

Leicestershire and Rutland Youth Justice Plan

2002/03 - 2004/05

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Leicestershire Youth Offending Service Statement of Purpose

"We aim to prevent and reduce the risk of offending by children and young people by working in partnership with young people, their families and carers, victims and communities, and all relevant agencies. Based on principles of justice, fairness, equality and welfare, we will strive to provide the best possible service to all those involved in the youth justice system in Leicestershire and Rutland."

Table A : Chief Officer Approval Of The Youth Justice Plan

	Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J. Sinnott		
Director of Education	Mrs. J. Strong		
Director of Social Services	T. Harrop		
Leicestershire Health Authority	K. Orford		
Leicestershire Constabulary	D. Wyrko		
National Probation Service (Leicestershire & Rutland Area)	Mrs L. Jones		
Leicestershire Magistrates Courts Committee	M.Tildesley		
Chief Executive, Rutland County Council	K. Franklin		

EXECUTIVE SUMMARY

Introduction

The third Youth Justice Plan for Leicestershire and Rutland is markedly different from previous years but is still based on prescriptive guidance from the Youth Justice Board for England and Wales. The Board has introduced 13 performance measures and targets that provide the core structure of the Plan and has also extended the timeframe of the Plan, which covers 2002/03 to 2004/05.

There are two main sections. Section One addresses the 13 performance measures and targets, whilst Section Two sets out the management, staffing and funding arrangements for the Leicestershire Youth Offending Service. A review of performance in 2001/02 in Appendix 1 shows that good progress has been made in implementing the new youth justice arrangements and that the majority of objectives and targets set last year have been met.

Section One – The Thirteen Performance Measures

Measure 1 – Prevention

- *Targets – to reduce by 30% (20% 2003) the involvement of young people in vehicle crime by 2004.*
- *Targets – to reduce by 30% (10% 2003, 20% 2004) the involvement of young people in domestic burglary by 2005*

From January - December 2001, 114 young people were involved in vehicle crime. We need to reduce this level to 80 young people by 2004. We will aim to do this by working preventatively with schools, in partnership with the police and the youth service using the “Grief Driving” video, and also by delivering a vehicle related offending programme to those young people convicted of vehicle crime.

In 2001, 37 young people were involved in crimes of domestic burglary. We need to reduce this to 26 by 2005. Again we will aim to develop preventative measures working with schools and the youth service and deliver a burglary related programme, “Joe Blagg”, to those convicted of domestic burglary.

Locally we are also concerned about how we prevent young people becoming entrenched in offending behaviour. For young people who have been reprimanded or given a final warning, the most common offences are shop theft, criminal damage and violence (usually against other young people). We will work with local Crime Reduction partnerships to tackle and reduce this type of offending.

Measure 2 – Recidivism

- *Targets – to reduce levels of re-offending in each of the four categories (pre court, first tier penalties, community penalties, custodial penalties) by 3% by 2003 and 5% by 2004.*

Each year we will track for two years all young people who entered the youth justice system between October and December and measure their re-offending rates. For the pre court group the current re-offending rate is 10% which needs to be reduced to 5% by 2004. The rate for the first tier court penalties is currently 48% and needs to be reduced to 43%, whilst the rate for community penalties is 69%, to be reduced to 64%. The highest re-offending rate of 77% is for those who receive custody and needs to be reduced to 72%.

There is no one strategy or set of actions that will enable these targets to be achieved but all of the measures and actions outlined throughout the Plan will contribute to them. We will aim to use our risk assessments to target our interventions more effectively and make use of effective practice guidance to be published by the Youth Justice Board.

Measure Three - Final Warnings

- *Targets - Ensure 80% (60% 2001/02, 70% 2002/03) of Final Warnings are supported with an intervention by 2003/04.*

Final Warnings are given by the Police, usually when a young person has offended for a second time, and then passed to the Youth Offending Service to assess the risk and whether a programme is needed to reduce the risk of further offending. We currently provide 61% of Final Warnings with an intervention, lasting usually 4-6 weeks, from a trained volunteer. We will increase the use of volunteers to reach the target set and will also work with local Crime Reduction Partnerships to tackle high levels of offences of shop theft, criminal damage and violence amongst this group of young people.

Measure Four - Use of Secure Facilities

- *Targets - Reduce the number of remands to secure facilities to 30% (50% 2002/03, 40% 2003/04) by 2004/05.*
- *Targets - Reduce the number of custodial sentences to no more than 6% of all sentences imposed (8% 2002/03, 7% 2003/04) by 2004/05.*

The Youth Justice Board is concerned about unnecessary use of custody and that courts are provided with credible and effective bail supervision arrangements and community penalty programmes.

Currently, we have a 35% remand to secure facilities rate, which we expect to reduce to 30% within the time scale. We will aim to increase the numbers of young people provided with Bail Supervision as an alternative to a remand in custody and make use of the Intensive Supervision and Surveillance (ISSP) programme for higher risk bail cases

This year the rate of custodial sentences is 9%, which needs to be reduced to 8% by next year and 6% by 2005. We will work to increase the confidence of the courts realistic and credible alternatives to custody such as the ISSP programme for prolific young offenders; vehicle related offending and anger management programmes, and appropriate Probation Service programmes.

Measures Five & Six - Restorative Processes and Victim Satisfaction

- *Targets - Restorative processes are used in 80% of disposals (60% 2002/03) by 2003/04.*
- *Targets - Ensure that 70% of victims who have been consulted about or who have participated in restorative processes, are satisfied with the outcome.*

One of the 6 national objectives set for the youth justice system is to encourage young people to make amends for their actions and to ensure that the needs of victims are given proper consideration. Use of restorative processes aims to do this by either direct or indirect reparation. Direct reparation can involve bringing together victim and offender to talk through what has happened and to enable an apology to be made. Where the victim does not wish to become involved indirect reparation or community payback is undertaken by the young person.

We have a well developed community payback scheme and we have now established a new Early Intervention Team, which includes restorative justice and community payback in its remit. With the benefit also of a new post of Restorative Justice Development Officer, we are confident we can meet the target of using restorative processes in 80% of disposals. We will also put in place improved monitoring and evaluation arrangements, including the use of satisfaction surveys to measure progress towards the victim satisfaction target.

Measure Seven – Parental Satisfaction

- *Targets – Ensure that at least 70% of parents starting parenting programmes complete them and that 70% are satisfied with the programmes provided.*

This is an area where we need to improve performance. Although we have good arrangements for providing parenting programmes in partnership with social services and the education welfare service, levels of take up have been disappointing. We will be providing 6 courses throughout 2002/03 and we will also deliver programmes on an individual basis with a target of 36 parents to receive a parenting programme. We will put in place better monitoring and evaluation processes, including parental satisfaction surveys to measure progress towards this target.

Measure Eight – ASSET

- *Targets - Ensure ASSET is completed at all required stages for all young people subject to intervention from the Youth Offending Service.*

ASSET is the risk assessment tool used by all youth offending teams to identify what are the key factors in a young person's life that put him/her at risk of further offending. Factors include living arrangements and home circumstances, education, employment or training, mental health, lifestyle, substance misuse, thinking and behaviour, attitudes to offending and so on. We will ensure that supervision plans fully reflect the ASSET assessment and that referrals to specialist staff are triggered by threshold scores in key factors such as education, mental health and accommodation for further follow up.

Each of these categories are scored to provide an indication of risk for the individual but also by aggregating ASSET scores we can begin to develop a better understanding of what are the main risk factors for the overall offending population. Our analysis of the aggregated scores indicates that the most common risk factors include thinking and behaviour, lifestyle and education, employment or training.

We are making good progress towards the target and have achieved an overall completion rate of 79%. We will put in place more rigorous monitoring arrangements, including the use of case audit to check completion rates, and we believe we will meet this target.

Measure Nine – Pre Sentence Reports

- *Targets - Ensure 90% of reports are submitted within National Standards time scales (10 working days for persistent young offenders and 15 days for the rest of the court population)*

Another of the 6 national objectives is the swift administration of justice and the prompt production of court reports is a means of avoiding any unnecessary delay in the court process. We are already meeting the targets with an overall completion rate of 98% and we are confident that we will continue to do so. We have also achieved a congruency rate between proposals made in reports and the sentences imposed of 77%, slightly above the target of 70%-75% set by the Youth Justice Board, and indicating good quality reports which the courts have confidence in.

Measure Ten – Detention and Training Orders

- *Targets - Ensure all initial training plans are drawn up within National Standards time scales (i.e. 10 working days).*

Detention and Training Orders are new sentences of between four and 24 months where young people serve half of the sentence in custody and half under supervision back in the community. It is important that plans are drawn up promptly, particularly in respect of the shorter sentences so that the time spent in custody is as constructive as possible.

Currently we achieve the time scale in 63% of cases indicating the need for significant improvement. However, in the majority of cases this is because the necessary planning meetings are not convened by some Young Offenders Institutions within the required time scale. We will continue to address this problem locally but it is an issue that also needs resolving at a national level between the Prison service and the Youth Justice Board.

We are also concerned to address the educational, employment or training needs of young people earlier in the custodial phase of the sentence and we will, therefore, refer all cases to our education staff as soon as sentence is imposed. The Leicestershire Careers and Guidance Service has also undertaken to attend all planning meetings at Onley YOI, the main Institution for Leicestershire young people.

Measure Eleven – Education, Employment and Training.

- *Targets – Ensure all young people supervised by YOTs are in full time education, employment or training by 2004 (80% 2003).*

Poor educational attainment and employment prospects are major factors in increasing the risk of offending and having poor life chances for young people.

Currently we estimate that in the region of 67% of young people involved with the Service are in full time education, employment or training, although the rate varies depending on the type of disposal. For final warnings the rate is 78%, community penalties 61% and at the point of transfer to the community from custody the rate is only 13%. This had risen to 58% at the conclusion of the community supervision.

It is evident that this is a particular challenging target and not one within the control of the Youth Offending Service alone. The Education Department is one of the statutory partner agencies of the Service and we have established strong links with the Student Support Service from which our education staff are seconded.

We will ensure that all young people who reach a threshold score on the ASSET assessment will be referred to our education staff for follow up. We also have protocols and agreements in place with both Education Departments and the Learning and Skills Councils to enable us to work towards this target. From September 2002 all young people excluded from school for more than 15 days are required to be provided with full time tuition.

We have good collaborative links with the Careers Service and we are involved in the development of the new Connexions Service which is due to be implemented in Leicester and Leicestershire in the course of 2002/03. This will become the key agency charged with assisting young people to make the transition from school to employment or training. The Connexions Service nationally has adopted this target as one of its shared national targets.

Measure Twelve – Accommodation

- *Ensure the appointment of a named accommodation officer and that all young people involved with the Youth Offending service have satisfactory accommodation to go to*

Those young people who are at more risk of offending typically have rather chaotic lifestyles, including being estranged from their families and lacking appropriate accommodation. It is important that they are helped with their accommodation needs to reduce the risk of further offending and unnecessary use of custody.

We have appointed an accommodation officer jointly with Social Services to work with the Youth Offending Service and Leaving Care. We will undertake a mapping exercise to identify gaps in accommodation provision, make use of ASSET to trigger referrals to the accommodation officer, and work strategically with social services to develop links with housing and accommodation providers to increase the available provision. An important development will be the implementation in 2003 of the Supporting People Programme, which is aimed at providing supported accommodation for a range of vulnerable groups including young offenders.

Measure Thirteen – Mental Health

- *Targets - Ensure formal assessments of acute mental health difficulties are commenced by the Children and Adolescent Mental Health Service (CAMHS) within 5 working days and for non acute concerns within 15 working days.*

This is another key area where young people need help to reduce the risk of offending. Locally, we have very good arrangements with our CAMHS and have a primary mental health worker (two from 1 April 2002) seconded to the Service who is qualified to undertake formal assessments as required by this target. We are already meeting the target and will continue to do so. However, we will formalise the process by ensuring that all young people reaching a threshold score on ASSET will be referred to our Primary Mental Health Workers for formal assessment.

Section Two: The Management and the Resourcing of the Youth Offending Service

This section sets out the management arrangements, membership of the Youth Offending Services Management Board that oversees the work of the Service, as well as the structure and staffing resources.

Additional funding from the Youth Justice Board has enabled a third Team to be established covering, on a county wide basis, final warnings, referral orders and youth offender panels and restorative justice. The other two Teams, based in Hinckley and Thurmaston, focus on court work, provision of community interventions and custodial sentences. The service to Rutland, as well as Bail Supervision is provided from Thurmaston.

The funding arrangements and budget for the Service are also set out in Section Two. Each of the four statutory partners i.e. Leicestershire County Council, Leicestershire Constabulary, Leicestershire Health and the National Probation Service (Leicestershire and Rutland Area) make substantial contributions to the overall budget of £1,560,253 for 2002/03. Rutland County Council also fund the cost of service for Rutland with a contribution of £52,770 and the Youth Justice Board has given total grants of £396,053.

INTRODUCTION

The new Youth Justice Plan for Leicestershire and Rutland is significantly different from last year but is again based on prescriptive guidance from the Youth Justice Board for England and Wales. The most significant change is the introduction by the Board of thirteen performance measures and a range of associated national targets that provide the core template for the structure of the Plan. In addition, the timeframe of the Plan has been extended to enable medium term strategies to be developed covering the period 2002/03 to 2004/05.

