

# Leicestershire Youth Offending Service Youth Justice Plan 2008/09

July 2008

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## Glossary

ADHD	Attention Deficit Hyperactive Disorder	IT	Information Technology
APA	Annual Performance Assessment	JAR	Joint Area Review
APIS	Assessment, Planning, Intervention and Supervision	KPI	Key Performance Indicator
ASSET	Standard Youth Offending Team assessment tool	LAA	Local Area Agreement
ASB	Anti-Social Behaviour	LCJB	Local Criminal Justice Board
ASBO	Anti-Social Behaviour Order	LSC	Learning Skills Council
AYM	Association of YOT Managers	LSCB	Local Safeguarding Children's Board
BME	Black Minority Ethnic	MAPPA	Multi-agency Public Protection Arrangements
CA	Corporate Performance Assessment	NI	National Indicator
CAMHS	Child and Adolescent Mental Health Service	NQF	National Qualification Framework
CDRP	Crime and Disorder Reduction Partnership	NVQ	National Vocational Qualification
CJSSS	Criminal Justice: Simple, Speedy, Summary	ONSET	Standard Prevention assessment tool
CPN	Community Psychiatric Nurse	OU	Open University
CYPS	Children and Young People's Service	PACE	Police And Criminal Evidence
DAAT	Drug and Alcohol Action Team	PCEP	Professional Certificate in Effective Practice
DCSF	Department for Children Schools and Families	PCT	Primary Care Trust
DTO	Detention and Training Order	PDR	Performance Development Review
EDT	Emergency Duty Team	PPO	Prolific and Other Priority Offender
EET	Education Employment or Training	PSR	Pre-Sentence Report
EIA	Equality	PYO	Persistent Young Offender
EO	Education Officer	ROCIC	Reducing Re-offending by Children in Care
EPQA	Effective Practice Quality Assurance	SCS	Sustainable Community Strategy
EPUA	Effective Practice Unit Award	SNAP	Survey Software
ETE	Education, Training and Employment	YISP	Youth Inclusion and Support Panel
FTE	First Time Entrants	YJB	Youth Justice Board
HMIP	Her Majesty's Inspectorate of Probation	YOSMB	Youth Offending Service Management Board
ISSP	Intensive Supervision and Surveillance Programme	YOS	Youth Offending Service
ICT	information Communication Technology	YOT	Youth Offending Team
INSET	In Service Training	YRO	Youth Rehabilitation Order

## SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

### A1 What are the strategic aims and priorities of the Youth Justice System in England and Wales?

The Youth Justice Board 2008-11 strategic aims are to:

- prevent offending
- reduce re-offending
- ensure the safe and effective use of custody
- increase victim and public confidence

### A2 What are the strategic aims and priorities of the local Youth Justice System (the story of place)?

Leicestershire Youth Offending Service provides services to both Leicestershire and Rutland. The Youth Offending Service (YOS) is located in Youth Justice and Safer Communities, which is part of the Chief Executive's department of Leicestershire County Council and the Management Board is chaired by the Chief Executive of the County Council. The high levels of partnership representation on the Board and good working relationships with all partners are critical to the success of the YOS. The YOS and its partners' ability to deliver effective partnership working is reflected in the Leicestershire's Joint Area Review (JAR) and Corporate Assessment (CA). The CA considered "partnership working to deliver reduced youth crime and reduced fear of crime is successful" and the JAR found that "Effective action is taken to prevent offending and to reduce re-offending" and that "engagement activities with young people are resulting in a reduction in offending behaviour". The JAR also commented that: "There are strong partnerships at both the strategic and operational levels underpinned by strong leadership and management at all levels. The ambition, prioritisation and the capacity of the partnership are excellent". The HMI Probation Inspector who inspected the YOS in 2007 as part of the JAR commented that: "the picture in this YOS is overwhelmingly positive". This ensures that the YOS is well placed to manage the challenges presented and to work effectively with partners to overcome barriers to achieving its objectives.

Our local strategic aims and priorities are presented in this plan. Leicestershire and Rutland's Sustainable Community Strategies (SCSs) and Local Area Agreements (LAAs) identify priority outcomes for 2008–11. Two of Rutland's key priorities are to tackle anti-social behaviour and to reduce the number of entrants into the youth justice system; Rutland's LAA has several anti-social behaviour indicators to which the YOS will contribute. Leicestershire's LAA includes National Indicator 19 (Rate of proven re-offending by young offenders) as one of its priority indicators. A delivery plan will be produced to achieve this target and performance will be reported to the Leicestershire Safer Communities Strategy Board. Leicester, Leicestershire and Rutland Reducing Re-offending Board is also producing a sub-regional Reducing Re-offending Strategy. Other LAA priority indicators reflect YOS priorities and will contribute to YOS effectiveness, particularly those relating to accommodation for vulnerable people, Education Employment and Training, anti-social behaviour, substance misuse by young people and emotional health of children. We will continue to focus on preventing offending by the further development of our excellent prevention arrangements in conjunction with our work with police colleagues to continue to reduce first time entrants to the Youth Justice System, a target also owned by the Local Criminal Justice Board. The Youth Crime Prevention Strategy is attached as an appendix to this plan.

The YOS Management Board (YOSMB) meets 5 times a year. The Board is aware of the YJB Performance Management Framework and uses it to scrutinise the performance of the YOS 4 times a year. Careful attention is paid to the whole framework by looking at Key Performance Indicators (KPIs), National Standards, Effective Practice Quality Audits (EPQA) and Recidivism. The benchmarking of performance against the YOS family group, regional and national comparators also forms part of the scrutiny process. The Management Board has an expectation that performance will be high, will compare well against benchmark indicators and will have a clear

focus on performance improvement. The Board also receives reports on the quality of practice and participation. The Board has received reports during 2007/08 Intensive Supervision and Surveillance Programme (ISSP), Prolific and Priority Offenders (PPO), Prevention, Practice improvement, Workforce Development, Education Employment or Training (EET) and Accommodation, in addition to regular performance reports. The YOSMB receives any serious incident reports and related action plans.

The Management Board is committed to ongoing improvements in YOS effectiveness and its central role within partnerships that aim to create safer communities and improve the well-being of young people across Leicestershire and Rutland. The YOS engages with the Local Criminal Justice Board (LCJB), Crime and Disorder Reduction Partnerships (CDRPs), the Leicester Leicestershire and Rutland Reducing Re-offending Board, the Leicestershire Safer Communities Strategy Board, Leicestershire and Rutland Drug and Alcohol Action Team (DAAT) Boards, the Multi-Agency Public Protection Arrangements (MAPPA), the Leicestershire Children and Young People's Board, the Connexions Board, the Rutland Children and Young People's Executive Board and the Local Safeguarding Children's Board (LSCB), to ensure its full contribution to local criminal justice services and to Every Child Matters. YOS targets are incorporated into Leicestershire County Council's Community Safety Plan, Leicestershire Safer Communities Agreement 2008-11, Leicestershire Medium Term Corporate Strategy, Rutland Community Safety Plans, and the Leicestershire and Rutland Children and Young People's Plans. Performance of the YOS has contributed positively to the assessment of the overall performance for Leicestershire via the Annual Performance Assessment (APA), Comprehensive Performance Assessment (CA) and, this year, the Joint Area Review (JAR). The YOS plays a key role in delivering the existing Leicestershire and Rutland Local Area Agreements (LAA) and, as indicated above, will make a key contribution to the reducing re-offending outcome in the new Leicestershire LAA and also contribute to other LAA outcomes for Leicestershire and Rutland.

**The vision of Leicestershire Youth Offending Service's Management Board is that it**

“Commits to work in partnership, sharing responsibilities and providing the necessary resources, to provide effective strategic oversight and direction to the Leicestershire Youth Offending Service. Its direction will ensure that the YOS is a high performing organisation that uses the principle of effective practice to provide high quality services to children, young people and their families, with the principal aim of preventing and reducing offending, thereby making a significant contribution to safer communities”.

**The Board is committed to achieving this vision by:**

“Ensuring the co-operation of the mainstream services of the partner agencies through, adequate resourcing, joint planning, shared objectives and a commitment to work together to achieve better outcomes for children and young people.”

**Achievements for 2007/08**

**Leicestershire Overall Performance Summary  
(2007/08)**

	<b>YJB Performance Rating (5 highest)</b>	<b>Leicestershire</b>	<b>Family Group</b>	<b>Regional (East Midlands)</b>	<b>National</b>
<b>Overall Performance</b>	Level 4	78.5%	72.4%	72.3%	68.2%
<b>KPI Performance</b>	Level 4	87.5%	79.5%	80.2%	74.1%
<b>N Standards Compliance</b>	Level 5	87.7%	80.2%	81.2%	75.9%
<b>EPQA Performance</b>	Level 5	94.2%	79.2%	78.4%	78.4%
<b>Re-offending Performance</b>	Level 2	53.3%	63.2%	58.9%	56.6%

- Achieved YJB Level 4 performance, the 11<sup>th</sup> highest performance overall nationally.
- First Time Entrants (FTEs) were reduced by 29.7%, compared with the 2005/06 baseline, and significantly exceeding the YJB and Leicestershire's LAA reduction targets of 5%.
- Achieved Effective Practice Quality Audit (EPQA) maximum score of 3 for Prevention, Intensive Supervision and Surveillance Programme (ISSP), Mental Health, Substance Misuse, Resettlement and Remand Management during 2007/08.
- Established Restorative Approaches in schools as part of the Safer Schools Strategy and within Children's Homes as part of the Reducing Offending by Children in Care Plan.
- Prevention and Basic Skills work were short listed for their contributions to Tackling Youth Crime in the annual national Criminal Justice Awards.
- Received Local Criminal Justice awards for Basic Skills and First Time Entrants.
- Joint Beacon award led by Leicester City in conjunction with Leicestershire County Council, Leicestershire and Rutland Probation Trust, Melton Borough Council, Oadby and Wigston Borough Council and Hinckley and Bosworth Borough Council for reducing re-offending.

## SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

### B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.

#### Financial

Leicestershire YOS compares well against YJB 2007/08 comparative data for cost per disposal. The cost per disposal (£2811) was lower than family group (£3177), regional (£3137) and national (£3276) comparators. The comparison between cost per disposal and overall performance indicates that the YOS delivers a high level of performance for a comparatively low cost.

