

Leicestershire  
Youth Justice Strategic Plan  
2011 -12

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## Abbreviations

ABC	Acceptable Behaviour Contract	IRS	Integrated Resettlement Support
ADHD	Attention Deficit Hyperactivity Disorder	ISS	Intensive Supervision and Surveillance
APA	Annual Performance Assessment	IT	Information Technology
APIS	Assessment, Planning, Intervention and Supervision	JAR	Joint Area Review
ASSET	Standard Youth Offending Team assessment tool	KPI	Key Performance Indicator
ASB	Anti-Social Behaviour	LAA	Local Area Agreement
ASBO	Anti-Social Behaviour Order	LCJB	Local Criminal Justice Board
AYM	Association of YOT Managers	LOMP	Local Offender Management Panel
BME	Black or Minority Ethnic	LSC	Learning and Skills Council
CAA	Comprehensive Area Assessment	LSCB	Local Safeguarding Children's Board
CPA	Corporate Performance Assessment	LSCSB	Leicestershire safer communities strategy board
CAMHS	Child and Adolescent Mental Health Service	MAPPA	Multi-agency Public Protection Arrangements
CDRP	Crime and Disorder Reduction Partnership	MAPPOM	Multi Agency Prolific and Other Priority Offender Management
CJSSS	Criminal Justice: Simple, Speedy, Summary	NI	National Indicator
CPN	Community Psychiatric Nurse	NQF	National Qualification Framework
CRD	Community Restorative Disposal	NVQ	National Vocational Qualification
CYPS	Children and Young People's Service	ONSET	Standard Prevention assessment tool
DAAT	Drug and Alcohol Action Team	OU	Open University
DCSF	Department for Children Schools and Families	PACE	Police And Criminal Evidence
DTO	Detention and Training Order	PCEP	Professional Certificate in Effective Practice
DYO	Deter Young Offender	PCT	Primary Care Trust
EDT	Emergency Duty Team	PDR	Performance Development Review
EET	Education Employment or Training	PPO	Prolific and Other Priority Offender
EIA	Equality Impact Assessment	PSR	Pre-Sentence Report
EO	Education Officer	RAiN	Restorative Approaches in Neighbourhoods
EPQA	Effective Practice Quality Assurance	ROCIC	Reducing Offending by Children in Care
EPUA	Effective Practice Unit Award	SCS	Sustainable Community Strategy
ETE	Education, Training and Employment	SNAP	Survey Software
FTE	First Time Entrants		YISP Youth Inclusion and Support Project
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
IOM	Integrated Offender Management	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 national Youth Justice strategic objectives which are to:

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

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 help children achieve more

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 finance, receiving updates at each meeting. It also scrutinises performance improvement four times a year, including benchmarking against comparator groups.

In addition to performance monitoring, reports were provided to the Board in 2010 on the following issues

<b>YOSMB dates</b>	<b>Reports</b>
26th February 2010	Serious incidents update Safeguarding update.
30 <sup>th</sup> April 2010	Sustaining the success. Safeguarding the future Restorative approaches in neighbourhoods Youth to adult transitions project Serious incident reviews Asset analysis. Re-offending data analysis
2 <sup>nd</sup> July 2010	Youth Justice Strategic plan & capacity and capability assessment Reducing offending in children's homes Healthy children safer communities
17 <sup>th</sup> September 2010	YOS Review and Update on Funding Risks Re-offending Data Analysis. Intensive Supervision and Surveillance (ISS) Annual Report. IMPACT Annual Report 2009-10 Integrated resettlement support update Briefing Paper on National Reports - Against the Odds and The Crime Reducing Effect of Education
3 <sup>rd</sup> December 2010	Serious incidents update Service review and funding Future of youth justice report Young people's and parents/carers participation

### 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) identify local priorities for Leicestershire (2008 – 2013) and for Rutland for (2008 – 2012). The performance framework for the Leicestershire SCS includes the need to improve life chances for vulnerable people and places by improving the lives for offenders and those at risk of offending so they are less likely to offend. The Performance framework for the Rutland SCS includes targets to reduce the number of first time entrants to the criminal justice system and to reduce proven re-offending by young 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.