The Plan has been reduced from five to two main sections:

Section One brings together previously separate and distinct sections of the Plan and presents information in three subsections against each of the thirteen performance measures:

- An evaluation of the performance of the Service against objectives in the last annual Plan. Also set out in more detail in Appendix 1.
- The strategies to meet the targets and supporting objectives during years one, two and three.
- The links between services and strategies of Partner agencies, other local Partnerships and the Youth Offending Service and how these will assist in the achievement of the targets and objectives set.

Section Two sets out the management arrangements and resources, both funding and staffing, for the Service and follows a broadly similar format to last year's Plan. The Leicestershire Youth Offending Service is based on a partnership between the Leicestershire County Council, Leicestershire Constabulary, Leicestershire Health and the National Probation Service (Leicestershire and Rutland Area), each of which contributes substantial funding and staff resources to the service.

The Youth Offending Service is now in its second full year of operation and, as can be seen in Appendix 1, we have achieved most objectives and targets set for 2001/2002. The Youth Justice Plan for 2002/03 – 2004/05 sets out the strategies, objectives and targets to be adopted that will enable the national target of reducing youth crime by 5% by March 2004.

SECTION ONE

THE THIRTEEN PERFORMANCE MEASURES

MEASURE ONE: PREVENTION

Reduce the involvement of young people in the recorded crime categories of:

- **Vehicle crime by 30% by 2004** (20% by 2003);
- **Domestic burglary by 25%, with no YOT area having a rate more than three times the national average by 2005** (8% by 2003, 16% by 2004, 25% by 2005).

Measure One supports the principal aim of the youth justice system of preventing offending and National Objective 3, that of providing interventions that constructively tackles the issues that puts a young person at risk of offending.

Year 2001/02

In the period, January to December 2001, the total offending population of young people aged 10-17 years (i.e. those who received a substantive outcome) was 1157. In line with national trends, the majority of offending was by young men (83%) whilst 49% of offending was committed by young people aged 16-17.

There were 2250 offences recorded as committed by young people for which a substantive outcome was received. Of these, 28% (641) fell into the category of "other" including motoring and traffic offences, 20% (450) were theft and handling, arson and criminal damage represented 13% (307) and violence against the person was 12% (268).

The target offences of vehicle crime and burglary, which are based on Police national targets, are less prevalent in Leicestershire and Rutland than those highlighted above. Vehicle crime represented 7% (152) of total offences, while burglary (both domestic and commercial) represented only 4% (84).

There were 8 racially aggravated offences recorded, representing only 0.3% of the total, but which is too low a number to be able to identify any meaningful pattern in terms of location or the communities most affected. However, the low numbers raises the question as to whether all such offences are being reported, correctly identified or appropriately prosecuted.

The number of offences committed by young people from ethnic minority communities is also low and at 3% (63) of the total is less than the 4.5% which makes up the ethnic minority population of Leicestershire and Rutland.

There is, however, a significant traveller population (although exact numbers are not available) in Leicestershire, which is not recorded or monitored in relation to the potential for discrimination in the youth justice system. Working with the Travellers Education Service, improved monitoring of offending by young people from travelling communities will be put in place.

In Leicestershire, offending rates of looked after children (i.e. those looked after for more than 12 months) have unfortunately deteriorated this year, after reductions in the

two previous years. In September 2001, 17 out of 123 young people received a reprimand, final warning or were convicted, representing an offending rate of 13.8% compared with 9.7% in 2000.

A new national target of a reduction to 7.2% by 2004 has been set for the Quality Protects programme. Locally we have agreed in the Leicestershire QP Management Action Plan for 2002/03 to aim to achieve a reduction to 10.5% by 2003 and 7.2% by 2004. The Reducing Offending Behaviour Group, which includes representatives from Social Services, the Police and the YOS will have responsibility for addressing this target.

In Rutland the looked after population is too small to set meaningful targets, with only 1 young person out of 8 receiving a conviction.

Local priorities

Locally we have been developing a youth crime prevention strategy under the auspices of the Leicestershire Partnership for Safer Communities, the overarching co-ordinating body for all the Crime Reduction Partnerships throughout Leicester, Leicestershire and Rutland. Work undertaken by Crime Concern on behalf of the Strategy Group focussed on an analysis of the Reprimand and Final Warning population as the key target group in terms of prevention.

The most prevalent offences within this group were - theft from shops (25%), criminal damage (17%), and violence against person (15%). Girls featured equally with boys in relation to shop theft whilst Hinckley had the highest number of incidents. Young men were responsible for the majority of criminal damage offences with Harborough, Charnwood and North West Leicestershire having the highest number of incidents. Young women committed a high proportion of violence against the person offences. Hinckley and Bosworth, Charnwood and North West Leicestershire had the most offences.

Work is continuing to incorporate these findings into the priorities being set within the new Crime Reduction Strategies for each district based Partnership and to develop strategies to tackle and reduce such offending. It should be noted that the patterns of offending for the youth justice system as a whole in Leicestershire and Rutland are very similar, except that the category of theft and handling is broader than simply shop theft.

Years 2002/03 to 2004/05

Vehicle Crime

There has been a downward trend in vehicle crime within the Leicestershire Force area with 30% fewer crimes recorded since 1994/95. The number of young people involved in vehicle crime in 2001 was 114. In order to achieve the Youth Justice Boards target of a reduction in offences of 20% by 2003 and 30% by 2004, the numbers of young people involved in vehicle crime would need to be reduced by 23 and 34 respectively.

A vehicle related offending programme known as Motorvate and aimed at reducing re-offending has been commissioned from the Leicestershire Community Projects Trust, a local voluntary organisation. The programme is being developed in partnership with Leicester City YOT, the Police and Fire Service for use both by Leicestershire YOS and the City YOT. A joint steering group will oversee the delivery of the programme and monitor and evaluate its effectiveness.

The programme is underpinned by cognitive behavioural principles and has been designed to focus on reducing the risk of re-offending. The aim of the programme is to develop the young peoples understanding of the impact and dangers of vehicle crime for their victims, their local communities, the young people themselves and the emergency services who often have to deal with the consequences of vehicle crime. In order to achieve this a variety of methods will be employed including input from the Leicestershire Fire Service and the Police who will be involved in delivering a workshop around the "Grief Driving" video. The video explores the possible fatal consequences of car crime and was produced locally with the assistance of a YJB grant.

The programme will be piloted in February 2002 and internally monitored and evaluated, particularly in respect of the impact on re-offending. Due to the low numbers of females involved in vehicle crime the pilot programme is aimed at young male offenders. However, it will be adapted accordingly to address the needs of female young offenders and will be available to be delivered on an individual or group basis. 8 group work programmes will be delivered over the next 12-month period and the programme will also be available to be delivered on an individual basis when assessed as more appropriate.

We will also offer sessions on the impact of vehicle crime, via Motorvate, at the early intervention stage in support of Final Warnings or as part of Referral Order contracts.

We will work in partnership with the Police to ensure the delivery to schools and youth clubs of the "Grief Driving" video as a preventative measure.

Domestic Burglary

As with vehicle crime, recorded burglaries of people's homes have been steadily falling, with a 50% reduction since 1994/95. Locally, Leicestershire Constabulary has set a reduction target of 30%, rather than 25%, by 2005 and we will, therefore, adjust the Board's target to reflect the local situation

The number of young people involved in domestic burglary in 2001 was 37 and we need therefore to reduce the number to 26 if we are to achieve a reduction rate of 30%. Interim targets would be 33 (10%) by 2003, 31 (20%) by 2004 and 26 by 2005.

Strategies and available resources to reduce vehicle crime are more advanced than are those for burglary but they do provide a model. Work will be undertaken to develop cognitive behavioural programmes to be delivered to young people who have committed domestic burglary, with the aim of developing a similar overall approach to that planned for vehicle crime. One option is to purchase the "Joe Blagg" programme tailored to reduce the involvement of young people in domestic burglary offences. The

programme, produced by TIPP (Theatre in Prisons and Probation), makes use of theatre and drama techniques and can be delivered on a group or individual basis.

There is no strong evidence that either the high proportion of theft related offences or that of burglaries is directly related to young people's problematic substance misuse, although a proportion might well be. However, we are appointing 2 drugs workers, using Board funding, to improve the level of service and work with young people who have problematic substance misuse issues. They will become part of the Drug and Alcohol Response Team (DART), a managed network of specialist drugs workers working with vulnerable young people across Leicester, Leicestershire and Rutland.

Links with other Services and Partnerships

Priorities and targets here need to be reflected in the eight Crime Reduction Partnerships in Leicestershire and Rutland and local police Plans. It will be important to work closely with the Police in relation to any local initiatives to target these offences, particularly as Police targets are based on recorded crime rather than numbers of young people involved in such crime.

It needs emphasising, therefore, that whilst there is a relationship between the two sets of targets in terms of percentages, there is no easy direct correlation between them or respective performances although it is likely that any overall reduction in one will contribute to the other.

Proposed Ministerial Priorities for the police service for 2002/2003 have recently been published and clearly have implications for partnership working in relation to this Measure and other Measures in the Plan. They include the need to create safer communities through effective partnership working, including reducing the availability of Class A drugs. In addition, to reduce the fear of crime and in particular to increase confidence in policing amongst ethnic minority communities and those experiencing repeat victimisation and persistent anti social behaviour. A third priority is to increase the numbers and percentages of recorded crime for which offenders, particularly persistent offenders, are brought to justice.

North West Leicestershire District Council, in partnership with a number of other agencies including the YOS and the Leicestershire Youth Service, has won funding for a Positive Futures programme in the Greenhill area of Coalville starting in April 2002. The broad objectives are to use sport as a means of engaging with young people to reduce levels of offending and drug misuse and to increase participation in sport and positive leisure activities.

The Leicestershire Quality Protects Management Action Plan for 2002/03 sets out a number of proposals to reduce the level of offending as required under the new QP target but also to address the current increase in rates of offending by looked after children identified earlier in this section. In Rutland with a very small looked after population of only 8 young people and only 1 young person who received a conviction, it is difficult to set meaningful targets.

The Probation Service provide a number of offending programmes appropriate for 16/17 year olds including an alcohol impaired drivers course and a Focus on Violence

programme to which referral can be made. The Service is also developing Enhanced Community Punishment, an accredited programme for Community Punishment Orders.

The Leicestershire Drug and Alcohol Action Team and the Rutland DAAT Young People's Substance Misuse Plans are also relevant in relation to the work of the new drugs workers and the DART network.

Leicestershire will be eligible for the Children's Fund from April 2003 and initial work has commenced on a submission to the Children's Unit in order to claim the £1.1 million allocated to Leicestershire. One of the objectives of the Children's Fund is to reduce levels of offending by 10-13 year olds and also to reduce the number of 8 -13 year olds who are the victims of crime. The YOS is represented on the Children's Fund sub group, part of the Leicestershire Children and Young People's Strategic Partnership.

MEASURE TWO: RECIDIVISM

Achieve a reduction in re-offending rates with respect to each of the following four populations:

- **Pre Court** (Reprimands and Final Warnings)
- **First Tier Penalties** (Discharges, Fines, Bind Over, Compensation, Referral and Reparation Orders)
- **Community Penalties** (Attendance Centre, Action Plan, Supervision, Community Rehabilitation, Community Punishment, Community Punishment and Rehabilitation, Drug Treatment and Testing, and Curfew Orders)
- **Custodial Penalties** (Section 92 and Detention and Training Orders)

By 2003 reduce by 3% (using the findings from the 2001 recidivism analysis cohort, compare the outcome after 12 months with the findings from the 2000 cohort after 12 months); and

By 2004 reduce by 5% (using the findings from the 2001 cohort, compare the outcomes after 24 months with the findings from the 2000 cohort after 24 months).

Measure Two supports the principal aim of preventing offending and National Objective 3, the provision of interventions that tackles the issues that puts a young person at risk of offending

Year 2001/02

We have identified the recidivism cohort as required, obtained the necessary offending data, and established the baseline recidivism rate as follows:

Pre Court

162 young people identified in this cohort were subject to pre court disposals (Reprimands and Final Warnings). Out of the 162, 10% re-offended (17), 8% (13) re-offended either as seriously or more seriously and 9% (15) re-offended as or more frequently as they had in the previous 12-month period.

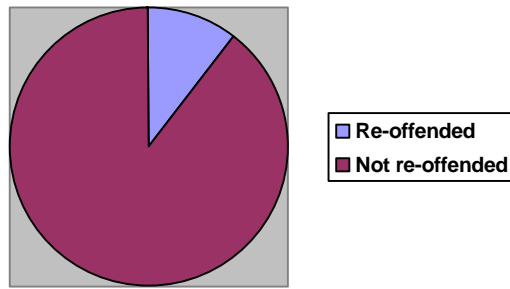


Fig 1: Pre Court Re-offending Rates

Reprimands

There were 116 young people who were identified in the cohort who received a reprimand. Of these, 9% (10) re-offended, 7% re-offended the same or more seriously and 8% re-offended either as frequently or more frequently.

Final Warnings without Intervention

There were 30 young people who were identified in the cohort who received a final warning without intervention. Of these, 13% (4) re-offended, 10% (3) re-offended the same or more seriously and 10% (3) re-offended as frequently or more frequently

Final Warnings with Intervention

There were 16 young people who were identified in the cohort who received a final warning with intervention. Of these, 19% (3) re-offended, 13% (2) re-offended the same or more seriously and 19% (3) re-offended either as frequently or more frequently.