The Youth Offending Service Management Board (YOSMB) has maintained the level of funding by providing a 4.3% increase to meet budgetary requirements for 2008/09. However, a turnover saving of £39.7k on predicted costs will be required, which is to be met through managed vacancies. The efficiency savings requirements for 2009/10 to 2010/11 will put increasing pressures on the YOS. Planning to achieve the required savings has begun and will continue with a view to minimising risks to service delivery. The removal of EDT cover for out of hours Appropriate Adult and Bank Holiday Court cover during 2008/09 is likely to result in additional costs of £22.5K per year.

The YOS has previously secured the following additional funding:

- HM Treasury Invest to Save funding of £139K for 2007-10. This was one of only 24 successful bids nationally out of 140 applications and is providing funding for Restorative Justice and Mentoring in Residential Children's Homes.

- Learning and Skills Council (LSC) funding of £40k a year for a part-time EET manager. This will further strength the YOS EET work.

The County Council has invested additional funding of £200k in 2008/09 to fund the IMPACT project, a joint project with the Youth Service to deliver street based youth work in areas identified as anti-social behaviour (ASB) hotspots by the District Councils' Joint Action Groups.

## **Workforce planning**

### **Workforce diversity**

Leicestershire has a Black and Minority Ethnic (BME) population which constitutes 5.1% of the population and 8.7% of the 10 – 17 year old population. 28.4% (29) of the YOS staff group and 29.3% (74) of volunteers are from Black or Minority Ethnic groups. This indicates that the proportion of BME staff and volunteers exceeds the proportion of BME people in the Leicestershire population significantly.

The YOS staff and volunteer group are mostly female 73% (259). Male operational staff constitute 29% (24) of the staff group, which compares with 71.5% of young offenders who are male. The opportunity for male young offenders to work with male role models is limited by the gender imbalance in the staff group. 100% of the administration staff is female.

We do not have reliable data on staff who have disabilities and will be developing this in 2008/09.

### **Qualification Levels**

100% of managers and 35% (30) of operational staff have a professional qualification recognised by the YOS. 38% (32) of operational staff have completed or are in the process of completing one of the YJB's National Qualification framework qualifications.

### **Recruitment and retention issues**

The YOS has managed staff vacancies throughout 2007/08 in order to achieve a £49k budget saving. Fortunately this has not had a significant impact on operational activities. Savings via managed vacancies are expected to be £39.7k in 2008/09 representing 3.24% of the total staff budget.

Suitable skilled operational staff have been available to meet recruitment needs. The retention of staff has not been a major issue. There were difficulties in maintaining the mental health post during the year, but this has now been resolved with the co-operation of partners.

## **Programme Resources**

Leicestershire Youth Offending Service is committed to providing a wide range of programmes which are diverse, match risk factors in ASSET/ONSET<sup>1</sup> and follow the principles of effective practice.

## **Prevention Programmes**

**Youth Inclusion and Support Project (YISP):** Works with young people between the ages of 8 and 16 who are identified as being at risk of offending by

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<sup>1</sup> ASSET and ONSET are assessment tools used by the Youth Offending Services to assess the needs of young people and the factors contributing to the risk of offending or re-offending.

providing interventions to reduce that risk.

**Anti-Social Behaviour (ASB) team:** Works with young people identified as behaving anti-socially. Supports young people who have been made subject to an Acceptable Behaviour Contract or Individual Support Order on a one to one basis. It delivers group work to young people behaving anti-socially in groups.

**IMPACT Project:** The IMPACT Project is a joint project between the Youth Service and Youth Offending Service. The team works with young people in areas identified as ASB hotspots. The Project is street based and works with young people to address their behaviour, identify support needs and signpost them to relevant services

**Parenting:** Supports and delivers one to one and group work packages to parents of young people at risk of offending or re-offending.

### Pre Court Programmes

**Reprimands:** Leicestershire's LAA includes a reward target to reduce re-offending by young people on reprimands. This programme provides interventions for those young people considered to be at highest risk of offending having received their Reprimand.

**Mentoring and Early intervention:** This is a joint scheme with Leicester City. Interventions are delivered by volunteers for young people on Final Warnings, either through mentoring or through specific work to address the young person's needs and risk factors .

### Community Sentences Programmes

**Offending Behaviour Programmes:** The YOS has one-to-one packs which are linked to criminogenic factors in ASSET which are delivered to young people. In addition we have group work programmes on offending behaviour for young people identified as Prolific and other Priority Offenders (PPOs) and other groups of young people.

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

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

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

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

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

**Mental Health:** The YOS has 1.5 Community Psychiatric Nurse (CPN) posts. The CPNs provide screening, assessment and treatment, and access to tier 4 treatment options for young people.

**Primary Health Care:** A generic Public Health Care Nurse facilitates better access to health care for young people on a one-to-one basis and assists case managers by providing information and guidance on health issues with a view to integrating health issues into their work with young people.

**Prolific and other Priority Offenders:** The YOS has developed additional interventions for this group. This group of offenders have priority access to ISSP, Group work, CAMHS and Substance Misuse interventions. Additional provision is available from the Youth Service, Connexions and Attendance Centres and Connexions provide continued intervention once YOS involvement has ended..

**Parenting:** The YOS has a Parenting Co-ordinator and a Parenting Worker, who have developed parenting interventions. Parenting work is delivered in



partnership with the Centre for Fun and Families (who employ a Parenting Co-ordinator funded by Leicestershire County Council) and is part of a multi-agency Family Support Strategy. Volunteers have been trained to deliver interventions to parents of Final Warning cases.

**Education, Employmen or Training:** The YOS has two Education Officers (EOs) and two Connexions Personal Advisors in the team. The EOs provide advice and guidance to staff working with those young people not in full time education. They also assess all YOS young people and deliver EET interventions on an individual basis. The Basic Skills team provides a range of one-to-one and group work Basic Skills programmes in conjunction with training providers. The YOS is an Ecotec Plus Champion site, giving the Basic Skills team and our partners access to excellent Plus learning materials for use with young people. A Learning and Skills Council (LSC) grant has enabled the appointment of an Education Manager.

**Accommodation:** We have reconfigured our resources to increase the Accommodation Officer post to full-time. The Accommodation Officer provides advice to staff, liaises with housing services/providers and also attends Detention and Training Order (DTO) planning/review meetings. The YOS is integrated into the Supporting People Agenda and greater links have been made with accommodation providers. We are working in partnership with the YMCA, Supporting People CYPs and District Councils to improve accommodation provision.

**Domestic Violence:** From September 2008 the YOS will be providing separate group work for girls and boys together with the development of one to one programme work. Mental Health support will also be provided for more in depth work for survivors.

## Information Communication Technology (ICT)

The YOS continues to utilise and remains committed to the use of Information Technology (IT) as an enabler in the delivery of quality services and provision of management information. All staff have access to computers and broadband internet access is available to all users. Training continues to be offered to staff to improve their ability to utilise IT systems. The YOS currently uses the Careworks Raise database, one of two databases available to Youth Offending Services.

The major development in 2007/08 has been the implementation of the Careworks Raise web based database in February 2008. This upgrade provides an improved technological base for the Careworks database and enables improved remote working opportunities and improved management information. The upgrade was delayed for 12 months in order for Careworks to resolve technical issues. Despite the delay the move to the new database has resulted in significant difficulties with the management information components and with some user functionality.

Concerns have been raised with the YJB about the capacity of both Careworks and YOIS databases ability to deliver a product which meets the needs of Youth Offending Services. The YOS has been at the forefront of work with the YJB and the Association of YOT Managers (AYM) to establish a specification of requirements for a youth offending database in an attempt to begin to establish improvement in the products in the medium term. The YOS remains concerned about Careworks ability to deliver a system that is functioning effectively in the next 12 to 18 months.

The YOS has been actively involved in the Wiring up Youth Justice agenda. We now have secure data links with Courts and the Electronic Yellow Envelope. We are also involved with plans for Contact Point and Connectivity (YJB Wiring up Youth Justice project for secure data transfer). We are working with the Police on secure electronic data exchange for Final Warning and Reprimands.

The development of remote working is an important objective for the YOS due to the rural nature of the area. We are working with Leicestershire County Council to use home working and communication hubs for staff to access computer systems around the county as part of the County Council's Work Well Project. These are important developments in enabling staff to work more effectively and efficiently.

**B2 Identify risks to future use of resources and value for money and plans to overcome the risks**

**Identify plans to overcome the risks to future use of resources and value for money**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Future efficiency saving requirements may impact on service delivery and performance	Work with Leicestershire County Council to achieve efficiency savings without loss of service delivery	No impact on service delivery	Head of Service/ Business manager	2010
Loss of EDT cover for Appropriate Adult and Bank Holiday Courts could have an impact on service delivery	Development of new arrangements for Court Cover on Bank Holidays  Commission new Appropriate Adult Service with Leicester City Youth Offending Service	No impact on service delivery	Head of Service	March 2009
The Careworks Case Management database not meeting YOS requirements could result in management data not being available or of poor quality	Work with Association of Youth Offending Service Managers (AYM) and YJB to improve Case Management Systems	A Case Management System that meets YOS requirements	Policy and Performance Manager	Ongoing

**B3 YJB risk to future delivery assessment comments**

<b>B4 Youth Offending Team budget sources for the financial year 2008/09</b>				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	88,280		89,320	177,600
Probation	112,770	126,137	81,546	320,453
Health	68,190		48,353	116,543
Local Authority	433,220		927,259	1,360,479
YJB			743,504	743,504
Other			245,551	245,551
<b>Total</b>	<b>702,460</b>	<b>126,137</b>	<b>2,135,533</b>	<b>2,964,130</b>

<b>B5 Services planned for the financial year 2008/09</b>		
Core Activity	Total Budget (£)	Any Comments
Preventive services	646,789	
PACE	59,419	
Pre-Court	427,816	
Remand	261,443	
Court	332,749	
Community	950,704	
Custody	261,443	
Miscellaneous	23,767	
Other		

<b>B6 Staff in the Youth Offending Team (by headcount)</b>											
	<b>Managers Strategic</b>	<b>Managers Operational</b>	<b>Senior practitioners (FT)</b>	<b>Senior practitioners (PT)</b>	<b>Practitioners (FT)</b>	<b>Practitioners (PT)</b>	<b>Administrative</b>	<b>Sessional</b>	<b>Students trainees</b>	<b>Volunteer</b>	<b>Total</b>
Permanent	1	7	8		33	4	20			252	325
Fixed Term					2						2
Social Care					9	2					11
Probation					4						4
Police					2						2
Health					1	1					2
Education					2						2
Connexions					2						2
Other						1					1
Outsourced											
Temporary					2	1					3
Vacant					2	1					3
<b>TOTAL</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>59</b>	<b>10</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>252</b>	<b>357</b>