The YOS engages with the Local Criminal Justice Board (LCJB), Leicester Leicestershire and Rutland Community Safety Programme Board, the Community Safety Partnerships (CSPs), 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 Leicestershire 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 and priorities. 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 2011 - 14. The Districts are engaging with their new duties in relation to reducing re-offending and prioritise this (particularly by young people) in their strategic plans.

Leicestershire is one of 16 Community Budget areas for Families with Complex Needs announced in the Comprehensive Spending Review at the end of October 2010. The Community Budget for Leicestershire aims to fully integrate our public services through a single governance framework, the pooling of budgets and the integration of service commissioning across all areas of public service – including those delivered by the voluntary and community sector – to achieve the best possible outcomes. The scope of Leicestershire’s Community Budget supports the findings of the Graham Allen review that early intervention is crucial, but also includes the need to intervene at later life stages – including reducing re-offending. Through the Community Budget, we aim to improve outcomes and reduce the demand for high cost services. The Community Budget will involve targeted service provision at the community, family and individual level to support families and individuals with complex needs to achieve more independence and will involve early intervention to prevent vulnerable families and individuals from developing complex needs. The reducing re-offending element will involve the reshaping of our integrated offender management solution to ensure it supports and contributes to our families with complex needs work. The Community Budget Programme proposes pooling a number of grants, including the Youth Justice Grant. A Project Board (reporting to the Leicestershire Together Board) is being established to oversee the work of the Community Budget Programme.



## 4. Priorities

### Key Objectives and Targets for 2011 – 2012

#### Ministry of Justice Indicators 2011/12

The MoJ has proposed three impact indicators relating to Youth Justice:-

- Reduce first time entrants to the justice system (10-17 year olds receiving a reprimand, final warning or conviction)
- Reduce re-offending (percentage of juvenile offenders re-offending and frequency of reoffending per 100 offenders)
- Reduce the use of custody

#### Leicestershire Youth Offending Service Objectives

In addition the YOS aims to:

- Minimise the risk of harm posed by children and young people.
- Ensure children and young people are protected from harm and are helped to achieve more.
- Improve victim satisfaction and public confidence.

### Summary of Performance 2009/10 and 2010/11

#### Performance against the 5 Youth Justice National Indicators 2009/10 and 2010/11 to date

National Indicator	Target 10/11	2009/10	April to Dec 2010/11
NI 19 Reduce the proven rate of re-offending	1.07	0.93	0.50 (6 months)
NI43 Custodial Sentences	<5%	3.3%	3.0%
NI45 Number of young people in suitable Education, Training and Employment	90% Local >80%	80.4%	80.7%
NI111 Reduction in First time Entrants	Year on year reduction	9.46%* reduction	13.21* ** Reduction

\* Based on PNC performance published annually in November 2009

\*\* Based on local performance data

NI 19 (rate of proven re-offending by young people in the Youth Justice System)

Performance for the 2009/10 cohort was 0.93, a reduction of 17.7% on the 2005 baseline (1.11). This is ahead of the national (1.02) and family group (0.97) comparators, but slightly behind regional performance (0.90).

April to September 2010/11 performance was 0.50, ahead of the same period last year (0.51) and ahead of family group (0.51) and national (0.62) but just behind regional (0.47) performance comparators.

NI 43 (the percentage of young people receiving a conviction in court who are sentenced to custody)

In 2009/10 the use of custody exceeded the YJB 5% target at 3.3%. This surpasses the 4.4% achieved in 2008/09 and equates to a 24% reduction against the previous year. Performance was ahead of regional (6.7%), family (4.6%) and national (5.5%) performance levels.