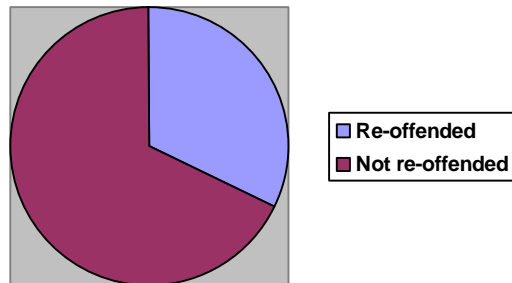
Whilst higher re-offending rates for those who receive interventions may seem to pose questions concerning the effectiveness of interventions, it is also the case that interventions are targeted at higher risk young people. The level of risk is also reflected in the length and intensity of intervention delivered. Overall, however, these are low re-offending rates for the pre court group.

First Tier Penalties

There were 67 young people identified in the first tier penalties cohort (Table 21a). First Tier Penalties comprise discharges, fines, bind over, compensation, and reparation orders. 48% (32) re-offended, 30% (24) re-offended as seriously or more seriously and 22% (15) re-offended as frequently or more frequently. Other than reparation orders, young people receive no YOS intervention for these penalties and for the majority it is the first time they have appeared in court.

Fig 2: First Tier Re-offending Rates

In respect of the 13 reparation orders in the first tier penalty cohort the re-offending rate was 53%, which was slightly higher than the overall re-offending rate. Of



these, 38% re-offended the same or more seriously and 23% re-offended the same or more frequently, again slightly higher rates than the total cohort. However, if compared with those penalties without a YOS intervention the re-offending rates of reparation orders are lower. Those without a YOS intervention re-offended at a rate of 60%, whilst 46% re-offended the same or more seriously and 29% the same or more frequently.

The implementation of referral orders from April 2002 means that almost all young people in this category will, in future, receive an intervention of between 3 and 12 months. The young person will have to agree to an offending behaviour contract with a Youth Offender Panel, which will include some form of reparation as well as work aimed at avoiding further offending. It is anticipated that appropriately targeted intervention at this early stage will assist in reducing the recidivism rate of first tier penalties.

Community Penalties

There were 68 young people identified in the community penalty cohort. Of these, 69% re-offended (47). (Table 21a)

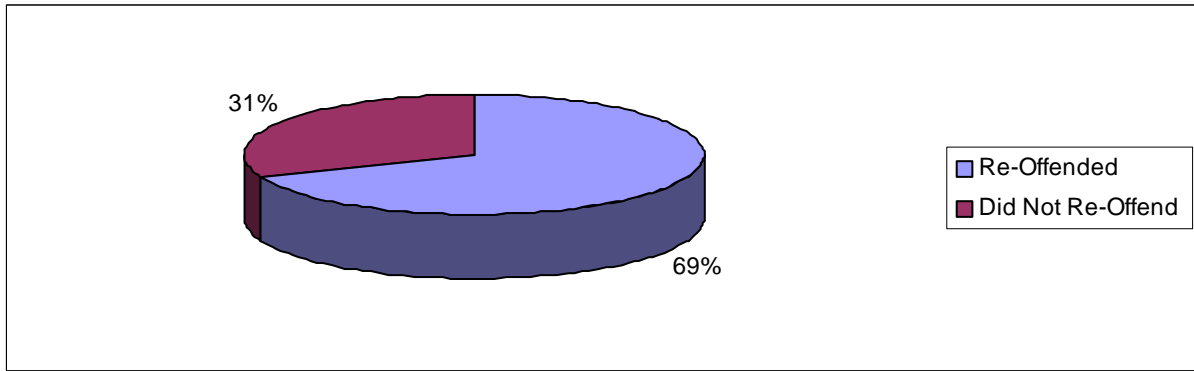


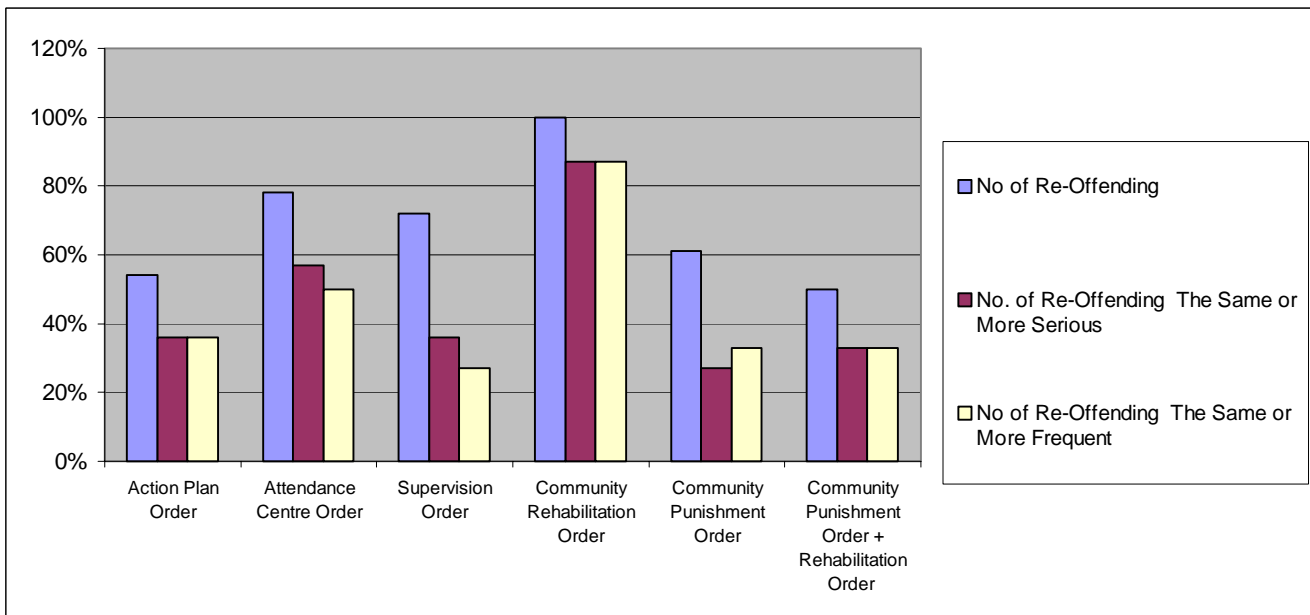
Fig 3: Community Penalties Re-offending Rates

The re-offending rate of 69% is higher than both the Pre Court group (10%) and the First Tier Penalties group (47%). This inevitably reflects the more entrenched patterns of offending behaviour of young people subject to higher tariff community penalties.

However of those that did re-offend, 81% (38) did not re-offend as seriously as they had previously, whilst 62% (29) did not re-offend as frequently as previously. This indicates that the interventions delivered by the YOS as part of community penalties had a positive impact in significantly reducing the frequency and seriousness of offending by this group of young people.

When the individual orders are compared, however, differential rates of re-offending are apparent. It should also be noted that group sizes are small with as few as 6 and 8 in the different categories.

Fig 4: Community Penalties Re-offending Rates Compared



Community Punishment and Rehabilitation Orders (16/17 year olds only) had the lowest re-offending rate with 50% although only 33% re-offended as

seriously or as frequently as previously. This order is a combination of community based supervision provided by the YOS and community service provided through the Probation Service.

The Community Rehabilitation Order alone was the least successful community penalty with a 100% re-offending rate. This is clearly of concern, although it should be noted that like the Community Punishment and Rehabilitation Order group (6), the cohort was quite small with only 8 young people.

However, this level of re-offending contrasts with that of Supervision Orders with a lower rate of re-offending (72%) and Action Plan Orders with a 54% re-offending rate, although the latter was also a small group with only 6 young people. The overall pattern for these three orders also tends to reflect age, previous offending history and levels of assessed risk, with older young people who have very entrenched offending behaviour receiving Community Rehabilitation Orders in this particular cohort.

Of the other two orders, Attendance Centre Orders had a 78% re-offending rate and Community Punishment Orders had a 61% re-offending rate, neither of which are provided directly by the YOS. Interestingly, when the two sets of orders (i.e. those provided directly by the YOS and those that are not), are grouped together both have an average re-offending rate of 69%, which is also the overall rate for all community penalties.

Custodial Sentences

There were 9 young people in the custodial sentence group, of whom 7 re-offended (77% re-offending rate). 1 re-offended more seriously (11%) and 1 re-offended the same as or more frequently (11%). As might be expected, this group has the highest levels of re-offending although numbers are relatively small.

We have also identified the cohort October – December 2001 in order to track back 12 months and forward to December 2002.

Years 2002/03 – 2004/05

There is no one strategy that will enable us to achieve the target of reducing re-offending rates by 3% by 2003 and by 5% by 2004 in each of the four categories. However, we will make use of ASSET analysis to identify the main risk factors in each of the four categories so that interventions are appropriately targeted.

It is also anticipated that effective practice guidance to be published by the YJB in the course of 2002/03 together with more rigorous monitoring and evaluation of interventions will lead to improved performance in reducing recidivism.

More detailed proposals for reducing re-offending rates are set out in the sections on the other twelve Performance Measures.

We will also ensure that the October – December 2001 cohort is monitored and tracked as required in terms of measuring re-offending rates.

Targets – By 2003 reduce each of the four categories by 3% and by 5% by 2004 as follows:

Pre Court - 7% re-offending rate (2003)
5% re-offending rate (2004)

First Tier Penalties - 44% re-offending rate (2003)
42% re-offending rate (2004)

Community Penalties - 64% re-offending rate (2003)
62% re-offending rate (2004)

Custodial Penalties - 74% re-offending rate (2003)
72% re-offending rate (2004)

Links with other Services and Partnerships

Achieving this target cannot be the responsibility of the YOS and the agencies that make up the statutory Partnership alone. All agencies charged with implementing Section 17 of the Crime and Disorder Act viz, to do all that is reasonable to reduce crime and disorder, should have a contribution to make.

Crime Reduction Partnerships have a particular contribution to make and their strategies for reducing youth crime need to reflect this target.

MEASURE THREE: FINAL WARNINGS

Ensure that 80% of final warnings are supported with an intervention by 2003/2004

Interim targets are as follows:

- 2001/02: 60%
- 2002/03: 70%
- 2003/04: 80%

Measure Three supports National Objective 3, providing interventions that constructively tackles the issues that put a young person at risk of offending.

Performance Review 2001/2002

In the period January to December 2001, there were 201 final warnings of which 123 were supported by an intervention representing 61%, thus achieving the YJB target for 2001/02. There were 91 interventions concluded during this period of which 80 (88%) were concluded successfully.

Very little use has been made of the amendment to the Police and Criminal Evidence Act, which enables the Police to bail young people for the purpose of a prior assessment. The very low rate of non-compliance with final warning assessments and interventions would suggest that such prior assessments are unnecessary and that Police final warning decisions are largely appropriate. However, Leicestershire Constabulary are undertaking a review of the operation of the current Final Warning arrangements which will lead on to some further joint work to examine the implications of expected revised guidance from the Youth Justice Board and Home Office.

Final Warning interventions are mainly provided by the Leicester, Leicestershire and Rutland Interventions Team, a joint project with Leicester City Youth Offending Team, which uses volunteers to provide short term interventions of up to 6 weeks. In addition, a YJB funded mentoring project (also part of the Interventions Team) provides mentors for up to 12 months for those assessed as at higher risk of re-offending. For some higher risk young people the intervention will be provided directly by a member of the Youth Offending Service.

Each assessment identifies specific areas of work to be provided as part of the intervention. However, interventions tend to routinely cover issues such as the consequences of offending and how to avoid further offending behaviour and also victim awareness and victim empathy work. Referrals are also made to the education workers in the Service where education issues are identified as a concern and similarly to the primary mental health worker where there are concerns about the emotional well being of the young person.

Analysis of start Asset assessments completed for cases subject to a final warning for July to September suggests that there are three main areas that put young people at risk of re-offending, i.e. thinking and behaviour, lifestyle, and education, employment

and training. Further work is needed to consider whether current interventions adequately reflect these needs, although analysis of the end Assets completed in this quarter indicated that the greatest improvement in score took place in relation to thinking and behaviour. It would seem therefore that the interventions provided are impacting on the most common risk factor.

There is some evidence to suggest that some young people could have benefited from a vehicle related offending programme. The further development of the partnership with the Leicestershire Community Projects Trust in the delivery of sessions exploring the consequences of vehicle crime will fill this gap in provision. (see also Measure 1).

In relation to the recidivism analysis (Measure 2) 81% of young people subject to Final Warnings with intervention did not re-offend.

The Interventions Team achieved an 87% return from parents on the satisfaction survey carried out with the majority commenting very favourably on the interventions provided. Some examples of parent's comments are outlined below:

“made him think about his actions and what affected other people”

“I would like to thank you for all your hard work with A. He is actually doing very well, his behaviour has changed and he seems to be a happy young man now”

“The volunteer was very good at explaining consequences and listening to both sides of the story ... understood the hurt and upset put on others through his actions, I have seen a great change in J.”

Years 2002/03 - 2004/05

A target of 75% interventions for 2002/03 and 80% for 2003/04 is achievable through increased use of the Interventions Team.

Measure 2 set out the recidivism rates for young people who received an intervention and for those who didn't. Those who received an intervention had a higher rate of re-offending. Whilst it is the case that higher risk young people received an intervention and therefore they are more likely to re-offend, we will also examine how we can increase the effectiveness of interventions. Jointly with Leicester City, we will provide training aimed at improving the skills of Interventions Team volunteers.