<b>B7 Staff in the Youth Offending Team by gender and ethnicity</b>											
	<b>Managers Strategic</b>	<b>Managers Operational</b>	<b>Senior practitioners (FT)</b>	<b>Senior practitioners (PT)</b>	<b>Practitioners (FT)</b>	<b>Practitioners (PT)</b>	<b>Administrative</b>	<b>Sessional</b>	<b>Students/trainees</b>	<b>Volunteer</b>	<b>Total</b>
Gender/Ethnicity											
White Male		1			8	2				42	53
Black Male		1	1		3					5	10
Asian Male		1	1		5	1				7	15
Mixed Race Male											
Chinese/Other Male										17	17
White Female	1	3	6		27	6	19			136	198
Black Female					7					13	20
Asian Female		1			6		1			15	23
Mixed Race Female					1					4	5
Chinese/Other Female										13	13
<b>TOTAL</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>57</b>	<b>9</b>	<b>20</b>		<b>0</b>	<b>252</b>	<b>354</b>
Welsh Speakers											

## SECTION C1 – FIRST-TIME ENTRANTS

### C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing any disproportionality including children and young people from Black and Minority Ethnic (BME) backgrounds

	Target	Leicestershire	Family Group	Region East Midlands	National
% Reduction in First Timers 2007/08	<-5%	-26.2%	-13.8%	-25.9%	-14.4%

Leicestershire Youth Offending Service's Prevention Services are fully integrated with Leicestershire and Rutland Community Safety and Children and Young People's agendas. The YOS Prevention Strategy is aligned with the Leicestershire Sustainable Communities Strategy (SCS), the Leicestershire and Rutland LAAs, the National Respect Action Plan, District Community Safety Strategies, Leicestershire County Council's Anti-Social Behaviour Reduction Strategy, Leicestershire's Family Support Strategy, Leicestershire and Rutland Children and Young People's Plans and Every Child Matters outcomes. The delivery of the Prevention Strategy is supported by Leicestershire and Rutland's Children and Young People's Services, the Police, District Councils, Crime and Disorder Reduction Partnerships and the voluntary sector (Charnwood Arts and the Centre for Fun and Families). The Prevention Strategy is overseen by the Youth Offending Service Management Board through quarterly performance reports and a full annual report.

Significant reductions in the numbers of first time entrants have occurred between the 2005/06 baseline (1285) and 2007/08 (903), as a result of the implementation of the Police reparative approach to low level offending (which enables low level offences to have a recognised outcome without unnecessarily criminalising young people) and the continuing impact of the YOS prevention arrangements. The County Council has increased funding by £200K to enable the IMPACT teams to work across the county with groups of young people who are behaving anti-socially.

Leicestershire County Council's 2007 Corporate Assessment indicated that "measures to reduce ASB and fear of crime are succeeding". The 2007 Joint Area Review (JAR) found that "children and young people are offered early, and good, support to reduce ASB and effective action is taken to prevent offending". Leicestershire was one of 6 areas to be visited by the Inter-Departmental Youth Crime Action Team (led by the Department of Children Schools and Families (DCSF)), to identify good practice in their research into the development of the Youth Crime Action Plan.

Our prevention arrangements received the highest rating (3) in the Youth Justice Board Quality Audit. The Prevention Team were also one of ten national finalists in the category of Tackling Youth Crime for the National Criminal Justice Awards in 2007.

The Youth Inclusion and Support Project worked with 95 young people on a one-to-one basis and 58 in groups. Of those young people that YISP worked with on a one to one basis, 59% (56) did not go on to offend after their intervention. 71% (17) of those young people that the YOS ASB team worked with on a one to one basis did not go on to offend after their intervention. 53.4% of young people on prevention programmes received a parenting intervention, exceeding the 20% YJB target and above family group (43.5%), regional (47.7%) and national (39%) comparators.

Examination of initial and final ONSETs<sup>2</sup> conducted in May 2007 showed that there were considerable improvements in scores between the start and end of interventions. The most significant improvements in ONSET scores were in relation to Thinking and Behaviour (47%), Attitudes to Offending (37%), Education Employment or Training (30%), Lifestyle (27%), Family and Personal Relationships (20%) and Emotional and Mental Health (22%).

Disproportionality is a critical issue for the Criminal Justice System and an Equality Impact Assessment (EIA) on the delivery of prevention services will be completed during 2008/09. FTEs have an over representation of Black and Black British young people of 0.73%, which equates to 9 young people. This is similar to the over representation within the Youth Justice System (0.83%). We will include actions to address the issues within the Equality Action Plan.

#### **Focus for 2008/09**

- Produce a new Youth Crime Prevention Strategy to reflect local and national developments, particularly the Youth Crime Action Plan.
- Complete the expansion of the IMPACT Anti Social Behaviour project across Leicestershire.
- Continue to work with partners to prevent the development of gangs and the use of knives.
- Evaluate the introduction of restorative approaches into schools and the Restorative Justice in Children's Homes project.
- Continue to contribute to the developments in locality partnerships and Integrated Youth Support Services.
- Increase targeted prevention activity in primary schools.
- Complete an Equality Impact Assessment (EIA) on prevention services.
- Target at risk children from families of offenders supervised by the Probation Service.
- Improve the quality of ONSET assessments and Intervention planning and audit this work.

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<sup>2</sup> ONSET is the Prevention Team's assessment tool, which measures young people's needs and risk of offending.



**C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Proposed further substantial reductions in FTE (NI 111) numbers could result in the target not being achieved	Identification of opportunities to make further reductions in FTEs with partners, particularly the Police	New FTE target achieved.	Prevention Manager	2010

**C1.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Improvement in Assessment Planning and Intervention skills	Operational staff	Deliver additional training on Assessment Planning and Intervention	Training Lead Manager	April 2009
		Review of ONSET assessments and interventions	Prevention and Policy and Performance Manager	
		Feedback of outcomes of review to managers and staff		
		Take any action identified in the review to improve skills		

**C1.4 YJB risk to future delivery assessment comments**

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## SECTION C2 – RE-OFFENDING

### C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing *any* disproportionality including children and young people from Black and Minority Ethnic (BME) backgrounds

	Leicestershire	National	Regional
<b>Overall Re-Offending % 2002 (Baseline)</b>	36.4%	38.2%	39.5%
<b>Overall Re-Offending % 2005</b>	32.1%	37.4%	34.2%
<b>Percentage Change</b>	-11.8%	-2%	-13%

The YOS reduced overall rates of re-offending by 11.8% in 2006/07, the latest year for which data is available. Overall the re-offending rate (32.1%) is lower than Regional (34.2%) and National (37.2%) comparator groups.

Reduce-Offending	2002 12 month cohort Baseline	2005 12 month cohort (Published 2006/07)
<b>Pre court</b>	18.4%	22.6% (+22.5%)
<b>First Tier</b>	46.9%	40.3% (- 14%)
<b>Community Penalties</b>	68.9%	66.2% (- 3.9%)
<b>Custody</b>	100%	66.7% (- 33.3%)
<b>Overall Re-offending</b>	36.4%	32.1% (- 11.8%)

YOS performance on re-offending is ahead of our statistical neighbour and national comparators in relation to pre-court, first tier and custodial re-offending rates. Our pre-court re-offending performance is the only area not to be showing a reduction in re-offending rates against the 2002 baseline. Because of this, we included in the current LAA a local target to increase by 6% the percentage of young people prevented from offending after receiving a Reprimand after 24 months (from 64% to 70 %). Those young people who receive a Reprimand and who are most at risk of re-offending are provided with an intervention to reduce the risk of re-offending. The interim 12 months re-offending performance (April to June 2006 cohort), showed that 79.8% who received a Reprimand had not re-offended. The 24 month re-offending figures will not be available till July 2008.

The YOS reducing re-offending agenda is integrated with the Local Area Agreement (LAA), Leicestershire Community Safety Agreement and the Leicestershire Children and Young People's Plan. As indicated above, our work to reduce re-offending was identified as a strength in Leicestershire's Joint Area Review (JAR) and the Corporate Assessment.

National Indicator 19 (rate of proven re-offending by young offenders) is included within the new Leicestershire LAA, although the actual target will not be finalised until December 2008. Its inclusion ensures the continuing commitment of partners to further reduce re-offending by young people. The Leicester, Leicestershire and Rutland Community Safety Programme Board has endorsed the establishment of a subregional Reducing Re-offending Board, the aim of which is to reduce re-offending by young and adult offenders by improved management and access to resources. A Reducing Re-offending Strategy is being developed.

The YOS provides additional resources for those young people who are at greatest risk of re-offending. The Intensive Supervision and Surveillance Programme (ISSP) is a consortium arrangement with Leicester City YOS and managed by them. 75% of young people completed ISSP successfully, compared with 59% nationally. The ISSP achieved a YJB-validated EPQA score of 3, the highest score. We target Intensive Supervision and Surveillance Programme (ISSP) on the Prolific and other Priority Offenders (PPOs) and provide an enhanced service for PPOs not on ISSP. The YOS currently has 9 young people who are part of the PPO Catch and Convict<sup>3</sup> group and 46 young people identified as part of the Deter<sup>4</sup> group of PPOs. Those young people who are released from custody are also at high risk of offending. The ISSP advocates visit young people in custody before release to facilitate a positive transition into the community. The YOS Resettlement EPQA scored 3, the maximum score. The most up to date re-offending performance indicates that there was a 33% reduction (2006/07) in custody re-offending performance against the 2002 baseline, indicating that the YOS work is having an impact.

The ASSET needs profile of young people identifies 5 key areas of YOS intervention that are critical to reducing re-offending: suitable accommodation; Education, Employment or Training (EET); Substance Misuse; Mental Health and Parenting. Accommodation and EET will continue to be measured as part of the national indicator set. The YOS 2007/08 KPI performance is above YJB targets in relation to suitable accommodation and mental health timescales and above comparator groups in relation to EET. We met the Substance Misuse KPI in relation to assessment in 93.1% of cases, just short of the 95% target, and met the Substance Misuse treatment KPI in all cases.

The YJB-validated EPQAs completed in 2007/08 on Resettlement, Mental Health and Substance Misuse all achieved a maximum score of 3. Parenting interventions took place in 27.8% of all cases, above the YJB target (20%) and family group (18.8%), regional (19.7%) and national (17.1%) comparators.

To improve practice we have carried out internal audits in 2007/08 in relation to ASSET, intervention planning quality and PSR quality. These have resulted in action plans to further improve practice and we will continue this process during 2008/09. The analysis conducted in May 2007 showed that there were considerable improvements between initial and final Asset scores in areas critical to re-reducing offending behaviour: Thinking and Behaviour (47%); Attitudes to Offending (31%); Education Employment or Training (30%); Lifestyle (27%); Family and Personal Relationships (22%) and Substance Misuse (22%).

