

Leicestershire
Youth Justice Strategic Plan
2010 -11

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Abbreviations

ABC	Acceptable Behaviour Contract	IT	Information Technology
ADHD	Attention Deficit Hyperactivity Disorder	JAR	Joint Area Review
APA	Annual Performance Assessment	KPI	Key Performance Indicator
APIS	Assessment, Planning, Intervention and Supervision	LAA	Local Area Agreement
ASSET	Standard Youth Offending Team assessment tool	LCJB	Local Criminal Justice Board
ASB	Anti-Social Behaviour	LOMP	Local Offender Management Panel
ASBO	Anti-Social Behaviour Order	LSC	Learning and Skills Council
AYM	Association of YOT Managers	LSCB	Local Safeguarding Children's Board
BME	Black or Minority Ethnic	LSCSB	Leicestershire safer communities strategy board
CAA	Comprehensive Area Assessment	MAPPA	Multi-agency Public Protection Arrangements
CPA	Corporate Performance Assessment	MAPPOM	Multi Agency Prolific and Other Priority Offender Management
CAMHS	Child and Adolescent Mental Health Service	NI	National Indicator
CDRP	Crime and Disorder Reduction Partnership	NQF	National Qualification Framework
CJSSS	Criminal Justice: Simple, Speedy, Summary	NVQ	National Vocational Qualification
CPN	Community Psychiatric Nurse	ONSET	Standard Prevention assessment tool
CYPS	Children and Young People's Service	OU	Open University
DAAT	Drug and Alcohol Action Team	PACE	Police And Criminal Evidence Professional Certificate in Effective Practice
DCSF	Department for Children Schools and Families	PCEP	Professional Certificate in Effective Practice
DTO	Detention and Training Order	PCT	Primary Care Trust
DYO	Deter Young Offender	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 Impact Assessment	RAiN	Restorative Approaches in Neighbourhoods
EO	Education Officer	ROCIC	Reducing 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	ISS	Intensive Supervision and Surveillance
FTE	First Time Entrants	YISP	Youth Inclusion and Support Panel
HMIP	Her Majesty's Inspectorate of Probation	YJB	Youth Justice Board
ISSP	Intensive Supervision and Surveillance Programme	YOSMB	Youth Offending Service Management Board
ICT	Information Communication Technology	YOS	Youth Offending Service
INSET	In Service Training	YOT	Youth Offending Team
		YRO	Youth Rehabilitation Order

1. Role and Purpose

The principal aim of the youth justice system is to prevent offending by children and young persons (Crime and Disorder Act 1998). Leicestershire Youth Offending Service (YOS) coordinates the provision of youth justice services to both Leicestershire and Rutland.

The YOS works in partnership to achieve the Youth Justice strategic objectives which are to:

- Prevent offending.
- Reduce reoffending.
- Increase victim and public confidence.
- Ensure safe and effective use of custody.

In addition the YOS contributes to the delivery of the wider Public Service Agreements in particular:

- PSA 14: Increase the number of children on the Pathway to Success.
- PSA 23: Making communities safer.
- PSA 24: Deliver a more effective, transparent and responsive Criminal Justice system.

The work of the YOS also contributes to PSAs 13 (Improve children and young people's safety), PSA 18 (Improve the health and well-being of children and young people), PSA 25 (Reduce the harm caused by alcohol and drugs) and PSA 16 (Social exclusion of adults).

The YOS contributes both to improving community safety and to safeguarding and promoting the welfare of children and in particular protecting them from significant harm. Working Together to Safeguard Children highlights the need for Youth Offending Services to work jointly with other agencies and professionals to ensure that young people are protected from harm and to ensure that they meet the 5 Every Child Matters outcomes.

Many of the young people involved with the YOS are the most vulnerable children and are at greatest risk of social exclusion. The YOS multi-agency approach to meeting the needs of young people ensures that it plays a significant role in meeting the safeguarding needs of these young people.

2. Structure and Governance

The YOS is located within Youth Justice and Safer Communities, which is part of the Chief Executive's Department of Leicestershire County Council.

The YOS Management Board (YOSMB) meets five times a year and is chaired by the Chief Executive of Leicestershire County Council. There is high level partnership representation on the Board from the Children and Young People's Service, Rutland County Council, Health (PCT and CAMHS), Probation, Police, Connexions, Courts, Housing and the voluntary sector and good working relationships with all partners. This ensures effective integrated strategic planning and delivery of youth justice services.

The vision of the YOSMB is:-

"It is committed 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".

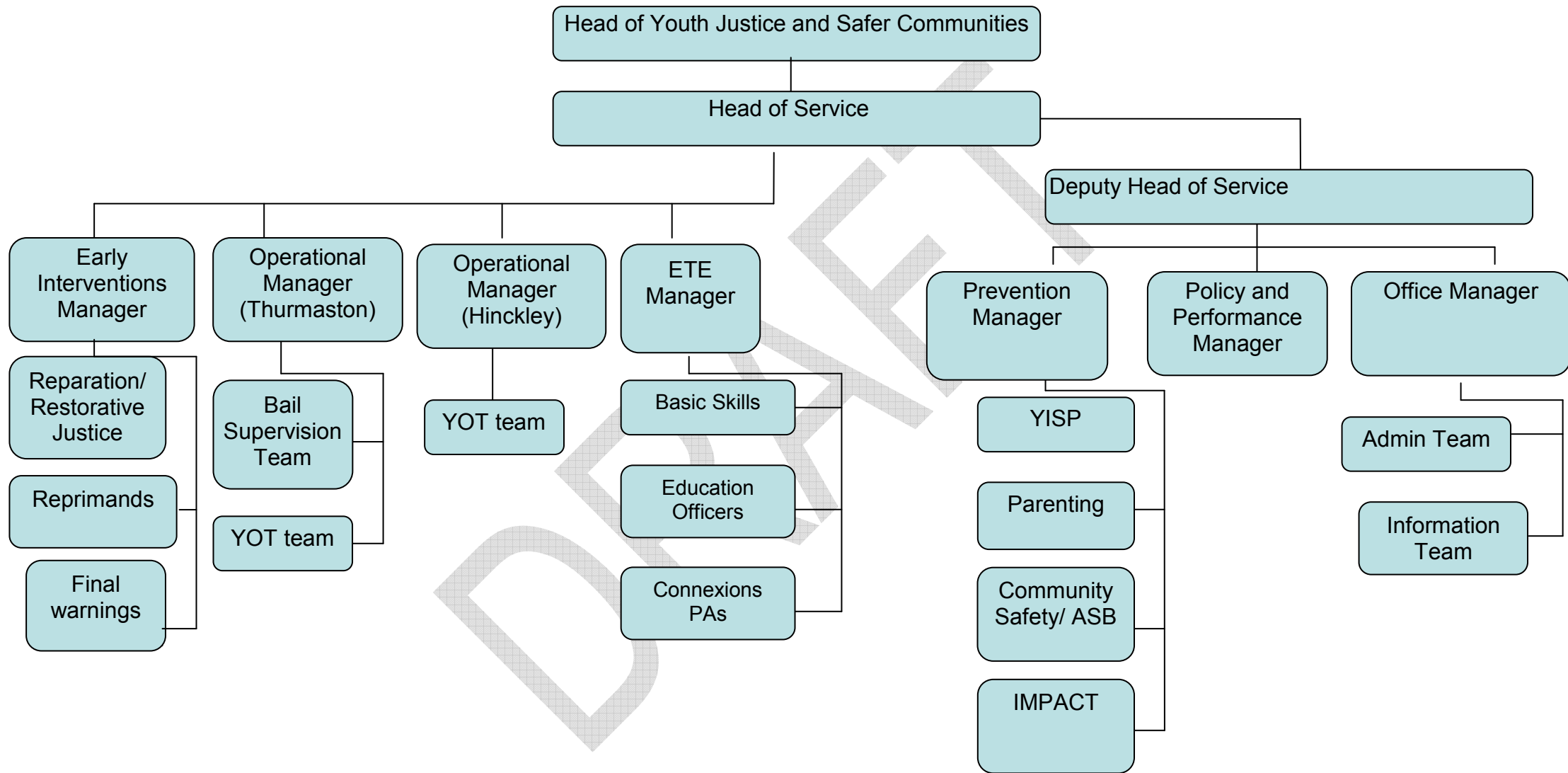
The Board is committed to achieving this vision by:

"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."

The YOSMB has a clear focus on performance improvement and closely scrutinises performance four times a year, including benchmarking against comparator groups.

In addition, reports were provided to the Board in 2009 on Practice Improvement, the Intensive Supervision and Surveillance Programme (ISSP), Prevention/IMPACT, Measures to keep young people out of the Criminal Justice System, Reviews of serious incidents, Deter Young Offenders, YRO/Scaled Approach, Development of Glen Parva, Integrated Resettlement and Support project, Think Family, the Review of Healthcare of Young People who offend and the Young people and Parents/Carers participation Survey.

Youth Offending Service Structure



3. Partnership Arrangements

The YOS works in partnership with criminal justice services and with services for children and young people to create safer communities and improve the well-being of young people across Leicestershire and Rutland.

Leicestershire and Rutland's Sustainable Community Strategies (SCSs) and Local Area Agreements (LAAs) identify priority outcomes for Leicestershire and Rutland for 2008–11. Leicestershire's LAA includes National Indicator 19 (rate of proven re-offending by young offenders) as one of its priority indicators. A delivery plan has been produced to achieve this target and performance is reported to the YOSMB and the Leicestershire Safer Communities Strategy Board. The Leicestershire Safer Communities Agreement includes NI 19 and a range of youth crime prevention indicators, including the need to support the complex needs of vulnerable people. The Leicester, Leicestershire and Rutland Reducing Re-offending Board has also produced a sub-regional Reducing Re-offending Strategy and Plan which reflects priorities for reducing re-offending by young people.

Rutland's Community Safety Strategy has key priorities to reduce the number of entrants into the youth justice system and reduce re-offending by young people.

Other LAA priority indicators reflect YOS priorities and will contribute to YOS effectiveness, particularly those relating to safer communities, accommodation for vulnerable people, Education Employment and Training, substance misuse by young people and the emotional health of children. The YOS therefore plays a key role in delivering the Leicestershire and Rutland Sustainable Community Strategies (SCS).

The YOS engages with the Local Criminal Justice Board (LCJB), Leicester Leicestershire and Rutland Community Safety Programme Board, the 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's Trust Executive and Board and the Leicestershire and Rutland Safeguarding Children's Board (LSCB). Leicestershire Together is Leicestershire's Local Strategic Partnership that oversees the delivery of the Sustainable Communities Strategy.

YOS priorities are reflected in these strategic arrangements and plans. The YOS has worked with the Safer Communities Strategy Board to contribute to the Districts' strategic plans and with the Children and Young People's Boards to contribute to the Children and Young People's Plans. The Children and

Young People's Boards are aware of their roles and responsibilities in relation to preventing offending and re-offending under the Youth Crime Action Plan.

YOS targets are incorporated into Leicestershire County Council's Medium Term Delivery Plan and Community Safety Plan 2009-12, and the Rutland Community Safety Plan 2008 - 11. The Districts are engaging with their new duties in relation to reducing re-offending and are prioritising this (particularly by young people) in their strategic plans.

The performance of the YOS has contributed positively to the assessment of the overall performance for Leicestershire via the Comprehensive Area Assessment (CAA), which states: "The local councils and the police are working well together to reduce crime and anti-social behaviour. Crime rates, particularly for youth crime, have been falling...The county Youth Offending Service and partners such as district councils are successfully reducing the number of young people who have already committed offences and may re-offend. Partners make sure that these young people have accommodation and opportunities to gain skills and education which reduces the likelihood that they will re-offend...There are a number of projects that are helping young people stay out of trouble and stop getting involved in anti-social behaviour....Partners share excellent information on crime and levels of public confidence in how they are tackling crimes... Good intelligence from the police about young people who are prolific offenders means partners can also concentrate their efforts on those who are causing the most harm within their neighbourhood".

Leicester and Leicestershire is one of the 13 Total Place pilot areas that are working across partnerships to deliver improvements in service outcomes and efficiency savings. One of the Total Place themes is Alcohol and Drugs and we have been looking at how a whole area approach can lead to better services at less cost, seeking to avoid overlap and duplication. "Total Place: A whole area approach to public services" sets out this new direction for local public services, reducing burdens and introducing significant new freedoms from central control, as part of "Putting the Frontline First: Smarter Government". A Public Service Board oversees the Total Place programme in Leicester and Leicestershire.

4. Priorities

Key Objectives and Targets for 2010 – 2011

Key Objectives for 2010-2011

1. Prevent Offending by young people between the age of 10 and 17 years.
2. Reduce re-offending by children and young people under the age of 18.
3. Reduce the risk of harm posed by young people.
4. Improve victim satisfaction and public confidence.
5. Ensure the safe and effective use of custody.
6. Safeguarding and the 5 Every Child Matters outcomes.
7. Environmental Improvement.