The Youth Offending Service, in conjunction with the Leicestershire Partnership for Safer Communities and as part of work to develop a youth crime prevention strategy, commissioned Crime Concern to provide consultation to the working group responsible for the strategy. The work of the strategy group focussed on the Reprimand and Final Warning population. The key findings of a Crime Concern analysis of this population were set out in Measure One. The most prevalent offences were shop theft, criminal damage and violence against the person.

Links with other Services and Partnerships

Leicestershire Constabulary has a key decision making role in respect of Final Warnings and we will continue to work closely together in respect of monitoring and reviewing the current arrangements and any future changes to the operation of the Scheme.

As indicated earlier, referrals are made to the education workers and primary mental health worker where there are concerns about either education or mental health needs. This means that the services provided by the Student Support Service or other specialist education services and those of the Child and Adolescent Mental Health Service can be accessed promptly if required.

Young people who have committed sexual offences can also be referred to CUSAB (Children Using Sexually Abusive Behaviour), a multi-agency arrangement in which the YOS participates, providing specialist assessment and treatment work with young sexual abusers.

Where substance misuse is an issue the YOS drugs workers will undertake specialist assessments and refer on to more specialist services as appropriate.

Future utilisation of Motorvate which is provided via a voluntary organisation, the Leicestershire Community Projects Trust, would not only address some gaps in service but would also contribute to the target for reducing vehicle crime in Measure One.

As also indicated in Measure One, work will continue under the auspices of the Leicestershire Partnership for Safer Communities to develop a youth crime prevention strategy. This will be targeted at the pre court population and will aim to ensure that the district based Crime Reduction Strategies include the priorities identified, and to develop strategies that tackle the most prevalent offences of shop theft, criminal damage and violence against the person.

MEASURE FOUR: USE OF SECURE FACILITIES

Reduce the use of the secure estate for:

Remands to 30% of the total number of remand episodes involving bail supervision, remand to local authority accommodation, court ordered secure remand, remand into custody by 2004/05; and

- **Custodial sentences to no more than 6% of the sentences imposed by 2004/05.**

Interim targets have been set for remands to custody as:

- **2002/03: 50%**
- **2003/04: 40%**
- **2004/05: 30%**

Interim targets for custodial sentences:

- **2002/03: 8%**
- **2003/04: 7%**
- **2004/05: 6%**

Measure Four supports National Objective 3, the provision of interventions that constructively tackles the issues that put a young person at risk of offending and National Objective 4, to ensure that punishment is proportionate to the seriousness and persistence of the offences.

Remands

Year 2001/02

In the period January to December 2001, there were 93 young people who were on bail support, remanded into the care of the local authority, subject to a court ordered remand or remanded into custody. Of these 33 were remanded to custody which represents a remand custody rate of 35%, above the target for 2003/04. The 30% target should therefore be achievable by 2002/03.

38 young people were subject to bail supervision during this period (41%) and 22 (24%) were remanded to local authority accommodation. Of these, 7 remanded to local authority care re-offended (30%) and 7 re-offended whilst on bail supervision re-offended (18%).

The national average for the quarter April - June 2001 was 46% for remands to custody, 28% for remands to local authority accommodation and 27% for bail supervision.

There was only 1 young people from an ethnic minority backgrounds included in the remand to custody, remand to local authority accommodation, or bail supervision populations, representing only 1% of the population. However, young people from ethnic minority backgrounds were slightly over represented (5% compared with 4.5% for

Leicestershire and Rutland) in the overall remand population, including those subject to unconditional and conditional bail. There are clearly no concerns, however, about inappropriate representation of ethnic minority young people in the target populations.

During this period, there were 141 scheduled attendances at court for those in the target population of bail supervision and remanded to local authority accommodation. Ten young people were breached for non-compliance with their bail supervision programme or their remand to local authority accommodation. This would include non-appearances at court and also re-offending.

Overall the level of attendance for all young people bailed or remanded to appear at court was high with 2554 scheduled attendances and only 8 non-appearances, representing a 97% attendance rate.

Years 2002/03 - 2004/05

It is clear from the above that the target of 30% remands to custody is likely to be achieved well in advance of 2004/05 and this reflects the effectiveness of Bail Supervision arrangements. However, performance still needs to be improved to achieve the 30% target. Focus needs to be maintained on increasing levels of bail supervision. The strategies to be adopted in relation to Measure 12 (accommodation needs of young people) should impact on this as lack of satisfactory accommodation is often a factor in the Service being unable to offer or the courts to agree bail supervision.

In addition, Leicestershire and Leicester City have a joint Intensive Supervision and Surveillance Programme, which may be available in a limited number of higher risk bail supervision cases.

Levels of re-offending whilst on remand to local authority accommodation and to a lesser degree on bail supervision appear high, although there is currently no national data with which to compare. The target should be to reduce re-offending levels from 30% to 25% (or the national average, whichever is the smaller) in the case of remands to local authority accommodation and from 18% to 10% (or the national average if smaller) for those on bail supervision.

The Reducing Offending Behaviour Group, a multi-agency group responsible for reducing levels of offending by looked after children, has recently agreed to progress a pilot scheme for use of court imposed remand conditions when young people are remanded to local authority accommodation, which will include a specific behaviour agreement.

Links with other Services and Partnerships

Reducing re-offending levels whilst on remand to local authority accommodation overlaps with the Quality Protects Management Action Plan in respect of reducing the number of young people looked after who have been convicted or who have received a reprimand or final warning. Referral will be made to the Reducing Offending Behaviour Working Group to include this issue in its continuing remit.

The work of the new joint Accommodation Officer, along with the developing work with District Councils and the Supporting People Programme (when implemented) will be crucial to increasing the availability of accommodation options for young people on bail.

Although the Probation Service will fund placements in out county Bail Hostels (local provision is not appropriate), take up is limited because of the difficulties created for young people placed away from their home area. Nonetheless it is still a useful provision in some cases.

Sentencing

Year 2001/2002

In the period January to December 2001, 56 young people received custodial sentences - 54 Detention and Training Orders and 2 Section 90/91 (sentences for grave crimes). This represents a custody rate of 9% and, therefore only a further 1% reduction in the custody rate will be required to achieve the target of 8% in 2002/03. It is, however, slightly higher than the national average for the quarter April - June 2001 which was 8.6%.

In terms of the nature of the offences leading to custodial sentences the main pattern is as follows:

- Violence against the person - 35% (19)
- Vehicle theft - 18.5% (10)
- Burglary - 15% (8)
- Public order - 9% (5)

The recidivism analysis for community penalties indicated a 69% re-offending rate compared with 77% for custody. Interventions provided in support of community penalties included cognitive behaviour work, victim awareness and community payback, education and employment work, help with mental health problems and also with drugs and alcohol problems. Further programmes are being developed as outlined in other sections of the Plan.

Years 2002/03 – 2004/05

Whilst good progress is being made towards achieving the custodial sentencing target this is not always easy to control and it remains the case that there are different rates of custody between courts. This is particularly so between the Leicester City youth court, (which also includes parts of the county within its jurisdiction), and courts in the rest of the county where there are lower custody levels. 28% (16) of Detention and Training Orders were made in the Leicester City Youth Court.

Attempts are being made to address this issue with the City youth court, led mainly by the Leicester City Youth Offending Team, but assisted by the YOS (e.g. through participation in training for youth court magistrates). We have a good relationship with the county courts, resulting from high quality pre sentence reports, effective interventions and a good rapport between court officers and their respective courts.

Leicester and Leicestershire was awarded funding by the YJB earlier in 2001 for a joint Intensive Supervision and Surveillance Programme, which has particular importance for reducing custody rates. Targeted at the most prolific young offenders it is intended to provide a direct alternative to custody.

Working closely with an American social care agency, Youth Advocate Programs, we have adopted the advocacy model of working with these high risk young people. This ensures that in providing very high levels of supervision of up to 25 hours per week, service plans are individualised to address the particular risk factors in each case.

In addition, electronic monitoring is also included as part of the programme to ensure that young people are where they are supposed to be as far as possible. Although still at an early stage of implementation, this programme provides courts with a credible and rigorous alternative to custody.

The development of a vehicle related offenders programme is of particular relevance in view of the levels of vehicle theft leading to DTOs and also links to the targets for reducing vehicle crime in Measure One.

In view of the levels of offences of violence against the person we will seek to develop and provide appropriate violence related offending programmes. The commissioning of an Understanding Anger programme to be delivered by the Leicestershire Community Projects Trust will also be relevant in this area of work. In addition the Probation Service deliver a number of programmes which are available to be accessed by 16/17 year olds such as their "Focus on Violence" programme.

The implementation of Drug Treatment and Testing Orders by the Probation Service can also offer the courts an alternative to custody in relevant cases where offending is directly related to very problematic drug misuse. A protocol has been agreed with Probation for access to DTTOs by YOS cases, including a more appropriate and less rigorous eligibility criteria for 16/17 year olds. One DTTO was made in 2001/02.

Links with other Services and Partnerships

Young people who receive custodial sentences tend to have the highest levels of need and consequently require a range of services outside that which can be provided by the YOS.

Education, employment and training, mental health, substance misuse, and accommodation are all examples of such needs. The provision of services to meet these needs are addressed in other sections of the Plan particularly in Measure 10, sentence planning for detention and training orders but also in Measures 11, 12 and 13. The use of the Board's funding to provide drugs services are outlined in Measure 1.

Probation Service Programmes Team and Drug Treatment and Testing Order Team.

MEASURES FIVE and SIX: USE OF RESTORATIVE PROCESSES AND VICTIM SATISFACTION

Ensure restorative processes are used in 60% of disposals by 2003, and in 80% by 2004.

Ensure that 70% of victims by 2004, who have been either consulted about, or who have participated in restorative processes, are either satisfied or very satisfied with the outcome.

Measures Five and Six support National Objective 2, to confront young offenders with the consequences of their offending for themselves and their families, their victims and the community and also National Objective 5, to encourage reparation to victims by young offenders.

Year 2001/2002

Starting from a relatively low baseline in terms of direct victim work, we have made reasonable and steady progress in developing restorative processes over the course of the year. During 2001/02 we included restorative processes in 39% of community disposals. There have also been a number of significant developments that have laid the foundation for significant improvements in the future.

Firstly, we have had installed the Leicestershire Police Database in both the two YOS offices in Hinckley and Thurmaston, primarily for the purpose of obtaining victim details to enable contact to be made directly by the YOS police officers. This has only been operational since October but has transformed our capacity to make contact with victims. This is now done by an initial phone call, followed by a home visit, but only with the agreement of the victim and at their pace.

Secondly, we have established a new Early Intervention Team whose remit includes final warning work, referral orders and youth offender panels, and restorative justice, including reparation work across the whole of Leicestershire and Rutland.

We have also used the YJB general grant to appoint a restorative justice development officer (a seconded Police Officer), as well as additional reparation workers who are now supervised by the development officer. Being part of the Early Intervention Team will bring a greater coherence to restorative justice processes as well as having a specific role, in conjunction with the Early Intervention Team Manager, to assist the Service in integrating restorative justice processes into all its interventions.

Because of earlier difficulties in obtaining victim details, 75 out of the 87 (86%) Reparation Orders concluded in the period January to December 2001 have involved indirect reparation in the community or what is now called "community payback". A directory of 24 community placements has been developed including such as painting and decorating flats for people with mental health difficulties, practical work in schools and community centres and assisting in an animal aid centre. The vast majority of Reparation Orders have been completed successfully.

The involvement of young people in “community payback” enables them to make amends for the harm they have caused and has also helped to raise the profile of the youth justice system in local communities.

Twelve Reparation Orders have been based on direct reparation, representing 14% of all reparation interventions, including one restorative justice conference. Eighteen victims (20% of Reparation Orders) were consulted as to whether they wished to participate in the process.

Direct victim contact has been most developed at the final warning stage, and most final warning interventions include a written letter of apology. However, direct victim work has been less well developed in relation to community penalties. However, all such community based interventions always include work aimed at developing the young person’s understanding of the victim perspective as an integral part of the supervision plan.

Restorative justice conferencing has been developing during the year and a number of staff have received specialist training in this demanding work. In the period January to December 2001, 16 referrals for restorative conferences have been made. They have included young people subject to Supervision Orders, Action Plan Orders and Reparation Orders, as well as a young person subject to the community stage of a Detention and Training Order.

Restorative conferencing involves bringing together the offender and victim (and victim supporter if needed), along with relevant family members, in order to enable the victim to explain what affect the offence has had on his/her life. Importantly the process ensures the young person has an opportunity to apologise and to offer ways of making amends.

Nine conferences were successfully completed and two are still in process. The most recent conference resulted in the offender offering to clean the lorries of the victim as direct reparation. In one case which has not led to a full conference, positive use was made of "shuttle mediation" where the victim does not come into face to face contact with the offender and in another, family mediation took place where the victim and offender were family members. In five cases a conference proved to be inappropriate. Informal feedback from participants has been very positive, but a more formal arrangement for obtaining victims views on the process and monitoring outcomes is now being put in place.

We have also agreed a protocol with the Probation Service for work undertaken on our behalf by the Probation Victim Contact Team. This enables us to fulfil recent statutory requirements to inform and consult with victims of violence about release dates where the offender receives a custodial sentence of 12 months or more.