Disproportionality is a critical issue within the Youth Justice System. During the last 12 months, we have measured disproportionality in all of our internal practice audits and developed feedback from young people and parent/carers. Leicestershire has a small percentage of its population (5.1%) from Black and Minority Ethnic groups and the largest of these groups is the Asian and Asian British group, who are consistently under represented in the Youth Justice System. In 2007/08 two Black and Minority Ethnic groups were over represented in the Youth Justice System: Black and Black British ethnic groups were over-represented

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<sup>3</sup> Catch and convict group are young people who are identified locally as those committing most crime and causing most harm to their community, who are managed via a multi-agency approach designed to reduce their offending. They receive a premium service from the YOS

<sup>4</sup>Deter group are young people who are identified by the YOS as having an ASSET score of 25+ with a court outcome in the last 6 months. They receive a premium service from the YOS

by 0.83%, and Mixed heritage young people were over-represented by 0.31%. This is based on very small numbers i.e.22 young people of Black and Black British groups and 40 young people of Mixed heritage. We will develop actions to address the issues within the Equality Action Plan. A draft Equality Impact Assessment (EIA) on reducing re-offending Service Delivery, along with an Action Plan, has been completed and will form part of the YOS Equality Action Plan. Further information will become available during 2008/09 from user feedback surveys.

**Focus for 2008/09**

- Finalise and agree an LAA target for NI 19 and produce an action plan to deliver it.
- Contribute to the delivery of the Leicester, Leicestershire and Rutland Reducing Re-offending Strategy.
- Maintain high levels of performance against KPIs and National Indicators.
- Prepare for the introduction of the YJB Scaled Approach and the introduction of the Youth Rehabilitation Order in conjunction with partners.
- Continue to improve practice quality.
- Complete the Accommodation Strategy.
- Complete and implement 2008/09 Equality Action Plan.
- Complete the ASSET improvement Plan.

**C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
NI19 (proven re-offending by young people) targets might not be achieved - the target has not yet been set!	Comprehensive delivery plan	NI19 targets met.	Head of Service/Policy and Performance Manager	April 2011

<b>C2.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Improved Assessment Planning and Intervention skills	Community and Early Intervention operational staff	Delivery of APIS training developed regionally for ASSET improvement	Operational Managers Thurmaston and Hinckley	March 2009
		Development of exemplar objectives for intervention planning based on ASSET needs		
		Evaluation of ASSET assessment and intervention plan quality	Business manager, Early Interventions Manager and Policy and Performance Manager	
<b>C2.4 YJB risk to future delivery assessment comments</b>				

## SECTION C3 - CUSTODY

### C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing *any* disproportionality including children and young people from Black and Minority Ethnic (BME) backgrounds

	Target	Leicestershire	Family Group	Regional	National
Use of remand into Custody <sup>5</sup>	<9%	8.5%	12.2%	13.5%	15.9%
Custodial sentences <sup>6</sup>	<5%	4.3%	4.3%	6.4%	5.7%

Nationally the use of custody has increased. Leicestershire has exceeded the YJB KPI in relation to reducing the use of remand and custody and is ahead of regional and national comparator group performance

The Bail Support Team provides the courts with bail packages which are aimed at meeting the young people's needs and the court's need for appropriate monitoring of young people whilst remanded on bail. The success of the bail support team has been its ability to maintain the confidence of the courts in its work. The team has demonstrated this by the reduced use of remand into custody over the last 4 years from 44 young people 2003/04 to 20 young people in 2007/08. The National Standards sampling has indicated that bail supervision and support contact (3 per week) has been achieved in 100% of cases in each of the last three years. The YJB validated Effective Practice Quality Audit (EPQA) on remand management scored 3, the highest score.

In order to ensure that the use of custodial sentences is reduced, it is essential that the YOS provides good quality services and has the confidence of the courts, which is ensured by:

- Providing trained Court Officers to all Youth Courts including Saturdays and also arranging cover for remand Courts at Bank holidays via the Emergency Duty Team (EDT).
- Contributing to Youth Court Magistrates liaison meetings and Magistrates' training workshops and newsletters.
- ISSP effectiveness: 75% of young people complete ISSP successfully compared with 59% nationally. The HMI Probation Joint Inspection of Leicester City YOS commented positively on ISSP's "robust quality assurance check of plans for court" and "robust plans available for the court".
- High quality Pre-Sentence Reports (PSRs): an internal PSR quality audit completed in 2008 identified that 95% of its PSRs were of satisfactory quality or better.

<sup>5</sup> Reduce the use of the secure estate for remands to 9% of the total remand episodes excluding unconditional bail

### Focus for 2007/08

- Maintain performance on the use of remand and custody.
- Complete the action plan on improving PSR quality.
- Continue to work with HM Courts Service to promote confidence in the use of non custodial sentences by contributing to workshops and newsletters.
- Collect and analyse data on Magistrates' satisfaction with PSRs.
- Undertake an equality analysis on Custody cases.
- Provide Bank Holiday and associated Saturday Court cover to replace EDT cover which is being withdrawn.

### C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
The loss of EDT provision for court cover could result in more remands to custody	Changes to court cover are adequately resourced and implementation has sufficient lead time to enable changes to be made  Consultation with the courts about new arrangements	No impact or positive impact on numbers remanded to custody	Head of Service and Courts Lead Manager	March 2009

### C3.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
PSR quality improvement training	All PSR authors	Deliver training to address PSR improvement plan objectives	Training Lead Manager	March 2009

### C3.4 YJB risk to future delivery assessment comments

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<sup>6</sup> Reduce custodial sentences to no more than 5% of all sentences imposed

## SECTION C4 - RISK OF SERIOUS HARM

### C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

The Youth Offending Service has a duty to co-operate with the Multi-Agency Public Protection Arrangements (MAPPA) and is committed to its critical role in supporting local information sharing and management of risk to the public. The YOS is currently represented on the MAPPA Strategic Management Board and the Operational Management Group. The proposed new HMIP criteria for YOT inspection will, in part, focus on the way we manage risk of harm to the public.

MAPPA level 1 cases are managed by the YOS in conjunction with other agencies; level 2 cases are managed through multi-agency risk assessment and management panels and level 3 cases are referred to the multi-agency public protection panel. Currently level 2 multi-agency meetings are chaired by the operational manager in the YOS, but this process will change in 2008/09 when all level 2 meetings will be chaired by Police or Probation to bring the local process in line with national guidance.

In 2007/08 22 young people were assessed as presenting medium or high risk of harm to others and 8 of those young people have been managed at MAPPA level 2; one of these has been returned to custody for breach of licence and none have re-offended by committing a serious offence. The YOS receives good multi-agency support for level 2 meetings and co-operation in the development of risk management plans. We provide increased levels of contact by staff for those young people who present a high risk to the public.

There was one serious incident during 2007/08 requiring a local management review; it concluded that there was no further work that could have been done to prevent the serious incident.

#### Focus for 2008/09

- Implement new MAPPA arrangements and embed in the YOS.
- Provide MAPPA with new quarterly data requirements.
- Work with Careworks to improve recording methods for Risk of harm and Vulnerability.
- Make further improvements to risk management processes to improve consistency and practice.
- Develop an audit approach for MAPPA cases.
- Conduct a pre inspection audit to focus on risk of serious harm



**C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Careworks inadequate Risk Management functionality may result in poor identification of risk issues on the database	Contact Careworks director to seek changes  Work with YJB Wiring up team to address concerns	Improved Risk Management functionality from Careworks	Policy and Performance Manager and Business Manager	March 2009

**C4.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Improve risk management process	Managers and all operational staff	Provide operational guidance on risk management  Provide briefing to all staff on requirements for risk management  Monitor changes in practice 6 months after activation	Policy and Performance Manager  Operational Managers	Autumn 2008

**C4.4 YJB risk to future delivery assessment comments**

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## SECTION C5 - SAFEGUARDING

### C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

The Youth Offending Service has a statutory duty under section 11 of the Children Act 2004 to safeguard and promote the welfare of the child. The Youth Offending Service is represented by the Head of Service on the Leicester, Leicestershire and Rutland Safeguarding Board. The JAR in October 2007 described the arrangements for safeguarding children and young people as good and “ably supported by strong partnership working. Early intervention and preventative working is effective. Children in need of immediate protection receive a very good service. The work of the Local Children Safeguarding Board (LSCB) is outstanding”. HMIP’s proposed new inspection criteria includes a focus on safeguarding.

The YOS and Children and Young People’s Service (CYPS) have worked together to ensure that safeguarding thresholds are understood by youth offending staff. The CYPS maintains contact with children in care who are in custody.

The YOS approach to managing vulnerability (those young people that pose a serious risk of harm to themselves or from others) provides for multi-agency meetings in cases where the YOS believes the level of vulnerability to be high. Generally the multi-agency response to this is good. During 2007/08 the YOS identified 49 young people who were considered at medium risk of vulnerability, and 7 young people who had a high level of vulnerability, of whom 4 were assessed as also presenting a high risk of harm to the public.

In Leicestershire, 26 (14.7%) children in care received a Reprimand, Final Warning, or were convicted of an offence in 2007/08, which is an increase of 5 (2.8%) from 2006/07 and which compares poorly with neighbour and national comparators. However, due to the small numbers performance is quite volatile. Nonetheless we need to do better and our target is to reduce the % of children in care who offend to 8.3%. YOS co-chairs with CYPS the Reducing Offending by Children in Care meeting (ROCIC). Its aim is to co-ordinate multi-agency activity to reduce the numbers of children in care offending. We have received £139K Invest to Save funding to introduce Restorative Approaches in Children’s Homes with the aim of reducing the numbers of children in care offending to 8.3% by September 2010. This is a ground breaking initiative which is producing national interest. In addition the Safer Schools strategy aims to reduce offending in and around schools to make them safer places for children. In Rutland the YOS is represented on the Looked After Children Care Leavers Sub Group and no children in care offended during 2007/08.

#### Focus for 2008/09

- The formal launch of restorative approaches in Children’s Homes.
- Complete Children’s home staff training in restorative approaches.
- Update ROCIC Action Plan.
- Complete Safer Schools Strategy and Training of identified schools in restorative approaches.
- Ensure that Careworks provides an upgrade to its database to provide for vulnerability issues.
- Continue practice quality improvement programme.