Local Area Agreement Targets

Leicestershire NI19 rate of proven reoffending by young people in the Youth Justice System.

- To reduce the rate of proven offences committed by young people by 2% in 2009/2010 and 4% in 2010/2011 (from 1.13 offences per young person in the 2005 baseline year to 1.07 offences per young person by 2011/12).

National Indicator Targets

- NI19: Proven rate of re-offending in young people (target as above).
- NI43: Young people receiving a conviction in court who are sentenced to custody.
 - Target: less than 5% of all young people receiving a conviction in court are sentenced to custody.
- NI44: Ethnic composition of offenders on Youth Justice System Disposals.
 - Target: an improvement rate in the proportions of each BME group of young people on youth justice disposals against the proportion of each BME group in Leicestershire

- NI45: Engagement in education, training and employment by young people who offend.
 - Target: to ensure that 90% of young offenders are actively engaged in suitable full time education, training or employment.
- NI46: Access to suitable accommodation for young people in the Youth Justice System.
 - Target: to ensure that 95% of young people completing community interventions or on release from the secure estate have access to suitable accommodation.
- NI111: First Time Entrants to the youth justice system aged 10-17
 - Target: to reduce the number of young people entering the criminal justice system by 1% per year between 2008/2009 and 2010/2011.

Summary of Performance

Performance against LAA indicators

- **Leicestershire LAA2**
NI 19 rate of proven re-offending by young people in the Youth Justice System
 The target is to reduce the rate of offences committed by 2% in 2009/2010 and 4% in 2010/2011 from 1.13 offences per young person in the 2005 baseline year to 1.07 offences per young person by 2010/11. Performance for the 2008 cohort was 1.05, a reduction of 7.1%. This is below national (1.03) and regional (0.97) comparators. However, April to December 2009/10 performance is 0.51, compared with the 2005 baseline April to December performance of 0.64 and April to December 2008/09 performance of 0.59. The YOS performance is now ahead of Family group (0.54) and National (0.57) Performance comparators.
- **Leicestershire LAA1 (2006-2009)**
Reprimand Indicator
 The target was to increase the percentage of young people who did not re-offend post-reprimand from 64% to 70%. The final cohort (April to June 2007) performance was 72%, exceeding the target by 2%. This achieved the reward target for this indicator which is part of a basket of indicators that measure performance in improving life chances and better opportunities for vulnerable young people. The reprimand indicator constitutes 30% of this reward target and equates to £300,000 of reward money to Leicestershire Together.

- **Rutland LAA1 (2007 - 2010)**
NI 111 First Time Entrants

The FTE Performance in 2008/9 was 19 FTEs, exceeding the target of 33 FTE's for 2008/9. Between April and December 2009 there have been 19 FTEs. This is on track to meet the 32 FTE target for 2009/10.

Performance against National Indicators

National Indicator	Target 09/10	2008/09	April to Dec 2009/10
NI 19 Reduce the proven rate of re-offending	1.07	1.05	0.51 (6 months)
NI43 Custodial Sentences	<5%	4.4%	3.0%
NI45 Number of young people in suitable Education, Training and Employment	90% Local >80%	76.9%	81.7%
NI46 Number of young offenders in suitable accommodation	>95%	99.8%	98.9%
NI111 Reduction in First time Entrants	1% reduction	33.1%* reduction	-15.7%* * Reduction

* Based on PNC performance published annually in November 2009

** Based on local performance data

- NI19 (reduce the proven rate of re-offending). Performance as above.
- NI 43 (custodial sentences). April to December 2009 performance, at 3%, is higher than the target and above the performance of regional (7.0%), family group (4.6%) and national (5.6%) comparators. Between April and December 2009 14 young people received custodial sentences; this compares to 28 in the same period in 2008, a 50% reduction.
- NI 45 (young offenders in full time education employment or training (EET) performance for April to December 2009 is 81.7%, ahead of regional (77.7%) and National (73.3%) comparators. This is a significant improvement on 2008/9 and an important achievement given the economic climate.
- NI 46 (number of young people in suitable accommodation) April to December 2009 performance is 98.9%. This too is ahead of regional (96.8%) and national (96.4%) comparators.
- NI 111 (First Time Entrants to the Youth Justice System). The number of first time entrants (FTE) fell from 880 in 2007/08 to 589 in 2008/09, a reduction of 33.1%. April to December 2009 performance indicates that FTEs are 15.7% lower than the same period last year, but behind regional (-24.9%) and national (-22%) performance. Previous years major reductions in FTE performance make further reductions difficult to achieve.

NB. NI 46 has now been removed from the National Indicator set.

5. Resourcing / Value for money

Partnership Resources

Funding and partnership staffing resources for 2010/11 are anticipated to remain at current levels with no risk to service delivery, except for a £17k reduction in the CYPS contribution, which will be met by turnover savings and a contribution from the reserve.

Youth Offending Team budget sources for the financial year 2010/11				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	91,847		91,687	183,534
Probation	117,326	132,523	81,582	331,431
Health	70,945		49,781	120,726
Local Authority	450,723		921,672	1,372,395
YJB			766,142	766,142
Other			273,817	273,817
Total	730,841	132,523	2,184,681	3,048,045

The budget includes a requirement to make turnover saving of £82k on predicted costs, which will be met through managed vacancies.

Leicestershire County Council has set out its Medium Term Financial Strategy 2010/11 – 2013/14 to plan to meet the budget shortfall of £66m over 4 years, comprising efficiency savings and service cuts. The YOS enjoys significant political support in the light of its contribution to community safety which has ensured that priority has been given to protecting the YOS from service cuts.

Nevertheless, the YOS is required to make £100k savings through the reduction in the expansion of the IMPACT Project, which will reduce funding from £500k to £450K in 2010/11 and £400K in 2011/12 onwards. This is still twice the level of funding that IMPACT received in 2008/09 and will still enable good quality delivery of services to young people and communities. Priority will be given to preserving service delivery through finding non-staff savings wherever possible; a programme of voluntary staffing reductions is in place.

Additionally, the YOS needs to make £155k efficiency savings by 2012/13.

Services will not be cut, but the savings will be produced through:

- Efficiency savings from the office move to County Hall in 2011, reductions in travel expenditure and other overhead costs.
- A review of administrative services.
- A YOS review, including an assessment of the impact of the YRO and Scaled Approach on workloads and a review of staff roles and delivery of services to maximise efficiencies.