Years 2002/03 to 2004/05

The work of the Early Intervention Team and particularly that of the Restorative Justice Development Officer will be crucial to taking this area of work forward. In addition,

effective practice guidance for restorative justice to be published by the YJB will be utilised in order to improve performance.

Given that restorative processes are already well developed at the final warning stage, that we have a positive community payback scheme, and that restorative justice principles will be integral to all referral orders, we are well placed to deliver the 60% target by 2003 and 80% by 2004.

We will continue to develop the community payback scheme by extending the range of placements. By incorporating victim awareness work, through a programme already available, into all indirect reparation cases not involving direct work with victims, we will extend the range of restorative processes undertaken within the Board's definition of what constitutes a restorative process.

We will give particular attention to developing and increasing the level of direct victim work in relation to community penalty interventions. We will aim to contact and consult with 50 victims and will also continue to develop the use of restorative conferencing with a view to completing 25 such conferences in 2002/03.

Training in restorative justice work has been commissioned from the Greater Manchester Youth Justice Trust to be delivered to all staff involved in the implementation of Referral Orders. Introduction of a victim assessment framework using a tool developed by the Greater Manchester Youth Justice Trust will also improve the quality of our consultation processes.

A questionnaire has been developed to be sent to all victims who have been consulted or who have participated in a restorative process, including direct reparation, shuttle mediation, and face to face contact whether in a restorative conference or some other form of meeting. This will be used to assess and monitor progress towards the 70% target for victim satisfaction.

Monitoring and evaluation arrangements will also be put in place in respect of restorative justice conferences in order to evidence the numbers held and the outcomes.

Links with other Services and Partnerships

Leicestershire Constabulary are currently researching restorative justice practices locally, nationally and internationally. As far as possible we will assist them in this work to identify best practice in this area.

The involvement of Victim Support is crucial to the delivery and review of restorative services. To date involvement with Victim Support has been limited but closer links are in the process of being developed, particularly in respect of the implementation of Referral Orders with representation on the joint Leicester and Leicestershire Referral Order Steering Group. We will explore what further assistance Victim Support can give in the development of restorative processes by the Service.

Probation Service Victim Contact Team provides information on our behalf to victims of violence where the offender receives a custodial sentence of 12 months or more.

MEASURE SEVEN: PARENTAL SATISFACTION

Ensure with respect to parenting programmes:

At least 70% of parents starting parenting programmes (voluntary and statutory) complete them; and 70% are satisfied, or very satisfied, with the programmes to which the YOS has provided access

Measure Seven supports National Objective 6, to reinforce the responsibilities of parents.

Year 2001/2002

Considerable progress has been made in establishing appropriate resources for the provision of parenting programmes. They are based on a cognitive behavioural programme devised by the Centre for Fun and Families, a locally based national voluntary organisation which has been funded by the YJB to assist both the Leicestershire Youth Offending Service and the Leicester City Youth Offending Team to develop parenting work. In view of the shared interest in providing parenting services, we have developed a collaborative arrangement with both the Social Services Family Support Team and the Education Welfare Service to train staff and deliver the programmes jointly.

Over the last 12-month period 4 parenting groups have been run in Leicestershire. Referrals for the group work programmes are taken from each agency and are based on 4 per agency per programme. However, some difficulty has been experienced in fully establishing the programmes successfully, both in terms of obtaining referrals and engaging parents in the process.

Partly this is due to the geography of the county resulting in difficulties for parents in being able to access the programmes. Although they have been run in a number of different locations, they are still not necessarily accessible for people in rural areas. In addition, only two parenting orders have been made in criminal proceedings in the youth courts and none in education proceedings.

The target set locally in this year's Youth Justice Plan was that 30 parents should be engaged in parenting courses. To date only 6 have fully participated in the group programmes, although significantly more were actually referred but either didn't start or quickly dropped out. There are two further courses planned to start in January 2002 with 8 referrals from the YOS. However, an additional 12 individual programmes of work have been delivered where parents have been unwilling or unable to attend the group programmes.

An independent evaluation (awaiting results from the Centre for Fun and Families), for the group programme has taken place and there are also pre and post course self evaluation forms which are completed by participants. The informal feedback to date

from the evaluation has been positive including high levels of parental satisfaction with the course.

In addition, all supervision plans include a section on parental involvement and YOS workers undertake some work with parents on their approach to parenting. Usually this work is undertaken by YOS case managers, but in some case specialist workers are utilised such as the primary mental health worker or where education is the issue – the education worker. Other agencies such as CAHMS, Social Services (Family Support Team or Child Care Operations Teams) have also been referred to for more specialist or in depth input.

Years 2002/03 – 2004/05

Because of the difficulties with the group programmes, we are exploring how a one to one programme can be made more widely available to be delivered to parents on an individual basis. This will also be available to be delivered as part of a young person's statutory order where the supervision plan indicates the need for parenting work or to fulfil the requirements of a parenting order.

However, the group programme will remain the core programme for the delivery of parenting work and currently 6 programmes are planned for 2002/03. The Centre for Fun and Families has also won further funding from the YJB in order to develop a "Living with Adults" programme to be delivered to young people and which complements the parenting course.

In terms of responding to the needs of ethnic minority families Leicestershire has a very small minority ethnic population and very low numbers of young people and parents involved with the YOS. However, where a programme was required for minority ethnic parents we would assess the appropriateness of the group programme but would provide an individual programme in most cases. Consideration could also be given to the possibility of referring to the Leicester City parenting programme where it is likely that membership of groups would be more diverse. However, the YOS also has a diverse staff group, including those trained in parenting work.

We will aim to provide 36 parents with parenting programmes, either on an individual or group basis in the course of 2003/2003.

It is clear that we need to establish better monitoring arrangements to evidence our parenting work in line with the Board's expectations set out in the Plan guidance. This particularly relates to completion rates and outcomes in terms of the impact on offending behaviour as well as levels of parental satisfaction with the service. This will be put in place for 2002/03 as follows:

- 70% of all parents completing a parenting programme are satisfied or very satisfied with the programme. This will be recorded through a generic evaluation form completed at the beginning and end of the programme, incorporated into the existing evaluation process.
- Monitor parenting work provided on an individual basis in relation to completion rates and parental satisfaction and extend the existing group programme evaluation to individual programmes.

- Monitor the impact that the delivery and completion of these programmes by parents has on the offending rates of the young people in the families concerned.
- Record and monitor the extent to which parenting work is undertaken as part of supervision plans.
- Monitor any intervention by other agencies, particularly Social Services, which is aimed at assisting the parent in managing the behaviour of their young person by liaising with the relevant agency and recording compliance with the work offered.

Links with other Services and Partnerships

Leicestershire is in the third wave of funding from the Children's Fund and is only just beginning to prepare plans for the management of the Fund. However, through YOS representation on the Children's and Young People's Strategic Planning Partnership we will be able to contribute to the shaping and development of family support services, including parenting services, including the utilisation of the Children's Fund when available.

Social Services continues to be a key partner in the delivery of parenting programmes but also in the provision of wider family support services that were assessed in very positive terms following a recent Joint Review by the Audit Commission and Social Services Inspectorate. Participation in the Social Services Departments Children and Families Management Team also enables the YOS to contribute to shaping these services.

Education Welfare Service is a partner in the delivery of parenting programmes.

MEASURE EIGHT: ASSET

Ensure ASSET is completed for all young people subject to both:

- **Community disposals (Final Warnings, Referral Orders, Reparation Orders and Community Penalties) during the assessment and the closure stages**
- **Custodial sentences at the assessment, transfer to the community, and closure stages.**

Measure Eight supports National Objective 3, that of providing interventions that tackle the issues that put a young person at risk of offending

Year 2001/2002

ASSET is the assessment framework used by YOS officers to assess those factors in a young person's life and personal circumstances that put him/her at risk of offending.

Good progress has been made towards this target in completing ASSET assessments and 79% were completed according to National Standards (Appendix 4 - Table 24a). However, in 2001 concluding ASSETs in respect of attendance centre audit and community punishment orders were not generally undertaken, resulting in a deterioration from 78% to 68% in relation to start and end community disposals ASSETs. We achieved 100% completion rate in respect of detention and training order ASSETs.

We have had continuing problems with the information system software and we have not yet adopted the electronic format for aggregating ASSET scores. As a result aggregated reports, which provide the needs profile, have had to be compiled manually. The following analysis is based on 6 months aggregated data, July - December 2001.

The most common risk factor identified in relation to all categories of start ASSETs from Final Warnings to Detention and Training Orders was that of thinking and behaviour. This would suggest the need for interventions to be based on broadly cognitive behavioural principles aimed at reducing problematic thinking and behaviour. Lifestyle as a risk factor also featured strongly, as did education and family and personal relationships. Attitude to offending was a common factor in respect of detention and training orders for persistent young offenders.

Both in relation to final warning and court ordered community based interventions end ASSETs indicated most improvement in the thinking and behaviour risk factor. It would seem to indicate that such interventions are reducing the risk arising from problematic thinking and behaviour and that interventions are appropriately targeted at those posing greatest risk. Other risk factors which improved were attitude to offending and education.

In respect of young people subject to detention and training orders, there was improvement in relation to attitude to offending, motivation to change and thinking and

behaviour at the transfer to the community stage of the order. When compared with the end of order ASSET, biggest area of improvement was in relation to thinking and behaviour, perception of self and others, followed by emotional and mental health. The biggest deterioration in score was in relation to family and personal relationships.

ASSET findings are also used to inform supervision plans. However, in order to improve the linkages between ASSET, supervision planning and interventions provided needs to be more systematic and formalised.

Years 2002/03 – 2004/05

Whilst good progress has been made in terms of completion of ASSET, there are a number of gaps that need addressing following clarification of the requirements of the YJB in respect of community penalties, including the need to complete end ASSETs for Attendance Centre Orders and Community Punishment Orders. Improved monitoring arrangements for completion of ASSET according to National Standards and also outcomes in terms of reduced risks will be put in place.

The introduction of Referral Orders from 1 April 2002 will also mean additional ASSETs to be completed as previous disposals, such as conditional discharges or fines which didn't require an ASSET, can no longer be imposed on those young people for whom a Referral Order must be made.

Further work will be required to address this but possible options for consideration include:

- Completion of start ASSETs by court officers, although there are significant workload implications.
- Assistance from Attendance Centre staff in completing the end ASSETs.
- Time spent by YOS staff completing ASSETs at the beginning and end of the order to be included as part of the order. This would require appropriate protocols to be agreed with the Probation Service and the Attendance Centre.

Quality assurance processes will include case audit and the operation of an Anti Discrimination Panel. We also intend to conduct regular exercises to achieve greater consistency in the completion of ASSET.

Two members of staff will be attending training the trainer events, provided by the Midlands Probation Training Consortium, which will enable them to deliver training on ASSET completion and effective practice in linking ASSET, pre sentence reports and supervision plans. This training will be undertaken in collaboration with the Leicester City YOT and provided on a rolling programme.

As indicated above, more systematic use of ASSET needs to be made in relation to making a clearer link with supervision plans and identifying the appropriate service response. Examples of how this approach would be developed are as follows:

Living arrangements

Where there is a score of 2 or more, the case will be referred to the accommodation officer (funded by the general Board grant).

Statutory education

Where there is a score of 2 or more, referral will be made to a specialist education worker to follow up the education needs of the young person.

Employment and training

Where 2 or more is scored referral will again be made to an education worker for follow up with Careers Service or Connexions when the new Service is operational.

Lifestyle

A score of 2 or more indicates the need for work on areas such as assertiveness, exploring peer relations, preventative work in terms of encouraging more constructive use of leisure time. This work would be undertaken mainly by the case manager but who would also liaise with appropriate community resources such as the Youth Service.

Substance misuse

A score of 2 or more and referral will be made to a drugs worker (funded by the Board) for full substance misuse assessment and the appropriate tier of treatment service. Some young people, particularly in Rutland, find it easier to access services in neighbouring counties. The relevant DAAT Co-ordinator is currently negotiating how these services can be provided in their most accessible form to the young people in this area.

Mental health

A score of 2 or more will mean referral to a primary mental health worker as outlined in Measure 13.

Perception of self and others

A score of 2 or more indicates the need for work on self-esteem. Racially motivated offences would also be identified in this category and the effects of discrimination on young people. Resources such as the Racially Motivated Offenders Programme produced by the Nottinghamshire area of the National Probation Service are available for use in this area of work. For those in the younger age groups resources such as "Face Up To It: Race and Prejudice Situations" are available.

Thinking and behaviour

Most of the YOT interventions are broadly based on cognitive behavioural methods, which addresses issues relating to Thinking and Behaviour. We are currently looking at commissioning some training using the Board general grant to increase staff skills in

this area, although there is some limited evidence from end ASSETS which indicates that current interventions do lead to reduced risk through improved thinking and behaviour.

Attitudes to offending

All interventions will include a programme of offence focussed work exploring issues such as the consequences of offending for the offender, the victim, and the wider community. The nature of this work will be shaped by the proposals in the pre sentence report and the risk factors identified in ASSET.

Indicators of Serious Harm to Others

Where there is high risk identified, a multi agency risk strategy meeting will be held and the need for a referral to the Public Protection Panel considered. Work is underway to develop a high-risk policy and procedure in conjunction with the Professor of Criminology at De Montfort University, Leicester who will also deliver training in risk management. This work will also take into account the effective practice guidance in relation to dangerous young offenders to be published by the Board.