**C5.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline

**C5.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Improve the management of vulnerable young people	Managers and All operational staff	Provide operational guidance on vulnerability management  Provide briefing to all staff on requirements for vulnerability management  Monitor changes in practice 6 months after activation	Policy and Performance Manager and Operational Managers	Autumn 2008
Improve staff awareness of what works with young people with learning difficulties	All operational staff	Training at a service meeting	Training Lead Manager	July 2008

**C5.4 YJB risk to future delivery assessment comments**

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## SECTION C6 – PUBLIC CONFIDENCE

### C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

The Youth Offending Service recognises the importance of maintaining the confidence of the public, victims of crime, sentencers and partners in its work and is fully engaged with the LCJB. In June 2007 the YOS held a highly successful event to celebrate the YOS becoming the second highest performing Youth Offending Service in the country and to present awards for achievement to young people, staff and volunteers who had contributed to our success. The event was supported by Graham Robb, Acting Chair of the YJB, elected members of the council, the Chief Executive, members of the management board, senior managers from partners and voluntary agencies and YOS staff and volunteers. A DVD to publicise the work of the YOS was also produced.

We contribute to the annual Inside Justice week, frequently issue press releases in conjunction with Leicestershire County Council's Public Relations Unit on our successes, attend community events and provide talks to community groups. The successful Beacon award and shortlisting for the national Criminal Justice awards have been publicised nationally, as has our Basic Skills evaluation by De Montfort University.

The British Crime Survey (December 2007) found that 27% of people are fairly confident or very confident that the LCJB deals effectively with young people who commit crime; this is an 8% improvement on the 2003 baseline and is the highest satisfaction rating in the East Midlands. 40% of people are fairly confident or very confident that the LCJB is effective at reducing crime, which is an 8.6% increase on the 2003 base line and the highest satisfaction rating in the East Midlands.

We are currently developing our participation activity with the production of a Young People's Magazine and are improving our ability to process feedback from young people, parents/carers and sentencers. The feedback from key stakeholders will further validate and assess the quality of the work we are undertaking.

The KPI to measure the ethnic composition of offenders in the Youth Justice System was introduced by the YJB 12 months ago and is now included as part of the National Indicator (NI) set (NI44). In 2007/08 Black and Black British young people were over represented in the Youth Justice System by 0.83%. This is an over representation of 13 young people. Mixed heritage young people were also over represented in the Youth Justice System by 0.31%, which was an over representation of 5 young people.

There has been an increase in young females becoming involved in offending. In 2003/04 the percentage of young females in the Youth Justice System was 16.1%, which rose to 23.3% in 2007/08. There has been a similar national increase in the percentage of young females in the Youth Justice System. There are multiple reasons for this increase and as yet it is not clear what the most significant factors are. The Equality Action plan will address this.

#### **.Focus for 2008/09**

- Implement the Equality Action Plan.
- Support the LCJB inside Justice Week.
- Consider with partners whether any action can be taken to reduce disproportionality in the Youth Justice System.
- Continue to publicise positive news about Youth Justice.

- Make applications to the 2008 Criminal Justice Awards.
- Seek feedback from stakeholders and use it to improve services.

**C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Volatility of Public confidence could reflect negatively on YOS.	<p>Work with the LCJB to maximise publicity across the Criminal Justice System</p> <p>Support Inside Justice week</p> <p>Ensure that good news stories receive publicity</p> <p>Maintain YOS high performance</p>	Maintain or improve satisfaction levels	<p>Early Interventions Manager</p> <p>Policy and Performance Manager</p>	March 2008

**C6.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Staff trained to use the SNAP survey software	Administration and information staff	Arrange training and access to software for users	Early Interventions Manager and Policy and Performance Manager	December 2008

**C6.4 YJB risk to future delivery assessment comments**

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## SECTION C7 – IMPROVING VICTIM SATISFACTION

### C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

The YOS is committed to the Home Office Victims Code of Practice and is following the requirements of the code. We work with both corporate and individual victims of crime. All known victims are contacted to offer participation in the restorative justice process. During 2007/08 we have contacted 1109 victims of crime, 791 in relation to court orders and 318 related to Final Warnings. The YOS works with the Probation Service and the Local Criminal Justice Board (LCJB) Victims and Witness group to improve practice. We have started the use of restorative approaches in Children's Homes and schools; there is evidence that such approaches increase victim satisfaction.

All victims of Final Warnings or relevant court orders are offered the opportunity to participate in one or more of the following ways:

- Receiving a letter of explanation
- Attendance at a Referral Order Panel meeting
- Input into direct or indirect reparation
- Producing a victim impact statement which can be used in victim awareness work with the young offender
- Shuttle mediation
- Restorative Justice Conference.

34.2% of victims have participated in the restorative process, 9.2% above the YJB target and better than family group (20.8%), regional (16.3%) and national (25%) comparators.

We work with the Probation Trust's Victim Liaison team to provide information to victims of serious crime where the offender has been sentenced to hospital under the Mental Health Act 1983, or to prison for life or a period of 12 months or more for a sexual or violent offence. If the victim takes up an offer of contact from the Probation Trust then a joint visit is arranged to ensure the victim is fully aware of the full range of services available to them. 5 victims have been referred to Probation during 2007/08.

The LCJB satisfaction indicator for victims derived from British Crime Survey data (December 2007) indicates that 39.4% of people are fairly satisfied or very satisfied that the needs of victims are met. This is the highest level of satisfaction in the East Midlands. 100% of victims expressed satisfaction with their involvement with the YOS.

A group-work Victim Awareness programme has been developed and is now running as a rolling programme for Reprimand, Final Warning and post court cases. Whilst the group work programme is not a restorative process for victims it does provide young people with a better understanding of who the victims are and what effect their behaviour can have on them.

#### Focus for 2008/09

- Continue to improve victim engagement with the YOS.

- Continue to monitor and achieve YJB targets for YJB Restorative Process and Victim Satisfaction KPIs.
- Seek opportunities to work with young victims of crime to reduce their risk of offending.

**C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Victim satisfaction might fall	Continue to provide high quality services	Victim satisfaction remains high	Early Interventions Manager	March 2009

**C7.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline

**C7.4 YJB risk to future delivery assessment comments**

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## SECTION D1 – BUSINESS CHANGE AND INNOVATION

### D1.1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

#### 1. Simple Speedy Summary Justice (CJSSS)

From April 2008, youth courts in England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrate's court. The major aim of CJSSS is to speed up the court process and it is based upon three principles:

- Better proportionate preparation for first hearing in court
- Ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- Contested trials should proceed straight to trial within a reasonable timeframe.

The YOS welcomes developments which speeds up justice and has worked with the LCJB to achieve the current Persistent Young Offenders (PYO) pledge to ensure that young people are sentenced within 65 days of arrest. Performance has been mixed, but Leicestershire is now meeting the pledge. Locally the implementation of CJSSS is being led by Her Majesty's Court Service in conjunction with key stakeholders, including the YOS. A project plan is being produced for implementation in October 2008.

CJSSS will require the YOS to

- Manage a potential increase in requests from Magistrates for same day reports
- Improve availability of information on young people known to the YOS at court
- Ensure Court officers are prepared to assist the court when appropriate at the first appearance of a young person
- Develop with Her Majesty's Court Service a process for listing County cases in the Leicester City Youth Court on fixed days
- Ensure the availability of victim impact statements is maintained

Concerns have been raised that CJSSS might result in young people not receiving appropriate advice prior to the first hearing, but the LCJB is putting in place checks to ensure that this does not occur.



<b>D1.2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Young people do not obtain appropriate access to legal advice resulting in a possible	Work with partners to resolve difficulties if they arise	Young people receive appropriate legal representation	Courts Lead Manager	October 2009
<b>D1.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Staff understanding of CJSSS development	Operational staff	Service meeting to include briefing on CJSSS	Courts lead Manager	December 2008
Court officers awareness of CJSSS implications for their work	All court Officers	Court officers CJSSS implementation briefing	Court lead Manager	November 2008
<b>D1.4 YJB risk to future delivery assessment comments</b>				

## SECTION D2 – BUSINESS CHANGE AND INNOVATION

### D2.1 Describe the proposed business change or innovation – Youth Rehabilitation Order, Youth Justice: The Scaled Approach and the Youth Crime Action Plan

#### 2.Scaled Approach and Youth Rehabilitation Order

The Scaled Approach is designed to assist Youth Justice Services to direct time and resources to young people appropriately, in accordance with their risk assessment (Risk of Re-offending, Harm to others, and Vulnerability). YOTs will be expected to implement the Scaled Approach model in Autumn 2009, which will coincide with the introduction of the Youth Rehabilitation Order (YRO) and the introduction of new National Standards. These developments are probably the most significant changes to take place since the formation of the Youth Offending Services and will require a significant amount of staff time and resources to implement.

We have undertaken a review of the impact of the Scaled Approach on work practice and completed a project plan, which includes the need for some restructuring of the service, joint planning and communication with Her Majesty's Courts Service, sentencers and other key stakeholders. Some preparatory work has been undertaken in order to establish some key processes prior to the introduction of the Scaled Approach. This includes the establishment of a PPO panel, which plans interventions and provides increased contact and intervention for those who are at greatest risk of offending. We have close links to the MAPPA arrangements and have arrangements in place to manage vulnerability, as indicated in sections C4 and C5 of the plan. We already prioritise work with high risk individuals.

The Youth Rehabilitation Order (YRO) will be the new generic community sentence for young offenders and will replace most of the existing sentences. It will be the standard community sentence used for the majority of young offenders. It aims to simplify sentencing for young people, while improving the flexibility of interventions. The YOS intends to draw on the experience of the Probation Service on the introduction of the generic community order. The YRO will require a significant amount of training for staff and preparation for this has begun regionally.

#### The Youth Crime Action Plan

The Government's Youth Crime Action Plan is due to be published in July 2008. It is likely to contain some short-term measures to address youth crime and some longer-term proposals for consultation. Leicestershire hosted a visit by the Youth Crime Action Plan team in January 2008 to enable the team to gain a better understanding of what is effective in preventing and reducing youth crime and has continued to take part in the consultation where possible. We will continue to contribute to the Youth Crime Action Plan consultation process and explore any opportunities for pilot or other projects that will benefit Leicestershire and Rutland.