Existing costs of services are currently being established using cost per disposal information (see below) and relating this to outcomes. The establishment of the YJB toolkit to enable the comparison of YOT funding in relation to cost per disposal and outcomes should assist this process. A commissioning review has been undertaken to ensure that commissioned services provide best value for money. The reviews will take place during 2010, with the savings achieved by 2012/13.

This review takes account of Leicestershire County Council's savings requirements, but will also need to consider future funding uncertainties.

Service Delivery Areas

Services planned for the financial year 2010/11	
Core Activity	Total Budget (£)
Preventive services	667,365
PACE	61,043
Pre-Court	439,510
Remand	268,589
Court	341,843
Community	976,689
Custody	268,589
Miscellaneous	
Other	24,417

Service Delivery Resources

Leicestershire YOS compares well against YJB 2008/09 comparative data for cost per disposal. The cost per disposal (£3619) was lower than regional (£4261) and national (£3631) comparators. The comparison between cost per

disposal and overall performance indicates that the YOS delivers a high level of performance at a low cost.

An analysis of workloads indicates that, whilst there has been a reduction in the numbers of young people entering the youth justice system between 2005/06 and 2008/09, there has been an increase in the numbers of Supervision Orders, which require more intensive levels of supervision. This has resulted in an increase in workload of 3.6% over this period.

The introduction of the YRO and Scaled Approach at the end of November 2009 has been one of the most significant changes to Youth Justice practice in recent years. The YOS reviewed its current approach to service delivery in early 2009 and decided not to make changes prior to the implementation of the YRO and Scaled Approach. The impact of the YRO/Scaled Approach on workloads will be analysed and fed into the YOS review.

The delivery of services is managed in the following way:

Prevention

- Work with young people at risk of offending and anti social behaviour.
- Work with parents whose children are at risk of offending and re-offending.

Early interventions

- Work with the Police to deliver Final Warnings and intervene with young people and their parents/carers.
- Providing interventions on group work and restorative justice
- Appropriate Adult service

Operational Teams

- Delivery of Service to the Courts.
- Supervise young people on community sentences and post custody supervision.
- Bail support and supervision.

Education Employment and Training

- Delivering of EET provision via Connexions and Education seconded staff together with Basic skills tutors.

Services are focused on providing evidence-based interventions. Specialist staff deliver accommodation, substance misuse, mental health, primary/generic health and parenting provision. This helps to ensure that the 5 Every Child Matters outcomes are achieved. The YOS also has a group work specialist to deliver group programmes to young people.

Information Communication Technology (ICT) Resources

The YOS continues to utilise 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. Training continues to be offered to staff to improve their ability to utilise IT systems.

The YOS currently uses the Careworks Raise database. There are concerns about the capacity of Careworks and YOIS, the other YOS database used across the country, to meet the needs of Youth Offending Teams. The YOS has continued to have problems with the Careworks Raise Data base. We are now participating in the initial pilot for a YJB-led YOT Case Management System, part of a national initiative to develop a new system to meet Youth Offending Services' needs more effectively.

We have been actively involved in the Wiring up Youth Justice agenda. During 2009/10 this has included participation in the Connectivity and Youth Justice Management Information System (YJ MIS) developments. Connectivity enables the secure transmission of documentation to the YJB placements and Secure estates and the YJMIS will assist in the provision of management information from the YJB returns and YOS case level data.

6. Work Force Development

The YOS is committed to maintaining a diverse workforce which represents the communities in which it works and to ensuring that the workforce has the skills to deliver the objectives of the plan. Recruitment and retention processes support the need to attract and retain a diverse workforce. All YOS recruitment panels include Black and Minority Ethnic representation.

Workforce composition

Ethnic Composition Workforce	Numbers	% of workforce	No Grade 13 and above	% Grade 13 & above
White Males	21	15.0%	1	0.7%
White Females	79	56.4%	5	3.6%
White	100	71.4%	6	4.3%
BME Male	20	14.3%	3	2.1%
BME Female	20	14.3%	1	0.7%
BME	40	28.6%	4	2.9%
Total	140	100%	10	7.1%

28.6% of the YOS workforce identify themselves as Black or Ethnic Minority, which is significantly above the Leicestershire population (9%). This compares favourably with 8.7% BME workforce of the County Council. The BME workforce is equally split between males and females. The white group however has 79% female and 21% male representation in the workforce.

The proportion of women in grade 13 (team manager) and above posts is 60% which is ahead of the 49.3% of the County Council workforce but behind Leicestershire's 70% target for 2020. 40% of the BME workforce is grade 13 and above, which indicates that Black and Minority Ethnic staff are more highly represented amongst managers than within the YOS workforce as a whole (28.6%). It also compares well with the County Council BME representation at grade 13 and above (7.23%), and is above the 18% 2020 County Council target.

Composition of volunteer workforce

Ethnic Composition Volunteers	Numbers	% of Volunteers
White Males	61	26.0%
White Females	138	58.7%
White	199	84.7%
BME Male	9	3.8%
BME Female	27	11.5%
BME	36	15.3%
Total	235	

The YOS has 235 volunteers, of whom 15.3% come from the BME group, which is above the Leicestershire BME population (9%). 70% of Volunteers are Female and 30% male, which is similar to the YOS workforce. The over representation of women in caring work is fairly typical.

Workforce Development Plan 2009-10

We remain committed to achieve excellent performance and believe it is only by investing in developing the skill base of our staff that this will be achieved. The Workforce Development Plan identifies training priorities based on the strategic priorities of the YOS and individual Performance Development Reviews (PDRs). The YOS has a budget of £15k for workforce development.

The workforce development priorities for 2009/10 are:

- Continue to improve the quality of assessments and interventions to prevent offending and re-offending
- Continue to develop practice in relation to safeguarding and risk of harm and re-offending issues.
- Ensure that staff understand issues of equality and diversity and that managers complete “Managing Diversity” training
- Ensuring that staff without a formal professional qualification or YOS experience can access the YJB National Qualification Framework.
- Inclusion of staff in the One Children’s Workforce developments.
- Equipping volunteers to undertake their multiple roles in the service.

The full workforce development plan is included in Appendix 2.

Volunteer Development

The YOS undertakes recruitment, retention and development of volunteers and Referral Panel Members. All volunteers are required to complete the volunteers’ training programme introduced by the Youth Justice Board. In addition volunteers are required to undertake training specific to their role in the service. There is an additional bi monthly training event for volunteers. Volunteers also have access to the Open University Introduction to the Youth Justice Programme which they are encouraged to undertake.