Use of Additional Board Funding

As well as establishing a number of new specialist posts such as an accommodation officer and a restorative justice development officer, we have used the extra Board funding to appoint 4.2 (FTE) additional youth justice practitioners. This additional staffing is aimed at improving the quality of work generally, thus enabling the achievement of National Standard contacts, completion of ASSETs, and developing programme work to respond to identified need as indicated above.

Links with other Services and Partnerships

By and large, as a multi agency Service the YOS has sufficient staff to address most of the prevalent risk factors and needs identified through ASSETs. However, there are some gaps in service provision and areas of service where there is room for improvement.

Thinking and behaviour was identified as a high risk factor for a high proportion of young people. Whilst there was some evidence from end ASSETs that existing interventions are effective, further development of cognitive behavioural programmes to be delivered by YOS staff as well as additional training would be beneficial. Collaboration with the Probation Service and/or the Child and Adolescent Mental Health Service would help to develop this area of work further as well as the commissioning of training and consultation on programme development.

The aggregate ASSET analysis also identified lifestyle as a risk factor. Some progress has been made in developing positive links with the Youth Service, most notably in a joint project with the Greenhill Youth Centre in Coalville.

However, the possibility of extending this approach across other areas of the county is currently being explored by one of our education workers. Other links are also being

developed with the Youth Service in respect of involvement of youth workers in supporting young people at Youth Offender Panels when Referral Orders are introduced in April 2002.

Education scores appear to deteriorate between the initial ASSET and the transfer to the community ASSET for young people who are serving custodial sentences. The YJB are investing heavily in the secure estate to ensure that all young people are provided with 30 hours of education or training per week and this should lead to improved scores in the future. However, it may take some time to implement. In the meantime, the YOS may be able to contribute to improving this situation by YOS education workers and the Student Support Service becoming more involved during the custodial phase of the order in order to aid successful transition into education, employment or training on release.

MEASURE NINE: PRE SENTENCE REPORTS

Ensure 90% of reports are submitted within the timescales* indicated by National Standards

(* 10 working days for reports on persistent young offenders and 15 working days for the rest of the court population)

Measure Nine supports National Objective 1, to ensure that young people are dealt with swiftly and fairly and National Objective 4, to ensure that punishment is proportionate to the seriousness and persistence of the offences.

YEAR 2001/02

This target has largely been achieved for both populations. However, the YJB has previously used a less rigorous definition of meeting National Standards time scales and has in the past accepted that the Standard has been met if the report has been completed within the time set by the court, although not necessarily within the required 10 or 15 working days. On this basis we have achieved 98% of all pre sentence reports completed within the Standard.

However, Leicestershire has two youth courts that do not sit frequently enough to meet these time scales and therefore cases are adjourned for reports outside the 10 and 15 days. Fortunately these represent only a small proportion of all pre sentence reports but the exact number however has not been monitored. Now the YJB is requiring reports to be produced within 10 or 15 days, irrespective of the adjournment time.

A total of 327 written reports were prepared for courts in the period (Action Plan Order reports, Reparation Order reports, sentence specific reports and pre sentence reports for the general and persistent young offender population).

3% (10) were Action Plan Order Reports,
2% (7) were Reparation Order reports
19% (61) were Specific Sentence Reports
54% (177) were pre sentence reports for the general court population
20% (72) were pre sentence reports for persistent young offenders.

In addition, this year's Plan set a target of 350 stand down reports to be provided to the court on the day so as to avoid unnecessary adjournments and therefore contributing to the swift administration of justice. Court officers have greatly increased the use of such reports, whether short written reports or verbal updates, and approximately 365 verbal and written stand down reports were produced.

The congruency rate between proposals made in pre sentence reports and the sentence imposed by the court was 77%, increased from 71% in 2000, and is above the YJB target of 70% - 75%.

Quality assurance to date has been provided mainly through the use of ad hoc practitioner panels to consider equality and diversity issues in relation to sentence proposals and in high risk cases the report countersigned by the Team Manager. In

addition, NACRO has been commissioned to undertake a case audit exercise of a sample of 36 cases, not only regarding the extent to which National Standards are being met but also on a range of other quality measures and indicators.

YEARS 2002/03 – 2004/05

In order to meet the more rigorous interpretation of the National Standards requirement to produce a PSR within 10 or 15 days, irrespective of the length of adjournment by the court, some change in practice will be necessary in relation to some Leicestershire youth courts. This will mean reports prepared as required by National Standards but subsequently updated if necessary when the report is submitted to the court. However, we anticipate that we can still meet the target of 90% completion within 10 and 15 working days.

We will aim to maintain the current number of stand down reports but monitoring arrangements need to be improved. We have already increased court officer presence in the courts and are considering putting admin staff in to courts to assist with administrative tasks and enabling court officers to concentrate more on informing and advising the court. In addition, Action Plan Reports are now prepared as stand down reports where possible and appropriate. Increased use of laptops is also contributing to increased efficiency of court officers, as well as the installation of the YOS information system in the Leicester Magistrate's Court.

We will maintain the level of congruency between report proposals and court outcomes at the target level set by the Board of 70% to 75%.

Improved feedback from sentencers in the youth courts in relation to the quality of reports will contribute to improved quality assurance processes. Consideration will therefore be given to the adoption of a feedback form used by the Probation Service and we will also seek feedback from magistrates via the regular meetings held with youth court panels.

Links with other Services and Partnerships

The Youth Justice Working Group, chaired by the Clerk to the Justices for Leicester, Market Harborough and Lutterworth, has been the main vehicle for developing and overseeing the Action Plan for delivering the Government's pledge target of 71 days for the time taken to deal with persistent young offenders from arrest to sentence. In the quarter July to September 2001, the target had virtually been achieved and was down to 72 days across Leicester, Leicestershire and Rutland.

A protocol has been agreed with the Probation Service to ensure that appropriate liaison takes place between the YOS and the Probation Service concerning young people appearing in the Crown Court and adult Magistrates' Courts.

Quarterly meetings are to be held with Youth Court Panels with the main purpose of providing sentence and outcome feedback to magistrates and to receive feedback on the quality of service provided to the courts.

MEASURE TEN: DETENTION AND TRAINING ORDERS

Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within the time scales prescribed by National Standards (i.e. within 10 working days of the sentence being imposed).

Measure Ten supports National Objective 1, to ensure that young people are dealt with swiftly and fairly; National Objective 3, the provision of intervention that tackles the issues that put the young person of risk of offending; and National Objective 4, to ensure punishment is proportionate to the seriousness and persistence of the offences.

2001/2002

In the period January to December 2001, 54 Detention and Training Orders were made. Of these, 34 training plans were drawn up according to National Standards time scales representing 63%. The overall custody rate has increased significantly in 2001 (32 in 2000 compared with 54 in 2001).

It has to be said, however, that the main obstacle to complying fully with National Standard is the lack of capacity of some Young Offender Institutions to convene planning boards within 10 working days. In our case, it is largely delays at Onley YOI, where the majority of young people from Leicestershire and Rutland are placed, that are responsible for failures to meet the Standard. This situation contrasts with the Rainsbrook Secure Training Centre run by Rebound on the same site, where planning boards are held appropriately.

The problems of convening planning boards within the required 10 working days at Onley have been taken up by the East Midlands regional YOT Managers group and a meeting was held with senior staff at the Institution. Although a positive and constructive meeting, which led to some improvements in the resourcing and servicing of planning boards, the timing of some boards is still a problem. Staffing problems appear to be the main cause of delay.

Another area of concern is the difficulty that some YOI's have in meeting sentence planning objectives set as part of the training plan. Plans have focussed on addressing offending behaviour using cognitive behavioural programmes, victim awareness, and appropriate education and employment training. However, case managers routinely report lack of progress in meeting such objectives and that the main alternative is frequently increased gym activities. Resourcing problems in the Institution or the need for revalidation of offending behaviour programmes seem to be the main reasons given. A further concern is the lack of suitable programmes for high risk offenders, particularly those with histories of violence or sexual offences.

A mapping exercise undertaken in the period October - December 2001 indicated that at the point of release only 13% were in full time education, training or employment. However, at the end of the community phase of the sentence this had increased to 58% (Appendix 4 - Table 24a).

Post custody supervision plans generally focus on the risk factors identified by the revised ASSET and can include referral to YOS education workers, the primary mental health worker or the Addaction drugs worker.

When young people transfer back to the community to complete the second half of their sentence there have been difficulties in respect of some young people returning to school, particularly where there are known behavioural problems.

The Leicestershire Careers and Guidance have agreed to nominate an officer to attend all Planning Boards for Leicester City and Leicestershire to improve the employment and training opportunities for young people transferring from custody to the community. The Careers Service Chief Executive will also be liaising with the Northamptonshire Careers Service concerning their input into Onley YOI.

The possibility of developing a letter writing project with the Youth Service as a means of providing young people in custody with ways of keeping in touch with their home areas through sympathetic volunteers is to be explored.

A number of young people have experienced accommodation problems on transfer to the community, a gap that should be addressed by the appointment of an accommodation officer and the development of appropriate accommodation strategies and resources as set out in Measure 12.

The mapping exercise undertaken in relation to October - December 2001 also indicated that 74% of young people were in satisfactory accommodation on transfer to the community. At the conclusion of the community phase of the sentence this had risen to 94% (Appendix 4 - Table 24a).

Years 2002/03 – 2004/05

We need to improve performance in this area and increase the number of training plans drawn up within 10 working days of sentence and therefore further discussion should take place with local YOI facilities. However, as the commissioner of secure placements, the YJB has a particular role and responsibility to ensure that performance of secure providers improves in this respect and that there is full compliance with National Standards.

We need to address the educational needs of young people at the point of transfer to the community more effectively by involving YOS education workers and the Student Support Service earlier in the custodial stage of the sentence. The purpose of which would be to ensure that negotiation takes place with schools or the Student Support Service to enable young people to access appropriate education resources on release.

Further work is required by the YOS to develop more appropriate programmes of work to reduce the risk factors identified by ASSET, particularly cognitive behavioural work aimed at addressing problematic thinking and behaviour.

Links with other Services and Partnerships

Prison Service and private company providers such as Rebound.

Leicestershire Careers and Guidance Service

Youth Service

See also Measure 4 – Use of Secure Facilities

MEASURE ELEVEN: EDUCATION, TRAINING AND EMPLOYMENT

Ensure 90% of young offenders supervised by YOTs are in full time education, training or employment by 2004 (80% by 2003).

Measure Eleven supports National Objective 3, the provision of intervention which tackles the issues that puts a young person at risk of offending.

Year 2001/2002

Education workers in the Service provide follow up work to address educational difficulties or concerns identified by the ASSET assessment. In the period January to December 2001, YOS education staff have followed up approximately 200 cases representing 40% of YOS interventions (final warnings and court orders undertaken by YOS staff).

Findings from an analysis of 34 cases dealt with by YOS education staff are as follows:

Of the 34 cases, 22 were either not on roll, on roll but not attending, or had poor school attendance. Of the remaining 12, 7 were exhibiting behavioural problems in school, 2 needed help to access education on transfer from custody, and 3 needed help with employment and training. In the majority of cases positive outcomes were achieved resulting in either a return to school, or accessing alternative curriculum placements or a programme via the Student Support Service.

Education staff are seconded from the Student Support Service and therefore particularly close links have been developed with the key section of the Education Department which is responsible for supporting schools and young people who are experiencing difficulties in school and who present challenges in relation to their behaviour.

YOS education workers are able to assist Student Support staff in re-integrating young people back into school by focussing their work with young people on the reasons for the problems they have experienced in school. They will also assist the school in finding alternative curriculum placements, supporting the student and monitoring attendance throughout the duration of an order.

Some difficulties have been experienced in delays in re-establishing young people back in school or with the Student Support Service on release from custody and in one or two isolated cases, of schools not being prepared to accept young people. Whilst not always lengthy, delays of any sort can increase risk of re-offending by vulnerable young people.

Years 2002/03 - 2004/05

A mapping exercise was undertaken of all cases open to the Service in the quarter October to December 2001 to identify the proportion of young people in full time education, employment or training at the point at which the intervention ended. The overall rate was 67% indicating a need to improve by 13% by 2003 and by 23% by

2004. Predictably there was some variation amongst the different categories of interventions. For final warnings the rate was 78%, community penalties was 61%, and at the point of transfer from custody to the community it was only 13%, although by the conclusion of the community supervision phase of the order this had risen to 58%.

YOS Education workers, in conjunction with the Student Support Service, will continue to have a key role in respect of assisting young people with educational needs and particularly in ensuring that they have access to full time education, training and employment through the continued use of ASSET. All those scoring 3 or more on ASSET in respect of educational needs will continue to be followed by education staff.

We will also work with the Probation Service and the Learning Skills Council to explore how we might develop Basic Skills work with young people, building on provision already developed by the Probation Service.

We will need to establish improved monitoring arrangements in order to measure progress towards the target. There is overlap with a number of other performance measures where education, training and employment issues are addressed and which should be cross referenced with this Measure, in particular Measures 3 (Final Warnings), 4 (Use of Secure Facilities), 8 (ASSET), and 10 (Detention and Training Orders).

Links with other Services and Partnerships

This is undoubtedly a challenging target, which some might consider aspirational rather than achievable. Certainly it is not a target within the control of the YOS alone and the extent to which it can be achieved will depend on the success of the Partnership as a whole in addressing these key issues.

