achieve ESF funding targets.</li> <li>Continue to work with CYPs (Education) colleagues to reduce exclusions and improve school attendance.</li> </ul>
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## 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**

**TARGET:** 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

<p><b>Context</b></p> <p>The YOS works with seven different Councils within Leicestershire and Rutland all of whom are responsible for housing. This makes housing issues for young people challenging. The YOS has a dedicated half-time accommodation officer in post. The Accommodation Officer's role focuses on attendance at Detention Training Order meetings in institutions and assisting young people with accommodation issues.</p> <p><b>Achievement in 2006/7</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>Maintain suitable accommodation KPI performance at above 95%</li> <li>Devise a local accommodation strategy and action plan to meet the objectives of the updated YJB Accommodation Strategy.</li> <li>Align YOS activity with delivery of the LAA 16/17 year old homelessness targets</li> <li>Continue development work with the YMCA on a needs profile for accommodation in the county</li> <li>Work with YMCA to access their accommodation resources in Leicester City</li> <li>Improve strategic links with district councils and Rutland</li> </ul>
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Data:

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

**SUPPORT ACCESS TO MENTAL HEALTH SERVICES**

**TARGET 1:** Ensure that all young people who are assessed by ASSET 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.

**TARGET 2:** Ensure that all young people who are assessed by ASSET 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 commencing within 15 working days of referral.

**Context:**

- The YOS team has 1½ FTE Community Psychiatric Nurses (CPNs). 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. The YOS has additionally recruited a half-time generic health care post to provide support for young people requiring advice on healthy lifestyles.

**Achievement in 2006/7**

- 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 4<sup>th</sup> highest score in the country. This was above Family Group (1.97) Region (1.8) and National (1.78) comparator groups.

**Focus for 2007/8**

- Maintain current KPI performance
- Work with CAMHS to recruit to the 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

**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
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Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	N/A
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**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

**TARGET 1:** Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening

**TARGET 2:** Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment

<p><b>Context</b></p> <p>The YOS has 2 full-time Substance Misuse worker posts funded through the Drug and Alcohol Action Team (DAAT) Young People's Partnership Grant. The YOS screens all young people it works with to assess if they have Substance Misuse problems requiring further assessment. The Substance Misuse workers based in the YOS provide young people with quick access to assessment and interventions for drug and alcohol related problems. Close working relationships are in place with the DAAT as part of respective contributions to community safety.</p> <p><b>Achievements in 2006/7</b></p> <ul style="list-style-type: none"> <li>• 91.3% of assessments were completed within 5 days and 98.6% of interventions were commenced within 10 days.</li> <li>• 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.</li> <li>• The EPQA assessment validated by the YJB achieved an excellent score of 2.69 out of a possible score of 3. This was the 7<sup>th</sup> highest score in the country and was above Family group (2.03) Regional (2.03) and National (2.11) comparator groups.</li> <li>• A service level agreement between the YOS and the DAAT has been agreed.</li> </ul>	<p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>• Maintain KPI performance at or above current levels</li> <li>• Complete the EPQA action plan</li> <li>• Contribute to Increasing the number of young people provided with treatment (LAA Reward Target)</li> <li>• Improve the process for managing Dual diagnosis of substance misuse and mental health</li> <li>• Develop service level agreements with tier 4 provision</li> <li>• Substance Misuse specialists to complete the Drugs National Occupational Standards competence process.</li> <li>• Ensure that substance misuse specialists access professional supervision and appropriate training, via Drug and Alcohol Response Team (DART)</li> </ul>
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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

**SUPPORT RESETTLEMENT INTO THE COMMUNITY**

<p><b>Context:</b> There is not a Key Performance Indicator for resettlement but effective resettlement is an important feature 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><b>Achievements in 2006/7</b></p> <ul style="list-style-type: none"> <li>• The YOS is in the process of completing the final self assessment as part of the Resettlement EPQA.</li> <li>• A regional YOS and Secure Estate protocol has been agreed.</li> <li>• Excellent Substance Misuse (2.65) and mental health (2.56) EPQA scores reflect on the quality of provision available in the YOS.</li> </ul>	<p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>• Implement the YOS Secure Estate regional protocol</li> <li>• Implement any outstanding actions from the EPQA final assessment.</li> <li>• Improve Mental Health and Substance Misuse specialists' engagement with young people on DTO licence</li> <li>• Include resettlement issues in the accommodation strategy.</li> <li>• 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.</li> <li>• Work with Offender Learning and Skills Strategy (OLASS) providers to improve access to training and employment upon release from custody</li> </ul>
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**Data: Resettlement**