7. Environmental Improvement

The YOS is committed to improve working practices to improve efficiency and the environmental impact in delivering its services. . The YOS is an active supporter of the “Go Green” initiative, has appointed a Green Champion to work with Leicestershire County Council’s environmental change programme and is focusing on the environmental objectives of the County Council and publicising the initiative to staff.

The YOS was one of the lead areas in the roll out of Leicestershire County Council’s Work Well Project and has been increasing mobile working in order to reduce car mileage and improve staff stress levels. Mobile working should have a significant impact on travel costs and reducing carbon emissions.

The most significant achievements during 2009/10

- Developing the use of Touch Down sites across the County with YOS case managers.
- Piloting the use of Citrix remote working for staff.
- Launching the Go Green initiative to staff.
- Participating in the big Switch off.
- Increased the use of recycling.

Focus 2009/10

- Enable all case managers to have access to Touch Downs.
- Further expand access to Citrix, enabling staff to work from home.
- Monitor the benefits of Touch Down and Citrix on car mileage and staff work experience.
- Improve access to recycling in YOS Offices.
- Continue to promote the “Go Green” message to staff.
- Ensure that environmental considerations are part of the planning process for the YOS.
- Explore target setting and monitoring for environmental improvements.

8. Service Delivery Plan

Objectives

1. To prevent young people from entering the criminal justice system

Leicestershire Youth Offending Service (YOS) has fully integrated its approaches to preventing offending and reducing re-offending with Leicestershire and Rutland Community Safety and Children and Young People's agendas. They are integral to the Leicestershire and Rutland Sustainable Community Strategies (SCS), the Leicestershire and Rutland LAAs, the Leicestershire Safer Communities Plan and Agreement, Rutland's Community Safety Strategy, Leicestershire's Family Support Strategy, Leicestershire and Rutland Children and Young People's Plans and Every Child Matters outcomes. The YOS prevention strategy is linked to Leicestershire County Council's Anti-Social Behaviour Reduction Strategy, Integrated Youth Support Service developments and the Multi-Agency Forum arrangements.

In November 2009 the DCSF published the revised PNC monitored NI 111 First Time Entrants performance. This showed a reduction from 880 FTEs in 2007/08 to 589 in 2008/09, a reduction of 33.1%. FTE performance in 2008/9 was 242 below the DCSF target for 2010-11. There are signs that FTE performance is starting to plateau; given the dramatic reductions in FTEs achieved in recent years, this risk had been anticipated, and we are working with partners to analyse the outcomes of the police approach to low-level offending (RAiN) and to identify further actions to reduce FTEs.

The most significant achievements during 2009/10

- The reduction of 56.1% in FTE since 2005/6 when the FTE targets were first introduced.
- On track to meet Rutland's LAA 1 FTE indicator.
- The Police use of Restorative Approaches in Neighbourhoods (RAiN) has contributed to these reductions. Only 18% of young people re-offend post-RAiN and 90% of victims are satisfied (June 2009).
- The roll out of the IMPACT project across Leicestershire with further funding of £300,000, totalling £500k. Since June 2008 the IMPACT team has completed work in 40 areas; reports of Anti-Social Behaviour have reduced in 27 of those areas.
- There have been 57 Acceptable Behaviour Contracts since April 2009 and none have gone on to have an ASBO to date.
- In 2008/09 77% of young people supported by youth inclusion panels did not go on to offend.
- Offences committed in Leicestershire statutory and contracted Children's Homes have decreased by 30% between 2007/08 and

2008/09, from 43 offences to 29, following the introduction of restorative approaches in Children's Homes.

- Implementation of the Family Intervention Project (FIP) to families of Deter Young Offenders (DYOs).

Focus 2010/11

- Develop strategies to mitigate against the risk of an increase in FTEs,
- Analyse the outcomes of RAIN in conjunction with the Police and develop joint strategies for continued reductions in FTEs.
- Raise the number of RAIN referrals to Prevention Services.
- Continue to implement the Safer Schools Strategy and evaluate the impact in conjunction with the Police.
- Complete the Restorative Justice in Children's Homes project and publish the interim results.
- Prioritise the high risk ASB areas for IMPACT delivery.
- All Prevention Workers to receive Protective Behaviours training.
- Continue to contribute to the development of Leicestershire's Family Support Strategy and the roll out of the FIP across the county.
- Ensure good links with the new Integrated Youth Support arrangements.

2. To reduce re-offending by children and young people under the age of 18

The NI 19 re-offending rate reduced from 1.13 offences post outcome for the baseline cohort of 2005 to 1.05 offences for the 2008 cohort, a reduction of 7.1%. The performance reduction is below the national reduction of 19.5% and the 29.45% regional reduction. The re-offending rate is above both national (1.03) and regional (0.97) comparators. However, April to September 2009 performance is 0.51, compared with the 2005 baseline 6-month performance of 0.64 and 2008/09 6-month performance of 0.59. Current YOS performance is now ahead of Family group (0.54) and National (0.57) performance comparators.

The percentage of young people who did not re-offend post-reprimand increased in the final cohort to 72%, exceeding the LAA 1 reprimand indicator by 2%.

NI 45 education, employment or training (EET) performance was 76.9% in 2008/09. In the first 6 months of 2009/10 EET performance improved to 81.7%, exceeding the local target of 80% and exceeding regional (77.7%) and national (73.3%) performance for the same period. 91.2% of school age young people and 70% of above school age young people are in EET, which is a significant achievement considering the economic climate.

NI 46 the number of young people in suitable accommodation was 98.9% between April and September 2009. This too was ahead of regional (96.6%) and national (96.2%) comparators.

YOS performance in other areas of key provision is also important to reducing re-offending:

Substance Misuse treatment:

- Substance Misuse Assessment: 95.7% (target 95%).
- Substance Misuse Intervention: 100% (target 95%).
- 82 young people have received treatment so far in 2008/10, already higher than 2008/09.
- Leicestershire YOS was the largest young people's treatment provider in Leicestershire in 2008/09 and is likely to be in 2009/10.

Parenting Intervention:

- Percentage of parenting disposals delivered 33.2% (target 20%).

Mental Health treatment:

- Acute – 100% (target 95%).
- Non acute – 100% (target 95%).