Work has been undertaken with the two Education authorities (Leicestershire and Rutland) and the two Learning and Skills Councils for Leicestershire and Lincolnshire and Rutland to put in place a protocol to enable this measure to be worked towards. In turn, LSCs need to work with training providers to extend the range of options available to young people, some of whom can present challenges to providers and employers, and who may need more support from YOS if they are to benefit from training programmes than would normally be provided. The YOS is represented on the "In Touch " group, a joint liaison meeting with the LSC and Probation Service to share information and service developments.

The Behaviour Support Plan is the key Education strategy document in relation to this measure. The YOS is represented on the Behaviour Support Plan Steering Group, which oversees the formulation and implementation of the Plan. Key priorities within the Plan include reducing permanent exclusions and to increase tuition for those that are excluded, reducing rates of absence, developing provision for those with emotional and behavioural difficulties and also reducing levels of bullying in all schools and colleges.

The Education Department has now established a model of 20 hours of education provision per week for pupils permanently excluded from school. The Government's target of full time education for such pupils (i.e. 25 hours per week) is expected to be available from September 2002.

The work of the Leicestershire Careers and Guidance Service is also a key element on achieving this target. We have positive collaborative arrangements, including a protocol for the provision of services to young people involved with the YOS. A recent development is the introduction of monthly information sharing meetings between YOS education staff and the Careers Service to improve liaison in respect of individual cases.

We will also undertake some joint work to analyse the baseline figures and their implications for achieving the target in respect of the current numbers of 16/17 year olds in full time employment of training.

The Learning Gateway targeted at young people who need additional help especially in respect of basic skills in accessing employment and training opportunities is provided through the Careers Service and is another important resource for young people involved with YOS.

During the course of 2002/03, the new Connexions Service will start to become operational in Leicestershire and which will have a key role in working towards the target in helping young people make the transition from school to work. This is a very important development as Connexions will have a major role to play in the lives of disaffected young people and young offenders, through helping them access training and employment opportunities.

The new service is intended to achieve greater coherence between services, including the adoption of shared and cross-cutting national targets, one of which is this particular target in Measure Eleven.

We will participate in the development and implementation of the new service through the multi-agency Contact Group and subsequently the Leicestershire Local Management Committee once it is established. The specific contribution by the YOS to Connexions (and vice versa) has yet to be agreed, although initial discussions are underway as part of the development of the Connexions Business Plan. A possible model for further consideration is the secondment of specialist Connexions Personal Advisers to the YOS.

Work will also be undertaken in relation to the introduction of the Connexions assessment tool and how this dovetails with our own assessment tool, ASSET, as well as others such as the children in need assessment framework. The Lincolnshire and Rutland Connexions Service is already operational and we will continue to build on the initial contacts made. (See also Measure 2).

MEASURE TWELVE: ACCOMODATION

Ensure the appointment of a named accommodation officer and that all young people either subject to community interventions or on release from the secure estate have satisfactory accommodation to go to.

Interim targets for meeting the accommodation needs of all young people are as follows:

- 2002/03 - 80%
- 2003/04 - 90%
- 2004/05 - 100%

Measure Twelve supports National Objective 3, the provision of intervention that tackles the issues that puts a young person at risk of offending.

Year 2001/2002

A partnership arrangement with Social Services for the provision of a joint Accommodation Officer has been agreed and an appointment will be made early in 2002. The post will be funded partly by Social Services and partly through the YJB general grant. This will also strengthen links with Social Services regarding the co-operative arrangements envisaged by the Leaving Care Act.

Because of the degree of overlap with care leavers and young offenders the post will be located managerially in the Leaving Care Team and supervised by the Leaving Care Team Manager. The YOS will provide a link manager to ensure that there is appropriate oversight and support for the YOS element of the post.

Generally, the provision made by Social Services for foster and residential placements is good. Young people remanded to the care of the local authority will always be accommodated locally. Young people who present significant challenges in management of their behaviour may be placed out of area but only when local provision has not worked. Generally these are young people who have been looked after for some time and not simply as a result of offending.

The postholder will undertake a thorough examination of the accommodation needs of young people known to the Youth Offending Service and the housing and accommodation options currently available. He/she will also identify gaps in housing and accommodation provision and work with relevant providers to meet these gaps. However, one of the difficulties facing two tier authorities is the number of housing authorities. In the case of Leicestershire and Rutland there are eight which exacerbates the problems of meeting the needs of young people appropriately and ensuring a consistent response across the YOS area.

A particularly important element of the responsibilities of the post will be to respond to referrals from case managers to find appropriate placements for young people in need of accommodation, whether in an emergency or on a more planned basis.

There are limited opportunities for young people to secure tenancies in their own right and referrals have been made to local authority housing, housing associations and other voluntary sector housing organisations locally. More provision is undoubtedly needed, the extent of which will be informed by the mapping exercise to be undertaken.

A draft protocol between Social Services and the District Housing Authorities has been drawn up to cover the accommodation needs of young people leaving care and work is also being undertaken by Social Services with Charnwood Borough Council to agree a protocol for 16/17 year olds. We will use these protocols as models to develop a specific youth offending housing need protocol.

A mapping exercise was undertaken covering the period October - December 2001. The overall percentage of young people in satisfactory accommodation was 94%, well above the 80% target for 2002/03 (Appendix 4 - Table 24a). However, in respect of young people transferring from custody to the community phase of the order, a proportion was only 75%, only slightly below the initial target of 80%. A 25% increase is required to meet the 100% target by 2005.

Years 2002/03 - 2004/05

The accommodation strategy to be developed includes the following elements:

- appointment of joint accommodation officer.
- mapping exercise to identify needs, available resources and gaps to be filled.
- Referrals to be made to accommodation officer of all cases scoring 3 or more on Asset in relation to living arrangements and appropriate monitoring arrangements to be put in place.
- Development of existing programmes to enhance independent living skills of young people.
- Further development of a joint strategic approach with Social Services to meeting the accommodation needs of all vulnerable young people. As part of this strategic approach, links to be developed with all appropriate housing and accommodation providers and protocols for 16/17 year olds drawn up and agreed.
- Develop links with Supporting People Programme.
- Monitor the extent to which Asset scores for living arrangements are improved as a result of the above measures.

Links with other Services and Partnerships

Apart from the links with social services in terms of the joint post, local authority housing departments, voluntary sector providers set out above, a particularly important link to be developed is with the new Supporting People Programme currently in the early stages of implementation. The YOS is represented on the Supporting People Core Strategy Group and will participate in developing the strategic framework aimed at meeting the housing and accommodation needs of vulnerable groups of people and particularly the needs of young offenders.

MEASURE THIRTEEN: MENTAL HEALTH

All young people, by 2004, who are assessed by ASSET (and once available from September 2002 using the Mental Health Assessment tool), as manifesting:

- **acute mental health difficulties to be referred by the YOS to the Child and Adolescent Mental Health Service (CAMHS) for a formal assessment commenced within 5 working days of the receipt of the referral with a view to their accessing a tier three service or other appropriate CAMHS tier service based on this assessment;**
- **non acute mental health concerns should be referred by the YOS for an assessment, and engagement by the appropriate CAMHS tier (1-3) service commenced within 15 working days.**

Measure Thirteen supports national Objective 3, the provision of intervention that tackle the issues that put a young person at risk of offending.

The Health contribution to the YOS includes the secondment of a Primary Mental Health Worker from CAMHS to the Service. This arrangement is part of a CAMHS Young Persons Team covering both young offenders and looked after children across Leicestershire, Rutland and Leicester City.

Included in the Young Persons Team is a child psychiatrist, clinical psychologists, primary mental health workers for both the 2 YOTs and for looked after children, along with a senior PMHT providing clinical supervision and project management. Although the PMHT is based full time in the YOS, being part of the wider Young Person's Team also enables access to the services, knowledge and experience of the whole group as well as the wider CAMHS service.

There are strong links with the Greenwood Institute of Child Health, University of Leicester with the Professor of Child and Adolescent Psychiatry from the Greenwood Institute providing consultant psychiatrist input into the Team. The Leicestershire and Rutland CAMHS service has also recently won Beacon status as a centre of excellence.

An evaluation by the Greenwood Institute (funded by the Youth Justice Board) of the role of the Primary Mental Health Worker in the Service was published in February 2002 (Callaghan, Young and Vostanis). The preliminary findings concluded that assessment of this new service model was encouraging, indicating a satisfactory partnership between both the two YOTs involved (Leicester City and Leicestershire) and CAMHS, with PMHWs providing a key bridging role, thus ensuring that young people access the services most appropriate for their needs.

As a result of these arrangements we are therefore already achieving the target for mental health as set out in Measure 13. The Primary Mental Health worker seconded to the YOS is qualified to undertake the required assessment for all four tiers of service and has been following up ASSET assessments as envisaged in the Measure since his appointment to the Service in the early part of the year 2000.

From January to December 2001, 60 non acute clinical assessments were carried out within the target timescales. In addition, 3 acute referrals were made and assessments also undertaken within the target timescales (Appendix 4 - Table 24a). Where appropriate, Tier One or Two level treatment will be provided directly by the PMHW. In other cases Tier Three or Four services will be sought from either the Young Persons Team or the wider CAMHS service.

As well as formal clinical assessments, the Primary Mental Health Worker is available to provide informal consultation to all YOS staff on cases where there are lower spectrum mental health difficulties. In addition, the worker assists in the delivery of training both to YOS staff and Social Services staff to improve the identification of mental health needs and to increase understanding of CAMHS or other community based health services.

During the course of 2002, a second PMHW will be appointed, funded partly by the Health Authority and also through the YJB general grant, which will further reduce the period from ASSET assessment to formal mental health assessment and the provision of CAMHS services.

SECTION TWO

THE MANAGEMENT AND THE RESOURCING OF THE YOUTH OFFENDING SERVICE

SECTION TWO: THE MANAGEMENT AND THE RESOURCING OF THE YOUTH OFFENDING SERVICE

Management, Structural and Staffing Arrangements for the Youth Offending Service

Youth Offending Services Management Board

The Leicestershire Youth Offending Services Management Board (Steering Group) oversees the work of the Service and provides the main reporting line for the Youth Offending Services Manager. The Management Board is chaired by the Chief Executive of the County Council who continues to take a close personal interest in the development of the Service. The Board will be receiving quarterly reports on the progress made towards the objectives and targets included in the thirteen performance measures set out in Section One.

The Chief Executive's assessment as to the performance of the Management Board with respect to the management and development of both the partnership and youth justice services in Leicestershire and Rutland is as follows:

"I believe that the Management Board has continued to make significant progress during the course of 2001/02. Previous difficulties in relation to the financial contributions of agencies appear to have been successfully resolved and a longer term formula has been agreed. Board members continue to work well together and new members have brought a positive approach which augurs well for the future. Commendation of last year's Plan is indicative of the positive partnership which has developed over the last three years and also reflects very creditably on the work of the Youth Offending Services Manager. The YJB has set challenging and demanding targets for the next three years but I believe that as a partnership the Management Board is well placed to ensure the delivery of these targets."

Membership of the Management Board

NAME	AGENCY REPRESENTED	POST HELD IN AGENCY	ETHNICITY	GENDER
J. Sinnott (Chair)	Leicestershire County Council	Chief Executive	White	Male
T. Harrop	Social Services	Director	White	Male
L. Jones	Probation Service	Chief Officer	White	Female
J. Strong	Education	Director	White	Female
A. Foster	Health Authority	Strategy Manager	White	Male
P. Gibson	Leicestershire Constabulary	Chief Superintendent	White	Male
M. Tildesley	Magistrates' Courts Committee	Justices' Chief Executive	White	Male

Line Management of the Head of Youth Offending Service

NAME	AGENCY	POST HELD IN AGENCY	ETHNICITY	GENDER
J. Sinnott	Leicestershire County Council	Chief Executive	White	Male

Professional Support and Guidance also provided through Assistant Director in Social Services

Partnership Links

Good strategic links have been made with a range of other partnerships, primarily through the involvement of the Youth Offending Services Manager, although not exclusively. For example, the Director of Education chairs the Leicestershire Drug and Alcohol Action Team (DAAT) and is also a member of the Youth Offending Services Management Board. The Youth Offending Services Manager is also a member of the Leicestershire DAAT and is represented on the Rutland DAAT.

Other key links include membership by the Youth Offending Services Manager of the Leicestershire and Rutland Criminal Justice Strategy Committee, the Leicestershire Partnership for Safer Communities, the Children's Services Strategic Partnership (and Children's Fund Subgroup), the Education Behaviour Support Plan Steering Group, as well as the Connexions Contact Group. He also attends the Social Services Department's Children's Services Management Team.

The Leicestershire Partnership for Safer Communities is the overarching co-ordinating body for all the crime and disorder partnerships in Leicester, Leicestershire and Rutland. The Partnership has endorsed the development of a youth crime prevention strategy, which is still work in progress. At the same time a cross cutting Best Value Review of Crime and Disorder Partnerships across Leicestershire and Rutland is underway, with one of its key countywide themes being youth crime prevention.

Diversity and Representation

Membership of the Youth Offending Service Management Board does not include any ethnic minority representation but Leicestershire and Rutland have very small ethnic minority populations with only 4.5% from a minority ethnic background. Staff membership, however, includes significant numbers of those from a minority ethnic background as can be seen in Appendix 3 - Table 25.