Between April and December 2010, 12 young people (3%) received custodial sentences. This exceeds the 5% target and is ahead of national (5.4%), regional (6.1%) and family group (4.4%) performance.

NI 44 (Ethnic composition of offenders Youth Justice disposals) 2009/10

This is an annual indicator therefore 2010/11 performance will not be available until May 2011.

There are two black or minority ethnic groups whose populations were considered statistically reliable in 2009/10, those of Dual Heritage and the Asian/Asian British populations. The Asian/Asian British population was under-represented in the offender population in 2006/07 by 0.6% (51 young people) and has become further under-represented in 2009/10 by 2.5% (29 young people). The Dual Heritage population has moved from being under-represented by 0.3% (20 young people) in 2006/7 to being over-represented by 0.1% (22 young people) in 2009/10.

NI 45 (young offenders in full time education employment or training (EET))

Performance in 2009/10 was 80.4%, above regional (77.7%) and national (73.3%) performance and ahead of the 2008/09 performance of 76.9%.

Performance for April to December 2010 is 80.7%, exceeding the 80% target and ahead of regional (77.7%) and national (73.2%) comparators.

NI 111 (First Time Entrants to the Youth Justice System).

In 2009/10 there were 507 First Time Entrants, representing a reduction of 15.2% against 2008/9. This was below regional (-23.6 %), family group (+19.3%) and national (-24.5%) performance.

Between April and December 2010, FTEs fell by 3.21% compared to the same period last year. This is ahead of regional (-2.7%) but below national (-26.3%) performance.

## 5. Resourcing / Value for money

As a result of the Comprehensive Spending Review, resources available to the Youth Offending Service have reduced. The Youth Justice Board grant was previously provided to the YOS with a number of ring fences (Effective Practice, Integrated Resettlement Support, Prevention, Keeping Young People Engaged (in education), Substance Misuse).

In 2011/12, this grant will now be provided as a single un-ringfenced 'Youth Justice Grant'. Included in this grant for 2011/12 is the Intensive Supervision and Surveillance funding that previously went directly to the City as part of our Intensive Supervision and Surveillance consortia arrangements.

The 2011/12 YJB Grant therefore represents a reduction of £59,582. However, this allocation includes approximately £115,000 for ISSP that previously went direct to the City, so the real term reduction in Youth Justice Board funding is £174,582 (21%)

Fortunately, partners have largely maintained current levels of core YOS funding. However, in addition to the reduction in external grant, the County Council's Medium Term Financial Strategy requires the YOS to make savings of £369,000 over the period 2010/11 to 2013/14 out of the additional funding that the County Council provides to the YOS for youth justice services, over and above the core YOS funding.

This includes £109k savings from the IMPACT Project's budget of £500k, (£50k in 2010/11 and £59k in 2012/13) and £155,585 savings from the Basic Skills Team. These savings will mean the work of the Basic Skills Team will cease in 2012/13. The IMPACT Project will continue, but there will be some reduction in the number of part time IMPACT Workers. The remaining £104,415 will be found through efficiency savings identified through a Service Review.

### Youth Offending Service Budget for 2011/12

#### Core Funding

Pooled Budget				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	91,847		91,687	183,534
Probation	117,326	132,523	69,832	319,681
Health	70,945		49,034	119,979

Local Authority: Chief Executives CYPS Rutland	450,723		351,332 252,577 67,764	1,122,396
YJB			770,067	770,067
<b>Total</b>	<b>730,841</b>	<b>132,523</b>	<b>1,652,293</b>	<b>2,515,657</b>

### Additional Funding

<b>Additional Funding</b>	
Early Intervention Grant	£140,250
Community Safety Fund (substance misuse funding)	£10,137
Rutland YISP Funding	£21,700
<b>LCC</b>	
Youth Crime Prevention	£190,739
Basic Skills	£105,124
IMPACT	£450,000
<b>Total</b>	<b>£917,950</b>

<b>Total YOS Budget</b>	<b>£3,433,607</b>
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The total 2011/12 budget represents a reduction of £369,037 (13%) on the 2010/11 budget.