The most significant achievements during 2009/10

- 7.1% reductions in re-offending rates.
- The achievement of the LAA reprimand indicator (preventing re-offending post-reprimand).
- The introduction of the multi-agency Deter Young Offender (DYO) arrangements, which ensure that those young people in the intensive supervision group are dealt with through the Multi-Agency Prolific and Other Priority Offender Management (MAPPOM) arrangements.
- Additional LAA funding provides 10 additional Intensive Supervision and Surveillance (ISS) placements for those young people most at risk of re-offending. Nine of these placements have been taken up in 2009/10 so far and the re-offending and other outcomes are being analysed.
- The implementation of the YOS Practice Improvement Action Plan including training, better management information and case audits to improve the quality of supervision programmes has resulted in improvements in practice
- The delivery of a full cognitive behavioural offending behaviour training programme for staff is expected to show improvements in the quality and outcomes of interventions.
- A focus on diversity in staff training programmes has shown improvements in assessments and interventions to meet individual needs.
- Completion of research into age 16 and 17 year olds not in education training or employment will enable better targeting of resources to reduce re-offending.
- Continuation of the work programme arising out of the partnership Beacon award for reducing re-offending, including the development of a Learning Tool that can be used with partners to engage them with NI 19. The tool highlights the social and economic costs of offending and tracks an offender's pathways into offending and has contributed to the inclusion of NI 19 in partners' plans.
- Development of the Young People's Accommodation Strategic Forum, chaired by one of the Districts, to implement the YOS Accommodation Strategy.

Focus for 2010/11

- Further analysis of the NI 19 cohort and re-offending data to identify where work needs to be targeted.
- Continue to work with staff and partners to successfully embed the Youth Rehabilitation Order (YRO) and the Scaled Approach.
- Continue working with reprimands, targeting those most at risk of re-offending.
- Improve the effective resettlement of young people post-custody through the Integrated Resettlement Support (IRS) programme (to

include a review of the effectiveness of current resettlement arrangements and the provision of intensive individual support packages supported by the use of mentors).

- Improve transition arrangements, particularly to Probation (including an audit of case transfers) but also with other partners to improve wider transitions between children's and adult services
- Continue the Practice Improvement programme to further improve the quality of work in relation to assessments, planning and interventions.
- Ensure that the increased ISS funding delivers reductions in re-offending of high risk young people.
- Continue to develop EET opportunities for 16/17 year olds, particularly DYOs.
- Act upon the recommendations of the EET research once finalised.
- Continue to work with Leicestershire County Council and other public sector employers to increase work placements for offenders
- Work with partners to improve the prevention of homelessness and improve accommodation provision for difficult to place young people.
- Implement the DYO protocol, including a YOS DYO panel, to ensure the delivery of an enhanced package of interventions to DYOs to reduce their re-offending.
- Consider extending volunteer mentoring to young people at risk of re-offending and to young people transferring to Probation.
- Improve exit strategies for young people at the end of supervision.
- Continued development of Families At Risk Assessment Meetings (FARAMs) and Family Intervention Programme (FIPs).

3. To reduce the risk of harm posed by young people

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 of young people. The YOS is represented on the MAPPA Strategic Management Board, the Operational Management Group, the Quality Control Group and the Training Group.

Since April 2009 the YOS has made 5 level 2/3 referrals to MAPPA for consideration of multi-agency case management. Three were accepted and 2 were managed at level 1 (single agency management). On 31st December 2009 no young people were being managed at MAPPA level 2/3 and 4 young people were being managed at MAPPA level 1.

The YOS has completed 2 Local Management Reports under the YJB's Serious Incidents Procedures during the 2008/09 year and 1 so far in 2009/10. The YOS has also completed 2 Serious Case Reviews during 2009/10 for the Local Safeguarding Children's Board. The YOS recommendations from the serious incidents have been implemented.

The most significant achievements during 2009/10

- Implemented the revised MAPPA arrangements.
- Overhauled the monitoring process for serious incidents.
- Completed a comprehensive staff training programme on risk assessment and management including MAPPA.
- Audits have shown improvements in risk management assessment and practice.

• Focus for 2010/11

- Ensure that the YOS complies with the enhanced data requirements required by MAPAA.
- Launch updated risk of harm policy and procedures.
- Ensure multi-agency support for the new YOS-led Level 1 meetings and processes.
- Work with partners to develop and implement the arrangements for the management of Potentially Dangerous People (PDP).
- Continue to monitor the Serious Incident Management processes and ensure that all recommendations are implemented.
- Keep the Management Board informed of progress against serious incident action plans.
- Continue the Practice Improvement programme to further improve the quality of work in relation to the Assessment and Risk of Harm to others posed by young people.

4. To improve victim satisfaction and public confidence

The YOS recognises the importance of maintaining the confidence of the public, victims of crime, sentencers and partners in its work. The YOS is engaged with the work of the LCJB and LSCSB to improve public confidence and is represented on the LCJB Victims and Witnesses Group.

All known victims of Final Warnings and 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.

There has been a significant rise in the engagement by victims in the restorative processes outlined above. 43.4% of victims engaged in a restorative process during 2008/09, and in the first 6 months of 2009/10 this has risen to 51.6%. This is more than double the target of 25% originally set by the YJB.

The YOS makes a significant contribution to building confidence through the partnership work on NI 21 (Dealing with local concerns about anti-social behaviour and crime issues by the local council and police) and LI (Local Indicator) 7 (Satisfaction with the way the police and local council dealt with ASB). In particular, the IMPACT project has shown reductions in reports of ASB to the police in the majority of areas it has worked in and has received positive feedback from other agencies, businesses, residents and victims in these areas. None of the cases where the ASB team has worked with ABCs has gone on to need an ASBO.

The YOS has been involved in the multi-agency Barwell recovery arrangements, following the tragic deaths of Fiona Pilkington and her daughter Francessca Hardwick, to improve practice across the agencies in relation to anti-social behaviour and re-build public confidence.

The YOS has produced a Communications Strategy and Plan with Leicestershire County Council's Public Relations department and has proactively engaged with the local press to increase positive publicity.

The following have been significant achievements during 2008/09 and have provided positive publicity on the radio and in the local press.