## D2.2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
<p>The business change process required to deliver the Scaled Approach and the Youth Rehabilitation Order if not delivered effectively could have an impact on performance over the next 18 months</p>	<p>Implement action plan for Scaled Approach and YRO</p> <p>Ensure the change is well-planned and managed to minimum impact on performance</p>	<p>Performance maintained during the period of change</p>	<p>Management Team</p>	<p>January 2010</p>
<p>The Youth Rehabilitation Order may not retain confidence of sentencers resulting in ISSP not being seen as an effective alternative to custody</p>	<p>Engage with Her Majesty's Court Service and sentencers so that they are clear about the YOS approach to the YRO and the Scaled Approach</p> <p>Ensure that sentencing options are correctly targeted and are clear in PSRs</p> <p>Monitor PSR proposal and sentencing congruence and numbers of young people receiving custody</p>	<p>No increase in the use of custodial sentences</p>	<p>Management Team</p>	<p>Autumn 2009</p>

<b>D2.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Staff are able to apply the Scaled Approach appropriately	All community intervention staff	<p>Ensure that all staff receive the Scaled Approach training</p> <p>Audit cases to check that the new approach is being delivered effectively 3 months after implementation</p> <p>Monitor compliance with new National Standards</p>	Management Team	Autumn 2009
Staff can communicate effectively the requirements of YROs in PSRs and supervise the new sentence requirement appropriately	All community intervention staff	<p>Provide training in line with YJB requirements</p> <p>Audit PSR proposals 3 months after implementation of YRO</p> <p>Monitor supervision of the YRO requirement</p>	Management Team	January 2010
<b>D2.4 YJB risk to future delivery assessment comments</b>				

## SECTION D3 – BUSINESS CHANGE AND INNOVATION

### D3.1 Describe the proposed business change or innovation – Workforce Development

#### 3. YJB workforce development Funding Changes

The YJB's new local focus and new workforce development infrastructure will expect YOTs to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.

The YOS remains committed to the development of the workforce as this is essential to ensuring the delivery of high quality services to young people and the community. The additional cost as a result of the YJBs changes is estimated to be £5K, 30% of the current YOS budget for staff development. We will give funding of the new youth justice qualifications high priority within the available resources.

### D3.2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Increasing resource pressures over the next three years could impact on YOS ability to fund national qualification framework	Prioritise YJB qualification as part of our staff development activity	YOS able to maintain YJB qualifications	Head of Service and Lead Training Manager	March 2011

### D3.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Ensure staff have the opportunity to develop their skills to meet the needs of the Service	All staff	Work with YJB to access relevant development opportunities.	Lead Training Manager	March 2009

### D3.4 YJB risk to future delivery assessment comments

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## SECTION D4 – BUSINESS CHANGE AND INNOVATION

### D4.1 Practice Improvement Audits

#### 4. Practice Improvement

Kam Kaur (Cordis Bright Consulting) will be leading a case file audit in December 2008, based on the new HMIP inspection criteria, which will focus on Risk of Re-offending, Risk of Harm to the Public and Safeguarding, to identify the quality of work and areas for improvement. We will also be undertaking additional practice improvement audits on ASSET/ONSET assessments and intervention planning during 2008/09.

### D4.2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
New phase of YOS inspection by HMIP could highlight areas requiring performance improvement	External audit of case files by Cordis Bright Consulting using HMIP proposed inspection criteria  Produce action plan from audit findings  Internal review to monitor progress	To be graded good or better by HMIP on inspection	Head of Service and Policy and Performance Manager	March 2009

### D4.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Action plans from practice improvement audits will identify training needs	All operational staff	Delivery of training identified in action plans  Link improvement training into training associated with Scaled Approach and YRO where relevant	Lead Training Manager	March 2009

### D4.4 YJB risk to future delivery assessment comments

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## SECTION E1 – WORKFORCE DEVELOPMENT

### E1.1 Assess the extent to which the YOT Workforce Development Strategy has helped the YOT partnership to effectively manage risks to future delivery

Our Workforce Development Strategy has enabled us to maintain high levels of performance and continued commitment is essential to retain performance levels and quality of service delivery.

The Workforce Development Strategy priorities are: identifying training needs via the Performance Development Reviews (PDR); ensuring that all staff without a formal professional qualification or YOS experience can access the YJB National Qualification Framework; maximising training available from partners to meet the needs of the YOS; and meeting the needs of new staff via induction training. The strategy also ensures that volunteers are suitably equipped to undertake their multiple roles in the service. The YOS has a staff development budget of £15k.

The staff development lead manager attends the Leicestershire County Council Children's Workforce Development Group, has links with Rutland's CYPS workforce development group, and with the training leads in both CYPS Children's Social Care and Probation. In addition there have been regular meetings with the regional YJB workforce development advisor.

All staff receive regular supervision and PDRs, which focus on key areas of practice, service delivery, and skills development. The YOS via its partnership arrangement has secured staff access to training on Mental Health, Safeguarding, Substance Misuse, Appropriate Adult, Teenage Pregnancy, Attention Deficit Hyperactivity Disorder (ADHD), Dangerousness and MAPPA panel training. Additionally the YOS has access to Leicestershire County Council's Management programme, together with HR, Health and Safety, and Equality Training.

#### **Staff Development**

The YOS has continued to support staff access to the YJB National Qualification Framework (NQF), Effective Practice Unit Award (EPUA), Professional Certificate of Effective Practice (PCEP) award and the Managers' training programme. In 2007/08 11 staff accessed PCEP training. Two managers have completed the YJB modules of the Open University Management Award during 2007/08 and a further 2 staff are completing the County Council's Management Programme. The ending of YJB funding for the NQF is going to impact on our ability to support the Introduction to Youth Justice, PCEP and Management Training.

New staff are trained in Careworks, Safeguarding Children, Assessment Planning Intervention and Supervision (APIS) and Police And Criminal Evidence Act (PACE). Staff then have the opportunity to follow up with a wider range of training. All staff have completed training on risk and all relevant staff have received Dangerousness Training. Administration staff have the opportunity to develop their skills via Leicestershire County Council's training provision; this includes a wide range of skills training as well as NVQs. Monthly Service meetings are used to enhance knowledge of developments and provide training when needs are identified. The meetings are key to our ability to communicate developments quickly and effectively to staff.

#### **Volunteer Development**

The service is responsible for the recruitment, retention and development of volunteers for both Leicestershire and Leicester City Youth Offending Services with the exception of referral panel members which are only recruited for Leicestershire.

All volunteers are required to complete the volunteers' training programme introduced by the Youth Justice Board in 2007. In addition volunteers are required to undertake training specific to their role in the service. There is also an additional bi monthly training event for volunteers. Volunteers also have access to the Open University Introduction to the Youth Justice Programme.

**The focus for 2008/09 will be:**

- Providing access to Computer Skills Training to support the roll out of the Careworks Raise Web data base and the use of the internet.
- Continuation of support for the YJB National Qualification Framework, Effective Practice Unit Award and Professional Certificate in Effective Practice and Management training.
- Training for specialists in Substance Misuse, Accommodation and Parenting linked to PDR requirements.
- Continuation of in-service training (INSET) on Mental Health, Substance Misuse, APIS and the development of parenting INSET training.
- Continued support for regional induction training.
- In house induction delivery on Careworks, Safeguarding, APIS and PACE.
- Maintaining the volunteer training programmes
- Continuation of access for administration staff to Leicestershire County Council training provision.
- Training to support the change process (Art of being Brilliant)
- Scaled Approach and YRO introduction training
- Wiring up Youth Justice ASSET PSR training
- Regional Assessment Planning Intervention Supervision training - linked to regional ASSET quality improvement

**E1.2 Identify risks to workforce development and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
The training demands for the Scaled Approach, YRO and Wiring up Youth Justice could impact on service delivery	<p>Ensure that the introduction of new working practices are well planned</p> <p>Monitor the impact of new working practices</p>	Introduction of new working practices does not impact on performance	Management Team	Autumn 2009

**E1.3 YJB risk to future delivery assessment comments**



## SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

### E2.1 Comments from risk to future delivery assessment from YOT management board chair

The Youth Offending Service has had another very successful year, maintaining high levels of performance. The celebration event in June 2007 highlighted the excellent work the YOS carries out with young people and parents. The YOS continues to deliver its services for lower cost per disposal and with higher performance than family group, regional and national comparators.

The Corporate Assessment and the JAR recognised that the YOS is having a positive impact on preventing and reducing young people's offending. The Beacon Award to Leicester City Council jointly with Leicestershire County Council, Leicestershire and Rutland Probation Trust, Melton Borough Council, Oadby and Wigston Borough Council and Hinckley and Bosworth Borough Council commented on the coherent partnership working, the political will to reduce offending and that the cross boundaries working enabled the most to be obtained from resources.

The YOS has achieved a 29.7% reduction in FTEs and an 11.8% reduction in re-offending. The YJB KPI performance in relation to use of custodial sentences (4.3% 2007/08) and custodial remands (8.5% 2007/08), has been achieved for 4 consecutive years. Staff have worked with 1109 victims of crime, 34% of whom engaged directly with young people in restorative justice and 100% indicated their satisfaction with the YOS. This high performance against the criminal justice key strategic objectives indicates that the YOS is well placed to deliver a high quality service in the coming years.

The Youth Offending Service Management Board (YOSMB) recognises that young people who commit crime need the opportunity to achieve the 5 Every Child Matters outcomes. The partnership has worked to ensure that the YOS is resourced to be able to meet the needs of young people by ensuring that Basic Skills, Education, Employment and Training, Substance Misuse, Mental Health, Primary Health and Parenting provision is available to young offenders. During 2007/08 the quality of YOS practice has been demonstrated by the YJB-validated EPQA process; the YOS has achieved the maximum score possible in relation to Substance Misuse, Mental Health, Resettlement, Remand Management, Prevention and ISSP. De Montfort University have recommended that the Basic Skills model be adopted nationally. The YOS is well integrated with a wide range of partnership strategies, both in relation to Criminal Justice and Every Child Matters, and its work supports the local Sustainable Communities Strategy.

The introduction of the Scaled Approach, the Youth Rehabilitation Order and the Youth Crime Action Plan represent significant changes to the delivery of youth justice. It will be essential that the YOS manages these changes effectively and maintains the confidence of the Courts. The difficulties with the Careworks database are of concern. It is essential that the YJB supports Youth Offending Services to ensure that they have a database fit for purpose.

The YOS is well positioned for this period of change and to continue to deliver services which have a positive impact on preventing offending and re-offending.