In February 2011, the County Council agreed £500k of transitional funding over two years (2011/12 and 2012/13) for Youth Justice and Safer Communities in view of the significant losses in external grant funding of 21%.

The transitional funding will ensure that compulsory redundancies will not be required and that front line services will continue to be delivered at the current level in 2011/12. However it will allow a phased reduction in some lower priority services in 2012/13 in order to meet the full savings requirement by 2013/14.

The YJB is revising the grant formula for 2012/13 and the indication is that this will include a 25% element of payment by results.

### Youth Offending Service Review

In order to ensure the above savings are made whilst maintaining Service delivery to a high standard and plan for potential further cuts to funding, the YOS is undertaking a full Service Review.

A Service Review Project Board, chaired by the Head of Youth Justice and Safer Communities, was established to oversee this review. The Board includes the Head of Youth Offending Service, the County Council's Efficiencies Programme Manager, CYPS Assistant Director (Targeted Services), Probation Director and Police Superintendent. The Deputy Head of YOS reports to the Board as the project manager.

The Service Review aims to: minimise the reduction in front-line services by maximising efficiency opportunities and reducing manager, administration and performance costs; minimise the need for compulsory redundancies; and meet the County Council's design principles for reviewing structures. A review of service priorities has been completed to identify those functions that present a lower risk to service delivery and partnership arrangements in order to identify the areas of work where savings will be made for 2011/12 onwards.

The review will result in a revised structure for the YOS, that takes account of a functional analysis of the whole Service and the need for a flexible structure to meet changing future demands, including the changes anticipated as a result of the government's Green Paper: Breaking the Cycle. The transitional funding has enabled a phased approach to the review. The first phase, to be implemented at the end of April, includes a reduction in management (including performance management) and administrative posts. The second phase will review the remainder of the Service and will be implemented by the end of September 2011.

### **Service Delivery Areas**

The current functions of each team are as follows:-

#### **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.
- Work with young people made subject to Acceptable Behaviour Contracts
- Works with young people on the streets who are behaving anti-socially.

#### **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
- Work with victims

#### **Operational Teams**

- Service to the Courts.