The most significant achievements during 2009/10

- Development of a communications strategy and plan.
- A number of positive articles in the local press and in Leicestershire Matters, the authority's magazine that is distributed to all households in Leicestershire. In particular, there has been significant positive publicity for the IMPACT project.
- Promotion of the Youth Justice System and YOS to community groups throughout the year. We attend a variety of community events to provide information and seek feedback.
- Two highly successful YOS Open Evenings, publicised in the local media with over 100 people attending.
- Partnership work with a local community where it had been identified that confidence in the Criminal Justice System was low to allow them to vote on a Community Payback project.
- Commenced a project with the LCJB to identify action to reduce disproportionality in the Criminal Justice System.
- Engagement with the national and local Justice Awards. One of our volunteers was highly commended at the National Justice awards for her work with young people and our Substance Misuse workers and IMPACT Team received local Justice awards for their work.
- The development of DVDs on Anti-Social Behaviour for use in the community with young people, one in conjunction with the Police and Leicestershire County Council for 11-15 year olds and the second an animated DVD set in a zoo in conjunction with North West Leicestershire District Council and Leicestershire County Council for Primary School children.
- Worked with partners to improve information-sharing in relation to anti-social behaviour.
- The use of a participation survey to evaluate the experiences of young people and their parents or carers of YOS engagement. 100% of parents surveyed were satisfied or very satisfied with the work undertaken with their child and 81% felt their child was less likely to re-offend as a result. 92% of young people felt the work undertaken with them was "brilliant" or "good".

Focus for 2010/11

- Improve the focus on victim issues as part of the practice improvement work being undertaken by the YOS.
- Work with the police and Victim Support to develop services to young victims.
- Continue to publicise and promote the work of the YOS.
- Continue to support LCJB Inside Justice week.
- Make applications to the 2010 Criminal Justice awards.
- Continue to work with the LCJB to identify action to improve ethnic disproportionality in the Criminal Justice System.
- Continue to develop the use of the participation survey.

5. Ensure the safe and effective use of custody

The YOS is committed to ensuring that the use of custody is only used when necessary for young people who are at risk of being remanded or sentenced to custody. To reduce the use of custodial sentences, the YOS seeks to provide good quality services and maintain the confidence of the courts.

Use of secure remand

Year	2006/07	2007/08	2008/09	April to Sept 2009
No of young people receiving a secure remand	31	20	25	9

The use of remand has fallen significantly this year. In 2008/09, there was an increase in the use of secure remands and we undertook an analysis to improve performance. As a result, the Bail Supervision and Support Team promoted bail support to sentencers through two open evenings and more targeted bail support plans and the use of bail support and conditional bail has increased. Between April and September 2009 there have been 9 secure remands compared to 14 in the same period in 2008, a drop of 35.7%.

Use of Custody

Year	2006/07	2007/08	2008/09	April to Sept 2009
Use of custody	38	44	36	12
% of young people who receive custody as a proportion of all sentences imposed by the court	3.9%	4.3%	4.4%	4.1%

The proportion of young people receiving custody has remained within the YJB target of 5% throughout the last 5 years. In 2008/09 the number of sentences imposed by the court fell by 20% making the 4.4% proportion sentenced to custody a significant achievement. YOS performance was better than the national (6.1%) and regional (6.5%) comparator group performance.

The most significant achievements during 2009/10

Maintained the confidence of the court by:

- Providing trained Court Officers to Youth Courts on Bank holidays and associated Saturdays (previously provided by the Emergency Duty Team), reducing the number of weekend remands to custody.

- Contributing to Youth Court Magistrates liaison meetings, Youth Court Panel meetings, Magistrates' training workshops and newsletters.
- Maintaining the Courts' confidence in ISS as an alternative to custody through a range of promotional activities including our open evenings.
- PSR training delivered to PSR writers to ensure good quality reports.
- Promoting Bail Support and Supervision as above. Those remanded on bail support are less likely to re-offend than those on unconditional bail.

Focus for 2010/11

- Maintain the focus on reducing the use of custody.
- Set up a panel for those at risk of custody to ensure all steps are taken to avoid the use of custody except where necessary
- Implement a range of options under the YRO to provide robust community sentences as alternatives to custody
- Explore the potential for other alternatives to custody
- Ensure that the introduction of the YRO does not have a negative impact on the sentencers' confidence in community sentences.
- Ensure that the additional ISS places are used effectively to reduce the use of custody.
- Implement a formal review process for children who go into custody so that consideration is given to whether more could have been done to have prevented custody.

6. Safeguarding and the 5 Every Child Matters outcomes

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 Head of Service is represented on the Leicestershire and Rutland Safeguarding Board. The section 11 duties and Bichard requirements are integrated into the work of the YOS and a range of training has been provided to all staff.

HMIP's new Core Case Inspection has expanded the scope of safeguarding for the YOS partly as a result of the Laming recommendations. The YOS has a Practice Improvement Plan in place to consider the 5 Every Child Matters outcomes more comprehensively and ensure that all aspects of safeguarding are addressed.

The YOS approach to managing vulnerability (those young people at serious risk of causing harm to themselves or being caused harm by others) provides for multi-agency meetings in cases where the YOS assesses the level of vulnerability to be high. Multi-agency response to these meetings is generally good. The YOS has also worked closely with the CYPS to understand referral processes and thresholds.

The YOS has 1.5 full-time equivalent Community Psychiatric Nurses, a half-time generic health nurse, two substance misuse workers and an EET team to work with young people who have a wide range of safeguarding needs.

The most significant achievements during 2009/10

- Devised an action plan for improvement, in conjunction with CYPS, based on the Third Joint Inspectors' Safeguarding report.
- Safeguarding training delivered jointly with the CYPS and the city YOS to all staff has improved understanding of safeguarding issues.
- Training delivered to staff to improve the identification, planning and delivering interventions to young people with a wide range of safeguarding needs has improved practice in these areas.
- Joint work with CYPS on referral thresholds and understanding YOS and CYPS priorities has improved communication between Social Workers and Yot officers resulting in more effective arrangements for safeguarding young people.
- Developed the Peer Mentoring scheme, with 6 young people trained as peer mentors.
- Implemented the Reducing Offending by Children in Care action plan including the roll out of restorative approaches in Children's Homes across the Leicestershire statutory and contracted Children's Homes, reducing offending in these homes by 30%.
- Our substance misuse workers won a local LCJB Justice Award for their work.
- Enabled greater priority to Children in Care through the identification of a Children in Care champion.

- **Focus 2010/11**

- Update the YOS/CYPS Specialist Services protocol to take account of a range of legislative and practice developments.
- Continue practice development in relation to the 5 Every Child Matters outcomes.
- Continue to work with CYPS to ensure the effective management of safeguarding thresholds.
- Work with Health partners to implement Healthy Children Safer Communities.
- Work with CYPS and Health partners to develop services for children with Speech Language and Communication needs.
- Provide updated vulnerability risk management procedures for staff.

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9. Risk Management

Risk management is a critical element in ensuring the delivery of our key priorities and outcomes. Ownership of all our main risks has been clearly established. Risk management will be active and incorporated into our performance management framework.