EPQA: 2005 rating	1.19	EPQA: 2007 target	3 (Provisional)
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**EFFECTIVE RESTORATIVE JUSTICE SERVICES**

**TARGET 1: Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process**

**TARGET 2: Ensure that 75% of victims participating are satisfied**

**Context:**

The YOS is committed to the Home Office Victims Code of Practice and is following the requirements of the code. The YOS works with both corporate and individual victims of crime. All known victims are contacted to offer participation in the restorative justice process and just over a quarter 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.

**Achievements in 2006/7**

- The YOS has contacted 100% of victims of youth crime which is above the 75% YJB KPI target performance. The performance is above Family group (86.3%) Regional (93.3%) and National (85.5%) comparator groups.
- Victim satisfaction with the work of the YOS is currently at 100%; this is above the YJB KPI target of 75% and above Family (96.4%) Regional (98.7%) and National (97.3%) comparator groups
- 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

- 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 awarded £139,219 over 3 years of Invest to Save funding from HM Treasury to provide Restorative Justice and Mentoring for children's homes.

**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
- Develop and deliver the Invest to Save implementation plan

further improve the work with victims of crime.

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%

**SUPPORT PARENTING INTERVENTIONS**

**TARGET 1:** Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention

**TARGET2:** Ensure that 75 % of parents participating in a parenting intervention are satisfied

<p><b>Context:</b></p> <p>A multi-agency parenting strategy underpins all parenting work in Leicestershire and 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.</p> <p><b>Achievements in 2006/7</b></p> <ul style="list-style-type: none"> <li>• 18.8% of young people have received a parenting intervention, which is above the 10% YJB KPI target. This is above Family Group (12.3%) Regional (16.9%) and National (12.9%) comparator groups</li> <li>• The YOS has achieved a satisfaction rating of 97%, well above the YJB KPI target of 75%. This is in line with comparator groups.</li> <li>• An additional parenting worker has been recruited to the prevention team to undertake parenting work.</li> </ul>	<p><b>Focus for 2007/8</b></p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• Develop a Parenting Strategy for the YOS in line with Leicestershire County Council's Parenting Strategy.</li> <li>• Develop specific parenting provision for Black and Minority Ethnic parents and for fathers.</li> <li>• 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).</li> <li>• Roll out practitioner training on parenting interventions.</li> <li>• Support districts in the development of parenting interventions to tackle anti-social behaviour.</li> </ul>
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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	1.69
Performance Indicator: 07/08 target (community interventions) (new performance indicator)	20%	Performance Indicator: 07/08 (prevention programmes) (new performance Indicator)	20%	EPQA: 05 result	2.

**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 as part of Leicestershire County Council's actions to meet the Equality Standard. Some of the actions have been achieved in 2006/07.
- More black and minority ethnic volunteers have been recruited
- The 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 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**

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.