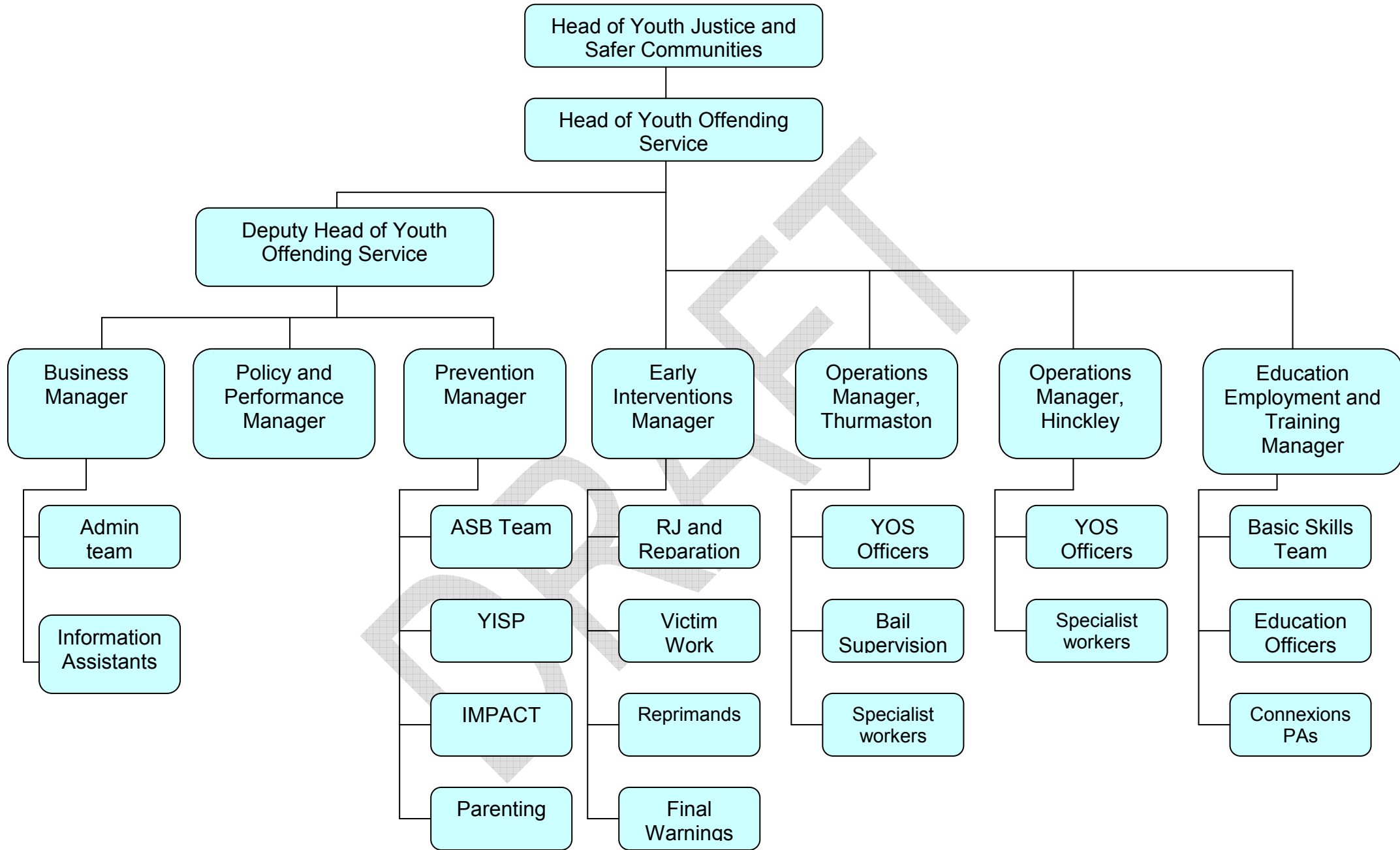
- Supervise young people on community sentences and post custody supervision.
- Bail support and supervision.
- Offender management of young people at high risk of re-offending
- Integrated Resettlement Support to provide intensive support to those leaving custody

### **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, education, substance misuse, mental health, primary/generic health and parenting provision. The YOS also has a group-work specialist. Interventions are designed to meet the offending-related needs of each young person as identified through the Asset and Onset assessment.

# Leicestershire Youth Offending Service Structure



## Service Delivery Resources

The 2008/09 (last available data) YJB comparative data for cost per disposal indicated that Leicestershire YOS compared well against other Youth Offending Services. 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.

The introduction of the Youth Rehabilitation Order in November 2009 changed the orders available for young people. As a result of this there has been a slow phasing out of Action Plan Orders, Supervision Orders, Community Rehabilitation Orders, Community Punishment Orders and Community Punishment and Rehabilitation Orders. There has also been a reduction in the number of Final Warnings requiring intervention and Reparation Orders.

However, the introduction of the Scaled Approach in November 2009 means that the frequency of interventions now delivered by the Youth Offending Service is matched to the young person's likelihood of re-offending. This has resulted in the vast majority of young people requiring enhanced or intensive levels of supervision.

The current caseload distribution is as follows:-

Scaled Approach Supervision Level	Percentage of case load
<b>Intensive</b> (ASSET score 33-64 and or High risk of harm) (12 contacts/Month in quarter)	39.8%
<b>Enhanced</b> (ASSET score 15-32 and or Medium risk of Harm) (4 contacts/Month in quarter)	57.8%
<b>Standard</b> (ASSET score 0-14) (2 contacts/Month in quarter)	2.4%

Whilst caseload numbers have declined slightly, this increase in the intensity of supervision, along with an increase in the length of activity requirements and in the complexity of early intervention cases, means that the overall workload is similar to that in 2009/10.