Risk Impact 1= high 5 = low

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
Prevent Offending by young people between the age of 10 and 17 years	The improvements achieved through RAIN might not be maintained	3	Monitor the RAIN activity and outcomes with the police and report to YOSMB.	Early intervention manager
	The reduction in the IMPACT programme could impact on preventing offending	2	Minimise the impact of the budget cuts on service delivery, ensure IMPACT is delivered in areas of highest ASB and monitor the impact of the service reductions	Prevention Manager
Re-offending by children and young people under the age of 18	Reductions in FTEs could result in higher re-offending rates, as those young people who do enter the youth justice system do so at a more serious level and are therefore more likely to re-offend than	2	Conflicting targets, no additional controls available	Policy and Performance Manager

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
	<p>previously</p> <p>ISS and the DYO scheme fail to deliver reductions in re-offending rates</p> <p>The economic climate is likely to impact on the numbers of 16/17 year olds in EET and as a result could impact on overall EET performance</p> <p>Loss of confidence by sentences in the YRO leading to increased use of custody and re-offending</p>	<p>3</p> <p>3</p> <p>1</p>	<p>Monitor the implementation of the DYO protocol and ISS delivery and outcomes to put in place corrective action if required</p> <p>Ensure that access to EET is maximised for YOS young people through the MAA NEET arrangements and engagement with relevant partners</p> <p>Ensure that Pre-sentence Reports (PSR) make clear proposals</p> <p>Continue dialogue and workshops with sentencers to maintain confidence</p>	<p>Operational Managers/Policy and Performance Manager</p> <p>EET manager</p> <p>Courts lead manager</p> <p>Courts lead manager</p>
To reduce the risk of harm posed by young people	Careworks inability to provide adequate management information on MAPPA cases	3	Implement alternative monitoring processes	Policy and Performance Manager

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
	Case managers incorrectly identify risk of harm levels posed by young people	3	Relaunch the risk management procedures and continue to audit and improve risk management processes	Early Interventions Manager
To improve victim satisfaction and public confidence	A serious incident receives significant negative media coverage	1	Improved risk management and vulnerability management processes to reduce risk of serious incident occurrence. Ensure lessons from serious incidents continue to be integrated in practice improvements in conjunction with relevant partners	All Managers All Managers
	A poor HMIP inspection outcome	1	Practice improvement programme to ensure good inspection outcome	All Managers
	Negative experience of sentences and partners to the implementation of YRO and the Scaled Approach	1	Maintain dialogue with sentencers post implementation	Court Lead Manager YRO implementation manager
Ensure the safe and effective use of custody	The YRO may result in young people being moved towards custody more quickly than with current community sentences	1	Ensure that Pre-sentence Reports (PSR) make clear proposals	Operational Managers

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
			Continue dialogue with Sentencers to maintain confidence	Court Lead manager
Safeguarding and the 5 every child matters outcomes	The poor economic outlook impacts on education and employment opportunities for young people	3	Encourage 16/17 year olds into education and training opportunities Continue to promote the use of placements for young people who offend through public sector employers	EET Manager
Efficiency and environmental improvement	Staff fail to make effective use of Touch Downs and Citrix's remote working.	3	Clear communication to staff of the importance and need for benefits realisations Monitor improvements and provide feedback	Head of Service Information Manager

Partner Sign Off

	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J. Sinnott		
Director of Children and Young People's Service, Leicestershire County Council	G. Williams		
Acting Chief Constable, Leicestershire County Council	C Eyre		
Chief Officer, National Probation Service Leicestershire & Rutland	H Munro		
Chief Executive, Leicestershire County and Rutland PCT	C Griffiths		
Chief Executive, Rutland County Council	H Briggs		
Area Director – Lincolnshire, Leicestershire & Rutland and Northamptonshire for Her Majesty's Courts Service	R Redgrave		

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Appendix 1 Youth Offending Service staffing

Staff in the Youth Offending Team (by headcount)											
	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students trainees	Volunteer	Total
Permanent	1	8	7		31	41	18			235	341
Fixed Term					1						1
Social Care			1		8	4					13
Probation					3						3
Police					2						2
Health					1	2					3
Education					2						2
Connexions					2						2
Other		1	1			1					3
Outsourced											
Temporary						4	1				5
Vacant					1	2	2				5
TOTAL	1	9	9		51	54	21			235	380

B7 Staff in the Youth Offending Team by gender and ethnicity

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Gender/Ethnicity											
White Male		1			9	11				61	82
Black Male		2			3					2	7
Asian Male		1	2		3	9				2	17
Mixed Race Male										1	1
Chinese/Other Male										4	4
White Female	1	4	6		23	27	18			138	217
Black Female					3					9	12
Asian Female		1			8	5	1			7	22
Mixed Race Female			1		1					4	6
Chinese/Other Female										7	7
TOTAL	1	9	9		50	52	19			235	375

Appendix 2 Workforce development plan

WORKFORCE DEVELOPMENT OBJECTIVES	STAFF TARGET GROUP	TIMESCALE
To continue to improve the quality of assessment	Whole Service Event	Ongoing
Training on Scaled Approach and YRO	Whole Service Event	YJILS March 2010
To increase awareness of violent extremism	Targeted Event	Summer 2010
Improve Effective Practice through K208	Identified Staff	Ongoing
To increase awareness and skills for young people who have experienced domestic violence	Identified Staff	Summer 2010
To develop better understanding of speech and language difficulties	Whole Service Event	Spring 2010
To increase participation by young people and to use feedback to develop services	Participation steering group members	Ongoing
To increase understanding of equality and diversity	Whole Service Event	Spring 2010
For all line managers have an understanding of diversity in relation to managing staff	Line Managers	Ongoing
To raise awareness of keeping safe and protective behaviours	Targeted staff	Spring 2010
To enable staff to challenge racially abusive language	Whole Service Event	Summer 2010
To increase staff understanding of CAF	Whole Service Event	Spring 2010
To ensure relevant staff have good substance misuse knowledge, including legal highs	Targeted staff	September 2010
To participate to the teenage pregnancy strategy by ensuring relevant staff have training on condom distribution and 'red box'	Targeted staff	Ongoing
To ensure all staff are familiar with issues relating to Safeguarding Children	New staff	Ongoing
All staff familiar with the principles of Common Core	Whole Staff event	Winter 2010
All staff to be familiar with principle of working with risk	New staff	Ongoing
All staff working with children using sexually abusive behaviour to receive appropriate training	Targeted staff	As required
Engaging difficult to engage young people	Relevant staff	Ongoing