The Management and Structural Arrangements for the Service

Since the last Plan was published a number of changes have been made to the structural and staffing arrangements of the Service. A structure chart can be found in Appendix 3. The overall management of the Service has been considerably strengthened with the introduction of a third Team Manager and also a Planning and Policy Officer. In addition to responsibilities for producing the Youth Justice Plan, he has a brief to assist the development of evidence based practice, as well as having management oversight of the joint Social Services / YOS accommodation officer.

The Service remains organised on a geographically distributed specialist basis so that services are provided both geographically and functionally. The geographical teams, based in Hinckley and in Thurmaston, cover the north and south of the county, focussing primarily on court work, community penalties and custodial sentences. The service to Rutland is also provided from the Thurmaston office, as well as a countywide bail supervision project.

The two geographical Teams include staff from Social Services and Probation who act as case managers. Specialist staff in each of the Teams includes an education worker, a primary mental health worker and a drugs worker. The roles of the education and health workers are described in more detail in the sections on Measures 11 and 13, whilst the work of the drugs workers is referred to in Measures 1 and 8. Essentially, specialist workers in the Service provide specialist assessment and intervention related to their professional background, rather than generic case management responsibilities.

A third team has been now been established as an Early Intervention Team covering the whole of the county. Its remit includes final warning assessments and associated change programmes, the new referral orders and management of youth offender panels, as well as restorative justice and reparation work. Included in the Team are Police officers, who are largely involved in final warning assessment and victim contact work; the new Restorative Justice Development Officer, a senior practitioner who also supervises the Reparation staff and whose role is described in more detail in Measures 5 and 6; and a Referral Order practitioner.

The Team Manager acts as the Referral Order Co-ordinator and also supervises staff in the Leicester, Leicestershire and Rutland Volunteer Interventions Team. This is a joint project with Leicester City providing interventions, including mentoring, in support of Final Warnings. The project recruits, trains and supports volunteers to deliver the programmes.

Each of the operational managers has a lead role in relation to different service areas, such as parenting work, educational issues, accommodation needs, custodial sentences, bail and remand services, restorative justice, health liaison, drugs work etc.

The core youth justice services are provided directly by the Youth Offending Service, although a small proportion of interventions is contracted out to the voluntary sector, including the delivery of a programme aimed at reducing vehicle crime.

Staffing of the Youth Offending Service

Significant additional funding from the Youth Justice Board has enabled a number of new staff to be appointed to assist in meeting the demands arising from the thirteen performance measures. These include the planning and policy officer, the restorative justice development officer, an accommodation officer, two drugs workers, a number of additional youth justice practitioners and a second primary mental health worker, as well as additional administrative support staff.

Overall, the staff group is both experienced and, given the multi-agency nature, there is an excellent skill mix. Building on our existing staff group, we have been able to recruit

experienced, qualified youth justice practitioners to the additional posts. However, by also recruiting unqualified and sessional workers we have been able to bring in staff with youth work and other relevant social care backgrounds who have particular skills in engaging with young people. We are also well placed in terms of meeting the needs of black young people with 30% of practitioner staff being either Black or Asian British (Appendix 3 - Table 25).

Nonetheless, the challenges posed by the 13 Performance Measures are significant with additional training and staff development implications if we are to achieve the objectives and targets. To that end we have developed a training plan aimed at developing skills in order to enhance performance against the 13 Measures.

The training plan covers topics such as risk assessment and management of high risk young people (Professor Hazel Kemshall - De Montfort University), Asset and supervision planning (Midlands Probation Training Unit), restorative justice and victim issues within the referral order process (Greater Manchester Youth Justice Trust).

In relation to the delivery of specific programmes, training will be provided in respect of the Understanding Anger programme and "Joe Blagg" a burglary related offending programme (Theatre in Prison and Probation - Manchester University).

Other areas such as motivational interviewing, pro social modelling and cognitive behavioural methods have yet to be commissioned but will be in the course of 2002/03.

It has taken some time to recruit to the new posts provided through the additional Youth Justice Board funding and we are slowly beginning to realise the benefit. Over the course of 2003/03 the full benefit should become more apparent in terms of achieving the Measures. However, the additional demands are considerable and come on top of already increasing workloads.

There has been an overall increase of 18% in the workload of the Service from 2000 to 2001. (The 2000 data was based on a 9-month period and the comparisons with 2001 are therefore based on a projection for 12 months for 2000.)

YOS Intervention	2000	2001	% age change
Final Warnings, Assessments and Interventions	245	324	+ 32%
Bail Supervision, Remands to Local Authority Accommodation, Court Reports	376	388	+3%
Community Penalties (incl. Reparation Orders) with YOS Intervention	180	222	+23%
Custodial Sentences	36	56	+56%
Total	837	990	+18%

However, if only the interventions directly provided by the Youth Offending Service are included (i.e. final warnings with intervention, community penalties and detention and training orders) the increase in workload rises to 41%.

YOS Intervention	2000	2001	% age change
Final Warning + Intervention	69	123	+78%
Community Penalties	180	222	+23%
Detention and Training Orders	36	56	+56%
TOTAL	285	401	+41%

Budget for the Youth Offending Service

Funding for the Youth Offending Service comes principally from the statutory partner agencies - Leicestershire County Council, the National Probation Service (Leicestershire and Rutland Area), Leicestershire Constabulary and Leicestershire Health Authority. The County Council remains the major source of funding and resources through the Social Services, Education and Chief Executive's Departments. A service agreement has been entered into with Rutland County Council to provide their youth offending service for which funding is also received.

The Youth Offending Service budget for 2002/2003 has been agreed by the partner agencies, including a longer term funding formula for the contribution to the pooled budget to be made by each agency. Table 27 sets out the overall YOS budget and the agency contributions, which remain a mix of seconded staff and cash. Excluding payment in kind (see Table 27 note below), Youth Justice Board grants and Rutland funding, the percentage contributions are as follows (2001/02 figs in brackets):

- Social Services - 47% (45%)
- Probation - 15% (14%)
- Police - 11% (13%)
- Education - 10% (10%)
- Chief Executive's - 9% (9%)
- Health - 8% (8%)

Table 27b sets out the pooled budget contributions. The revised pooled budget formula has resulted in adjustments in the percentage contribution made by each agency as follows (2001/02 figs in brackets):

- Social Services - 35% (35%)
- Probation - 16% (13%)
- Police - 11% (13%)
- Education - 10% (9%)
- Chief Executive's - 20% (20%)
- Health - 8% (10%)

However, as the pooled budget has increased by £56,180 from £429,610 to £485,790 due to inflation, growth of £35,150 for increased ICT costs, and other budget adjustments, the actual cash contribution from agencies does not necessarily reflect the percentage changes. For example the Social Services cash contribution has increased by £20,950 to £170,030, the Chief Executive's has increased from £86,350 to £98,750, and Education from £39,520 to £48,580, even though their percentage contributions remain the same. Other agencies such as the Police and Health are net beneficiaries with a reduction in contributions of £2,410 and £4,100 respectively.

The overall budget in Table 27, excluding payments in kind, YJB grants and the Rutland contribution, has increased by £146,990 from £964,440 to £1,111,430. This includes meeting the full costs of services and projects previously part funded by the YJB Development Fund, namely the Bail Supervision Team and the joint Mentoring Project with Leicester City. Social Services overall contribution has increased the most from

£435,470 to £519,820 but which includes pick up costs for the Bail Supervision team. Probation has increased from £137,960 to £163,500; the Chief Executive's from £86,350 to £97,270; Education from £100,030 to £110,990 and Health from £79,010 to £94,550 (largely as a result of increased staffing). The Police are actually a net beneficiary with a small reduction in contribution of £320.

The spend per head of the total 10-17 years population of 60,525 young people in Leicestershire on youth justice services provided by the YOS is £18.36. However, the spend per head does not include services provided in kind by agencies. For each agency, the spend per head is as follows:

- Social Services - £8.59
- Probation - £2.70
- Police - £2.07
- Education - £1.83
- Chief Executive's - £1.60
- Health - £1.56

In relation to the youth offending population of 1157 young people usually resident in Leicestershire and Rutland, the spend per head is £961 (excluding payments in kind). Spend per agency is as follows:

- Social Services - £449.28
- Probation - £141.31
- Police - £108.30
- Education - £95.93
- Chief Executive's - £84.07
- Health - £81.72

During 2001/2002, the Youth Justice Board has significantly increased its direct grant funding to Youth Offending Teams in order to assist YOTs meet the targets and objectives set out in the 13 Performance Measures found in Section One. Funding is guaranteed until March 2004, although any continued funding thereafter is dependent on the outcome of the Government's next Comprehensive Spending Review. Leicestershire and Rutland have benefited from a total grant allocation for 2002/03 of £396,053. However, £71,232 is ring fenced for implementation of Referral Orders and £75,643 for drugs work.

Significant growth has not been included in the budget for 2002/03 in addition to the YJB grants other than inflation and some additional ICT costs of £35,150. Clearly the YJB grants represent significant additional resources, although it has to be said that the performance measures set out in Section One include very demanding targets.

The implementation of Referral Orders from 1 April 2002 also presents a major challenge and although a grant of £71,232 has been provided by the YJB, the majority of this money will be required to fund the establishment, recruitment and maintenance of the new Youth Offender Panels. We estimate that some 200 Referral Orders will be made in Leicestershire and Rutland per year. Whilst guidance from the YJB suggests that 50% of Referral Orders will substitute existing orders, an additional 100

interventions will need to be provided as part of these radical new arrangements and we have some concern as to whether these additional demands are adequately resourced.

Table 26 sets out an estimation of the spending nominally allocated to the different stages of the youth justice system. It has to be said that this is based on a rather basic methodology and a more accurate workload measurement system needs to be developed using YJB's own initial work in this area. It has not been possible to complete such an exercise for this Plan.

Table 26: Services Planned for the Financial Year 2002/03

Core Activity	Service Provider if not solely the YOS	Total Budget/Projected Cost to the YOS
Preventive Services		39,010
PACE Services	(50% provided by Social Services EDT)	39,010
Pre Court		405,663
Court Based Services		210,630
Remand Services	Plus remand placements from SSD	171,630
Community Based Disposals	Probation Service*	507,080
Through care/After care		171,630
Other Orders (Table 14)		15,600

**Plus Provision of Community Punishment Orders and Community Punishment & Rehabilitation Orders*

Table 27 : Youth Offending Team Budget 2002/03 - Sources

Agency	Staffing Costs	Payments In Kind - Revenue*	Other Delegated Funds	Total
Police	71,860		53,440	125,300
Probation	80,050		83,450	163,500
Social Services	295,540		224,280	519,820
Education	62,410		48,580	110,990
Health	55,690		38,860	94,550
Local Authority Chief Executive.	0		97,270	97,270
Additional Funding (Table 27a)			448,823	448,823
Total	565,550		994,703	1,560,253

*The YJB guidance is not clear as to what payments in kind should be included except that the cost of Community Punishment and Community Punishment and Rehabilitation Orders provided by Probation should be included in Table 27. However, this is potentially misleading as these costs are not currently included in the overall YOS budget and it is likely that all payments in kind will be interpreted differently across the country. In view of this we have kept payments in kind out of Table 27 but set out below is a schedule of payments in kind, some actual and some estimated, made by agencies towards youth justice services in Leicestershire.

Police - £30,900

Probation Service - £171,772 (cost of Community Punishment = £123,621 based on 89 orders at a cost of £1389 per order (Performance Inspection Programme 2000 + 3% inflation))

Social Services - £174,500 (remand placements)

Education - £108,150

Health - £47,000 (ring fenced CAMHS services)

NB The County Council has not included any overhead or management costs eg personnel or financial services in its contribution to the YOS.

Table 27a : Additional Sources Of Income

Additional Source	Amount (£k)
Youth Justice Board Funding	396,053
Rutland County Council	52,770
Total (for inclusion in Table 27)	448,823

Table 27b : Pooled Budget

Agency Contributing	Amount (£k)
Police	53,440
Probation Service	76,130
Social Services	170,030
Education	48,580
Health Service	38,860
LA Chief Executive	98,750
Total	485,790

The Plan covers the period 2002/03 to 2004/05 and set out below are projections for Years Two and Three, taking into account inflation but not growth to meet additional demands or expenditure. Payments in kind are also excluded. N.B. the YJB grant is only guaranteed until March 2004 and therefore is not included in the 2004/05 budget projection.

Table 27 : Youth Offending Team Budget 2003/04 - Sources

Agency	Staffing Costs	Payments In Kind - Revenue	Other Delegated Funds	Total
Police	74,380		55,060	129,440
Probation	82,850		86,120	168,970
Social Services	305,880		231,340	537,220
Education	64,590		50,060	114,650
Health	57,640		40,040	97,680
Local Authority Chief Executive.	0		125,445	125,445
Additional Funding (Rutland and YJB Grants)	0		450,663	450,663
Total	585,340		1,038,728	1,624,068

Table 27 : Youth Offending Team Budget 2004/05 - Sources

Agency	Staffing Costs	Payments In Kind - Revenue	Other Delegated Funds	Total
Police	76,980		56,740	133,720
Probation	85,750		88,870	174,620
Social Services	316,590		238,640	555,230
Education	66,850		51,580	118,430
Health	59,660		41,260	100,920
Local Authority Chief Executive.	0		129,265	129,265
Additional Funding (Rutland C.C.)			56,520	56,520
Total	605,830		662,875	1,268,705