## 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, broadband internet and Touch Down sites across the County and many staff access secure remote connection from home via



Citrix fobs. Training continues to be offered to staff to improve their ability to utilise IT systems. The YOS continues to use the Careworks Raise database.

During the last 6 months the YOS has been working to reduce the use of paper case files and other paper systems in preparation for the move to County Hall in May/June 2011.

The YOS is undertaking a review of information management to ensure that it is fully compliant with the new YJB information management guidance which has been endorsed by the data commissioner.

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## 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.

### Workforce composition

Ethnic Composition Workforce	Numbers	% of workforce	No Grade 13 and above	% Grade 13 & above
White Males	16	12.60%	1	0.79%
White Females	73	57.48%	4	3.15%
<b>White</b>	89	70.08%	5	3.94%
BME Male	19	14.96%	2	1.57%
BME Female	19	14.96%	1	0.79%
<b>BME</b>	38	29.92%	3	2.36%
<b>Total</b>	127		8	6.29%

29.2% of the YOS workforce identifies themselves as Black or Minority Ethnic, which is significantly above the Leicestershire population (9%). This compares favourably with the 5.66% black minority ethnic workforce of the County Council. The black minority ethnic workforce is equally split between males and females. The workforce is 82% female and 18% male. The high level of females in the workforce significantly reduces the opportunity for young male offenders to have male workers (as role models). However, this gender balance remains typical for this area of work.

The proportion of women in grade 13 (team manager) and above posts is 55.5% which is ahead of Leicestershire's employment target of 53% for 2014/15. The proportion of Black and Minority Ethnic staff in grade 13 and above posts is 33.3%, which indicates that black and minority ethnic staff are more highly represented amongst managers than within the YOS workforce as a whole (29.2%). Black and Minority Ethnic groups are also above the 10% 2014/15 County Council employment target for grade 13 and above posts.

### Composition of volunteer workforce

Ethnic Composition Volunteers	Numbers	% of Volunteers
White Males	43	20.57%
White Females	122	58.37%
<b>White</b>	165	78.95%
BME Male	12	5.74%
BME Female	28	13.40%
<b>BME</b>	40	19.14%
Not stated	4	1.91%

<b>Total</b>	209	
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The YOS exemplifies the “Big Society” with its commitment to community involvement in the work of the YOS. We have 209 volunteers of which 19.4% are from Black and Minority Ethnic groups, 71.7% are female and 28.3% male. The volunteers are a highly committed and well-trained group, who make an invaluable contribution to our work with young people. The volunteers undertake a variety of functions including sitting on and chairing Referral Order Panels, providing mentoring and short-term interventions to low-level offenders who have received a Community Restorative Disposal, reprimand or Final Warning and acting as appropriate adults. We are also expanding the role of volunteers in line with the Breaking the Cycle Green Paper proposals. Volunteers are now offering mentoring to those young people who are at high risk of reoffending, including Deter Young Offenders, and those pre and post release from custody.

One of our volunteers achieved the local Inside Justice award for work with young offenders in March 2011.

### **Workforce Development**

We remain committed to achieving excellent performance and believe this will be achieved by investing in the development of the skill base of our staff. The Workforce Development Plan identifies training priorities based on the strategic priorities of the YOS and individual Performance Development Reviews (PDRs).

The workforce development priorities for 2011/12 are to:

- Enable managers to access management training and ILM management courses
- Ensure that all new staff or managers are able to access induction training
- Continue to improve the quality of assessments, interventions, and risk management planning to prevent offending and re-offending
- Launch new safeguarding, risk of harm and re-offending policy.
- Ensure that staff understand issues of equality and diversity
- Support staff requiring post qualification social work training
- Ensuring that staff without a formal professional qualification or YOS experience can access the YJB National Qualification Framework.
- Provision of specialist training to support and develop YOS work
- Equipping volunteers to undertake their multiple roles in the service.
- Post qualifying consolidation qualification in Social work

The full workforce development plan is included in Appendix 1.