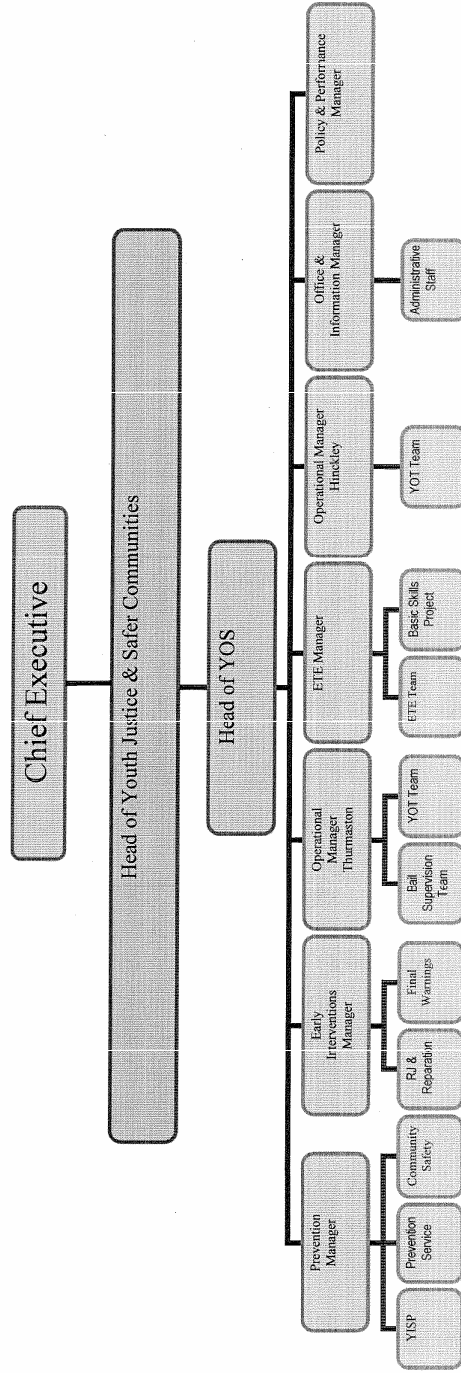
**Table B: Schedule for development and review of plan:**

Review date	Reviewer
23 <sup>rd</sup> February 2007	Draft Plan to Management Board for consultation
19 <sup>th</sup> March	Feedback from Management Board
28 <sup>th</sup> March 2007	Final Draft to Scrutiny commission
3 <sup>rd</sup> April 2007	Final draft to County Council Cabinet
27 <sup>th</sup> April 2007	Final version to Management Board
30 <sup>th</sup> April 2007	Submission to YJB Regional Manager
23 <sup>rd</sup> May 2007	Plan submitted to the County Council
16 <sup>th</sup> 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 and Young People's Service, 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		

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><b>Prevent offending (target since 05/06):</b> 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><b>Intervene early:</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>	91.4%	96.3%	100%
<p><b>Reduce re-offending:</b> 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:</p>	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:

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Pre-court	18.4%	22.5%	Reduction of 5%
First tier penalties	46.9%	40.3%	Reduction of 5%
Community penalties	68.9%	66.2%	Reduction of 5%
Custody	100%	66.6%	Reduction of 5%
<b>Reduce the use of custody (secure remands) (new target):</b> Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			9%
<b>Reduce the use of custody (secure remands) (old target):</b> 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%	
<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%	3.1%	3.5%	5%
<b>DTO training Plans</b> Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	73.5%	95.5%	100%
<b>Support young people engaging in education, training and employment:</b> 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%
<b>Support access to appropriate accommodation:</b> 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%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
<p><b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET 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</p>	100%	100%	100%
<p>Ensure that all young people who are assessed by ASSET 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.</p>	100%	100%	100%
<p><b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse</p>	100%	100%	100%
<p>Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening.</p>	85.1%	91.3%	100%
<p>Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment</p>	100%	98.6%	100%
<p><b>Provide effective restorative justice services: (new target):</b> Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT</p>			25%
<p>Ensure that 85% of victims participating are satisfied</p>			85%
<p><b>Provide effective restorative justice services (old target)</b> Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process</p>	99.4%	100%	
<p>Ensure that 75% of victims participating are satisfied</p>	100%	100%	

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
<p><b>Support parenting interventions (new target):</b> 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.</p>			20%
<p>Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention</p>			20%
<p><b>Support parenting interventions (old target):</b> Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention</p>	22.2%	18.8%	
<p>Ensure that 75 % of parents participating in a parenting intervention are satisfied</p>	99.3%	97%	
<p><b>Ensure equal treatment regardless of race:</b> 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>			

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	3 (Provisional)
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 03-08	3	3	
Mental health: 05-07 or 06-08	3	3	
Accommodation (n/a)			
Resettlement	1	2	3 (Provisional)
Parenting	1	2	2