### E2.2 YJB risk to future delivery summary comments

<b>E2.3 Review and sign-off</b>			
<b>Name</b>	<b>Job Title</b>	<b>Signature</b>	<b>Date</b>
J. Sinnott	Chief Executive, Leicestershire County Council		
G. Williams	Director of Children and Young People's Service, Leicestershire County Council		
M Baggott	Chief Constable, Leicestershire Constabulary		
H Munro	Chief Executive, Leicestershire and Rutland Probation Trust		
C Griffiths	Chief Executive, Leicestershire County and Rutland PCT		
H Briggs	Chief Executive, Rutland County Council		
Richard Redgrave	Area Director – Her Majesty's Courts Service (Lincolnshire Leicestershire & Rutland and Northamptonshire)		

## Appendix 1

# **Leicestershire Youth Crime Prevention Plan** **2008 - 2009**

## **Introduction**

1. This plan sets out our approach to Youth Crime Prevention in Leicestershire. It is underpinned by the key local and national drivers and sets out the targets for the authority in relation to preventing youth offending and anti-social behaviour and the delivery arrangements for such work.
2. The plan is for 1 year and is an addendum to the Youth Justice Plan. We are planning a full three year strategy for 2009 – 2012 that will take into account recommendations from the Government Youth Crime Action Plan, Integrated Youth Support developments, the development of Extended Services and other relevant strategy developments over the forthcoming year.
3. This plan recognises that children and young people who offend are ‘children and young people’ first and that young people who are at risk of offending are often vulnerable themselves. Therefore whilst the main focus of this plan is the prevention of offending by children and young people, it is underpinned by the aim of ensuring that the needs of vulnerable or ‘at risk’ children and young people are identified early and met by agencies working together effectively to support them and their families with a view to decreasing their vulnerability.
4. Preventing the involvement of children and young people in offending behaviour will improve the outcomes for those children and young people, their families and communities and will have positive benefits for all agencies, not just those with a specific offending remit.

## **Context**

5. Youth Crime Prevention is about supporting young people who may be ‘at risk’ of offending, preventing them offending and also keeping them out of the criminal justice system wherever possible.
6. Research shows that early intervention with young people at risk is crucial. One of the best and most cost-effective ways to reduce youth crime is to prevent young people from getting into trouble in the first place, by dealing with the problems that make it more likely they will commit crime or anti-social behaviour. The Audit Commission’s report “Youth Justice 2004: A Review of the Reformed Youth Justice System” estimated that through early intervention to prevent young people offending public services could save up to £80 million a year.

7. The report by the Home office on the victimisation of young people<sup>7</sup>: findings from the Crime and Justice Survey 2003 examined the extent and nature of youth victimisation and focused on the experiences of personal crime among those aged 10 to 19. Some of the key findings indicated that those young people that had committed an offence themselves were more likely to be victims.

### **Risk and Protective Factors**

8. Research into youth crime places an emphasis both upon the risk and protective factors related to offending amongst young people. Whilst it is impossible to establish a direct causal link between any single risk factor and problematic behaviour, it is clear that young people with multiple or cluster risk factors are disproportionately likely to become involved in the youth justice system. Whilst negative 'risk factors' are associated with likely future offending, positive 'protective factors' are identified as important in order to reduce the likelihood of a young person committing an offence.
9. Risk factors fall into four categories; individual factors (for example hyperactivity, impulsiveness), community factors (for example high crime and drug use in area, community disorganisation), education factors (for example truancy, regular exclusions) and family factors (for example poor parental supervision, family involved in crime).

### **Local and National Drivers**

10. The following national policies/strategies are relevant to the formation of this plan:

- Every Child Matters and Children Act 2004
- Crime and Disorder Act 1998 (Section 17)
- Extended Services in and around schools
- Integrated Youth Support Services/ Targeted Youth Support
- 10 Year Youth Strategy; 'Aiming High'
- Respect Action Plan
- National Community Safety Plan 2006 - 2009
- Youth Justice Board Towards a Youth Crime Prevention Strategy

11. The following local policies/strategies are relevant to the formation of this plan:

- Sustainable Communities Strategy 2008-2013
- Leicestershire Local Area Agreement 2008-2011
- Leicestershire (Youth Offending Service) Youth Justice Plan: 2008-2009
- Leicestershire Community Safety Plan 2006 - 2009

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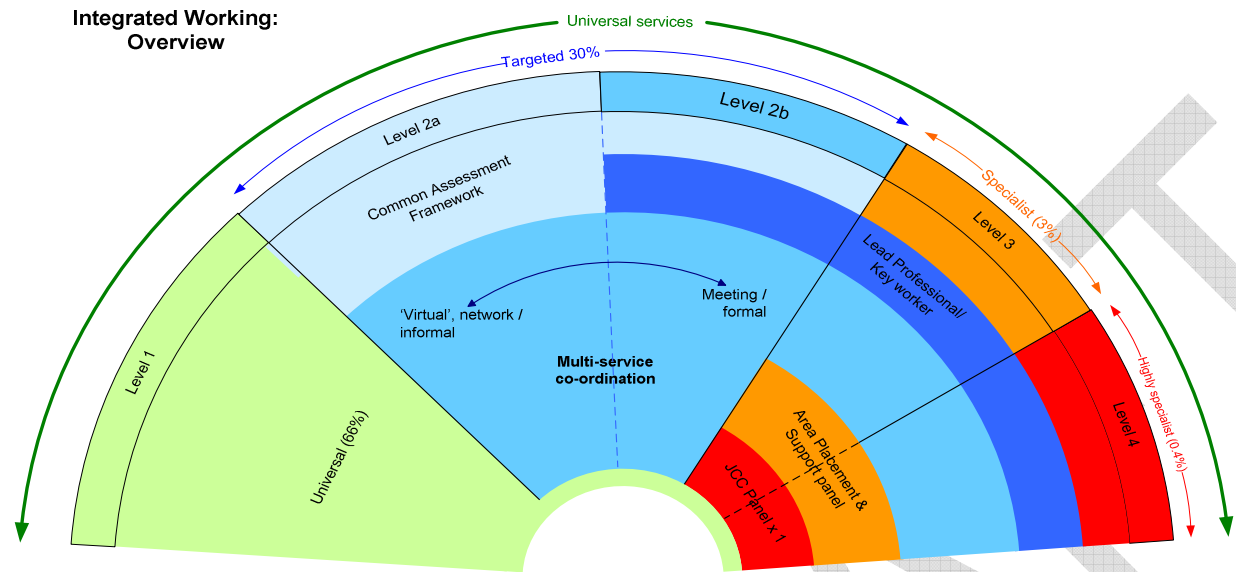
<sup>7</sup> victimisation of young people: findings from the Crime and Justice Survey 2003 (January 2005)

- Leicestershire Children and Young People's Plan 2008-09
- Leicestershire County Council ASB Reduction Strategy
- Leicestershire Family Support Strategy
- Leicestershire Safer Schools Strategy
- Restorative Approaches in Children's Homes

12. **Leicestershire's Approach to Multi-agency working** brings together a number of policy areas: the common assessment framework, extended services, the development of school partnerships to improve behaviour and reduce absence and the developing role of area special schools. The approach is based on the 'windscreen of need' model which describes both additional needs and provision made for children and young people with varying levels of difficulty. Analysis of the needs of Leicestershire's Children and Young People, based on the 2001 Census + 2005 update and deprivation indicators, shows that the population can be broken down into 4 groups:

- Universal: Two thirds (66%) of children and young people will have their needs met by universal services; those that you can walk into off the street so to speak, such as Accident and Emergency, GPs, Youth Clubs and schools
- Targeted: Just under a third (30%) will need additional support in the form of targeted services
- Specialist: Some 3% will need access to specialist services, such as hospital, social care support, or special schools
- Highly Specialist: 1% who need highly specialist services/support which may be regionally based rather than locally based, such as residential special school, young offender institutions, or specialist regional medical provision.

In some instances, the targeted support will be short term, and windscreen analogy imagines both movement up and down the hierarchy of needs and provision. The model also acknowledges that young people will nearly always get targeted support in one area, while still accessing universal services in others. For example, children working with Youth Inclusion Support Programmes will still attend school.



- Level 1:** Universal (66%)
- Level 2:** Targeted (30%)
  - Level 2a: Targeted - CAF
  - Level 2b: Targeted - CAF/LP
- Level 3:** Specialist / High need (3%)
- Level 4:** Highly specialist / Highest needs (0.4%)

- Geographic locality based networks and area panel meetings
- Geographic locality based Area Placement Support panels
- 1 x Joint Complex Case Placement panel

**Current statistics in Leicestershire**

13. Over the last two years we have seen a 29.7% drop in the number of first time entrants to the criminal justice system. Given this significant reduction in first time entrants over the last two years it is imperative that we continue to target those young people most at risk of offending in order to ensure we meet the new targets around reducing the number of young people that enter the criminal justice system.

14. An analysis of first time entrants (FTEs) into the youth justice system across Leicestershire and Rutland from April 2007 to March 2008 tells us that:-

- The peak age for a young person becoming a first time entrant is 15.
- Over two thirds of the first time entrants are male.
- The vast majority of FTEs are White representing 92.3% of the children and young people.
- Black or Black British young people in Leicestershire are over represented as first time entrants this is consistent with the overall picture of young people across the Criminal Justice System in Leicestershire.

- The most common offence types committed by first time entrants are criminal damage (25%), theft and handling stolen goods (22.1%) and violence against the person (25.5%)

15. Analysis of Needs: we recognise that there is a lot of information in relation to young people at risk of offending in terms of geography, demographics and young peoples needs. We acknowledge that it is important to share this information with all relevant partners to ensure future planning of services.

## Equality

16. We are committed to working to reduce disadvantages, discrimination, and inequalities of opportunity, and promote diversity in terms of the people we serve, our workforce, the partners we work with and the services we deliver. We know that Children in Care are three times more likely than others to be in trouble with the Police and Black and Minority Ethnic Young People are over represented at every stage of the youth justice system.

17. As identified earlier in the plan Black or Black British young people are over represented as first time entrants to the criminal justice system. We will ensure that Youth Crime Prevention Work is developed and delivered to meet the diverse needs of the young people in Leicestershire. We will also work with our partners to reduce inequalities and disproportionate representation of young people in the Criminal Justice System.

## Key Priorities and Targets

18. The key priorities for the Youth Crime Prevention Plan are based on the following areas: -

1. Reducing First Time Entrants into the Criminal Justice System
2. Reducing Anti-Social Behaviour and increasing public confidence
3. Providing Support to Parents

19. The Youth Crime Prevention Action Plan (Appendix 1) outlines how we will deliver these key priorities.

**Priority One – Reducing First Time Entrants to the Criminal Justice System:** Recognises the importance of intervening early to prevent children and young people becoming involved offending.

20. Our main objectives are:

- To ensure robust arrangements are in place to identify children and young people at risk of offending
- To ensure that children and young people identified as being at risk of offending are offered support at the earliest opportunity.

- To ensure that children and young people in Leicestershire receive education about crime and its consequences.

**Priority Two - Reducing Anti-Social Behaviour and increasing public confidence:** Recognises that improving the quality of life in local communities is a key priority and the actions of the few who are involved in anti-social behaviour (ASB) reduces the quality of life for people living in our communities and contributes to the fear of crime.

21. Our main objectives are:

- To provide positive activities for children and young people.
- To ensure that children and young people receive education about anti-social behaviour, its consequences and their behaviour towards others.
- To ensure that children and young people behaving anti-socially are identified early and offered support.
- To ensure the tiered approach for dealing with Anti-Social Behaviour is implemented and used effectively across Leicestershire.

i. **Priority Three – Providing Support to Parents: recognises that families are probably the single most important factors in our lives, and our experience of being parented can have a profound and lasting impact.**

22. Our main objectives are:

- To provide support to parents and carers of young people who are identified as being at risk of offending.
- To deliver a variety of programmes to meet parents needs across Leicestershire.

Underpinning all of these priorities and objectives is the need to evaluate the effectiveness of the work in terms of reducing youth crime and anti-social behaviour and improving outcomes for children and young people in Leicestershire.

### **Contribution towards local and national targets**

23. The Youth Crime Prevention Plan will make a significant contribution towards the following local and national targets:

- Leicestershire Performance Framework:
  - Improved life chances for vulnerable people and places:
    - The lives of offenders and those at risk of offending are improved so they are less likely to offend
  - A Safe and Attractive Place to live and work
    - Disorder and Anti-Social Behaviour is low compared to comparable areas and is being tackled effectively
- Youth Justice Board Key Performance Indicators.



- NI 111 First time entrants to the Youth Justice System aged 10 -17
- The relevant ASB indicators in the National Indicator Set

## **Delivery Arrangements**

24. The Youth Crime Prevention delivery Arrangements are aligned with the 'windscreen of need' model. Youth Crime Prevention works across Universal, Level 2a and Level 2b, however young people with specialist and highly specialist needs in others areas may still access Youth Crime Prevention initiatives to prevent them from offending. For example a young person in care will fall into Level 4 on the windscreen of need, however their needs in terms of preventing offending may still be able to be met through prevention programmes if they are outside of the criminal justice system.

### **Universal Services – Level One**

25. Definition: Initiatives that are delivered to all young people in order to prevent offending and anti-social behaviour. The projects are available to all young people no matter what tier they fit into on the windscreen of need.

#### *Universal Youth Crime Prevention Initiatives*

- Warning Zone
- Assemblies in schools
- Police Youth Involvement Officers
- PAYP

### **Targeted Services – Level 2a**

26. Definition: these services are additional to the universal offer, for which a need must first be identified. Tier 2a can be broken down into the following areas:

- a) areas identified as requiring extra intervention due to higher rates of youth offending and anti-social behaviour
- b) targeting groups of young people who are at risk of offending but do not require a multi-agency response

#### *Level 2a Youth Crime Prevention Initiatives*

- Positive Futures
- Group work in schools
- Targeted group work youth service
- Centre for Fun and Families Parenting Groups

### **Targeted Services – Level 2b**

27. Definition: these services provide a more targeted intervention to those young people who have been identified as being at risk of offending and anti-social behaviour. They are mostly referral based projects and work with young people who require a multi-agency response.

#### *Level 2b Youth Crime Prevention Initiatives*

- YOS Prevention activities (YISP, ASB work and Parenting)
- Next Level Café

### **YOS Prevention Plan**

28. The YOS Prevention Team is the lead agency for delivering the Youth Crime Prevention Plan across Leicestershire. The YOS Prevention Plan outlines the delivery arrangements for the YOS Prevention Team projects all of which aim to contribute towards the target of reducing the number of first time entrants to the youth justice system and reducing anti-social behaviour.

### **DJs**

29. On the 1<sup>st</sup> April 2007, Leicestershire Police introduced a system of dealing with young people who come to the notice of the police for the first time and who commit the most minor of offences. The new disposal utilises some principles of restorative justice by getting the young person to make some form of reparation for their offence, principally an apology, direct or indirect reparation or compensation. The new disposal means that young people committing low level first offences do not enter the criminal justice system. Where young people are identified as requiring additional support at this stage, a referral is made to the YOS Prevention Team.

### **Performance Management**

30. The success of our work on youth crime prevention will be measured on the LAA outcomes and targets as set out above. Crucial to this will be the reduction in the number of young people that enter the criminal justice system.

31. Quarterly reports on First Time Entrants are produced for the Youth Justice Board

32. The Youth Offending service Management Board is responsible for the oversight of the Plan and its implementation.

### **Timeframe**

33. This is intended to be a one year plan to be reviewed in April 2009 through a partnership group in order to develop an over arching youth crime prevention strategy to take account of new developments locally such as Integrated Youth Support, Extended Services etc and the development of the Youth Crime Action Plan nationally.

Appendix 2

## Youth Crime Prevention Plan Action Plan 2008 - 2009

### Priority One - Reducing First Time Entrants to the Criminal Justice System

Objective	Action	Lead
<ul style="list-style-type: none"> <li>To ensure robust arrangements are in place to identify children and young people at risk of offending</li> </ul>	Multi-agency locality forums are currently being rolled out across Leicestershire to identify and make plans for vulnerable young people.	CYPS
	YISP referral mechanism is widely publicised to all agencies in order to identify those young people at risk of offending	YOS
	Young people who come to the attention of the police for the first time who commit low level offences are offered a DJ .	Police
	The YOS in partnership with the Police to analyse DJs to identify whether there are additional opportunities to reduce FTEs	YOS/Police
	The YOS Prevention Team will work with the Police to address issues of disproportionality in First Time Entrants in terms of ethnicity	YOS/Police
<ul style="list-style-type: none"> <li>To ensure that children and young people identified as being at risk of offending are offered support at the earliest opportunity.</li> </ul>	Youth Inclusion and Support Project works with young people at risk of offending	YOS
	YOS ASB team works with young people involved in anti-social behaviour	
	The IMPACT team has been set up to target young people who are behaving anti-socially on the streets.	
	The YOS prevention team will work wit the Police and other agencies to reduce the risk of young people becoming involved with gangs.	
	The YOS Prevention Team will develop targeted prevention activities with	

Objective	Action	Lead
	<p>primary schools across Leicestershire</p> <p>The YOS Prevention Team will work with the Probation service to identify young people at risk of offending whose parents are known to the probation service.</p> <p>The YOS Prevention team will continue to work with CYPS Social Care teams to identify Children in Care who may be at risk of offending and offer appropriate intervention and support.</p>	
<ul style="list-style-type: none"> <li>To ensure that children and young people in Leicestershire receive education about crime and its consequences.</li> </ul>	<p>YOS Prevention Team are delivering group work packages and assemblies in schools on consequences of offending.</p> <p>Warning Zone runs a programme available to all year 6 children across Leicestershire and Rutland to raise awareness of safety issues in everyday life including consequences of offending and anti-social behaviour.</p> <p>Police and Districts/Borough Councils visit a range of schools to provide information on consequences of offending and anti-social behaviour</p>	<p>YOS</p> <p>Warning Zone</p> <p>Police/Districts and Boroughs</p>

**Priority Two - Reducing Anti-Social Behaviour and increasing public confidence:**

Objective	Action	Lead
<ul style="list-style-type: none"> <li>To provide positive activities for children and young people.</li> </ul>	<p>Youth work localities deliver a broad and balanced programme of personal and social development opportunities.</p> <p>Young people are supported to engage in a wide range of voluntary action in order to engage them in decision making and enable them to support the community and environment.</p> <p>A range of outdoor learning activities are offered, in particular outdoor and adventurous activities.</p> <p>Activities and programmes are delivered on personal and social development e.g.</p>	<p>CYPS Youth Service</p> <p>CYPS-Outdoor &amp; Residential Education Service</p> <p>CYPS Extended Services</p>

Objective	Action	Lead
	<p>team building, self esteem.</p> <p>Extended Services offered by schools will provide access to a range of activities for children and young people</p>	
<ul style="list-style-type: none"> <li>To ensure that children and young people receive education about anti-social behaviour, its consequences and their behaviour towards others.</li> </ul>	<p>YOS Prevention Team are delivering group work packages and assemblies in schools on anti-social behaviour and it's consequences</p> <p>Police and Districts/Borough Councils visit a range of schools to provide information on consequences of offending and anti-social behaviour</p>	<p>YOS</p> <p>Police/Districts and Boroughs</p>
<ul style="list-style-type: none"> <li>To ensure that children and young people behaving anti-socially are identified early and offered support.</li> </ul>	<p>Referrals to the YOS Prevention Team are being made by agencies across Leicestershire.</p> <p>Support to young people identified is offered by the YISP or ASB team.</p> <p>IMPACT workers work directly with young people on the streets identified as behaving anti-socially and offer support to meet their needs.</p> <p>Schools are being recruited to the Healthy Schools Programme.</p> <p>Training is being delivered to schools on healthy schools process &amp; core themes.</p> <p>Schools are being provided with tools and resources for delivery.</p> <p>A programme of education is being delivered jointly with YISP through test purchase operations to reduce young people's access to alcohol, spray paint and knives.</p>	<p>YOS</p> <p>YOS / IMPACT</p> <p>CYPS – Healthy Schools</p> <p>Trading standards</p>
<ul style="list-style-type: none"> <li>To ensure the tiered approach for dealing with Anti-Social Behaviour is implemented and used effectively across Leicestershire.</li> </ul>	<p>Leicestershire Police and Districts/Boroughs across Leicestershire have all signed up to and now implement the tiered approach to dealing with anti-social behaviour.</p> <p>YOS and Police to continue to deliver awareness raising sessions and training to Police/Districts and Boroughs on the use of the tiered approach.</p>	<p>YOS/Police/ Districts/Boroughs</p>

**Priority Three – Providing Support to Parents**

Objective	Action	Lead
<ul style="list-style-type: none"> <li>To provide support to parents and carers of young people who are identified as being at risk of offending.</li> </ul>	<p>YOS Prevention Team parenting workers work with parents of young people at risk of offending and re-offending to support the development of parenting skills.</p> <p>Centre for Fun and families co-ordinate group work programmes across Leicestershire for parents.</p>	<p>YOS</p> <p>Centre for Fun and Families</p>
<ul style="list-style-type: none"> <li>To deliver a variety of programmes to meet parents needs across Leicestershire.</li> </ul>	<p>To develop a range of parenting programmes to meet the wider needs of parents in Leicestershire</p>	<p>Family Support Strategy Group</p>

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