The YOS has also developed work placement opportunities with Loughborough College for the Blind for young people who have significant sight impairments as part of its commitment to equality and diversity. One of these young people had significant other difficulties (cerebral palsy and aspergers syndrome), was fully supported and both he and the YOS achieved awards from the Royal National Institute for the Blind.

The YOS has also supported three staff through the Future Jobs Fund (for unemployed young people). One of these young people has now gained full-time employment elsewhere, one is employed by the YOS on a temporary basis and one has gone on to study for a degree.

### **Volunteer Development**

The YOS undertakes recruitment and development of the volunteer group. All volunteers are required to complete the volunteers' training programme introduced by the Youth Justice Board. In addition to this volunteers are required to undertake training specific to their role in the service and 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 complete.

In 2011/12 all four volunteer projects will be accredited through the volunteering UK accreditation process, This will involve an auditor from Volunteering UK interviewing staff and volunteers in order to evaluate the volunteer experience and prepare a report on any actions which need addressing in order to gain accredited status. The accredited status will remain in place for three years with an annual review.

## 8. Service Delivery Plan

### Objectives

#### 1. To prevent children and 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), Rutland's Community Safety Strategy, Leicestershire's Family Support Strategy, Leicestershire and Rutland Children and Young People's Plans and priorities. 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.

#### 2010/11 Achievements

- From 2005/06 to 2009/10, the number of first time entrants into the Criminal Justice System reduced by 60.4% and has continued to fall by a further 3.2% in April to December 2010/11. The continued reductions are an indication of the high quality partnership arrangements in Leicestershire and Rutland, including the Police Community Restorative Disposal, YOS youth crime prevention arrangements and Children and Young People's Service early intervention arrangements.
- The IMPACT team worked in 33 areas across Leicestershire in 2009/10. The team completed work in 19 of these areas in 2009/10 with a total of 3464 contacts with young people. There was a 61% reduction (150 to 59) in calls made to the Police about Youth Related Anti-Social Behaviour between the 3 months before IMPACT became involved and the 3 months after IMPACT had completed their work.
- Between April 2010 and December 2010 the IMPACT project completed work in 22 areas and increased the number of contacts with young people to 5078. Across these areas there was a 49.4% reduction (243 to 123) in calls made to the Police about youth related Anti-Social Behaviour after IMPACT had completed their work.
- All young IMPACT people surveyed between April and September 2010 said they had enjoyed their work with IMPACT; the overwhelming majority of young people (71%) scored their enjoyment of IMPACT as 10 out of 10. The majority of young people (93.3%) said they thought the IMPACT staff's engagement skills were good or excellent and the majority reported that they had seen an improvement in their areas and that the team had made a difference to them. Young people also

indicated improvements in self confidence, behaviour and relationships as a result of working with IMPACT.

- Of those young people that the Youth Inclusion and Support Project worked with on a one to one basis in 2009/10, 70% did not go on to offend after their intervention started.
- Of those young people the Anti-Social Behaviour team worked with in 2009/10, 79% did not go on to re-offend after their intervention started.\*
- Between April and December 2010/11 we worked with 46.2% of parents of young people on prevention programmes and 31.2% of parents on community orders. This is well above the 20% target originally set nationally.
- Piloted assessment and interventions with Community Resolution Disposals (CRDs) in South Charnwood.

#### **Focus 2011/12**

- Ensure the work of the Prevention Team contributes to the Community Budget work with families with complex needs or to prevent families developing complex needs.
- Continue to reduce the number of FTEs by working with partners to continue to develop prevention and diversion schemes in line with the Breaking the Cycle Green Paper proposals.
- Roll out automated referral to YOS for second time CRDs across the county with the police to prevent those young people at high risk of offending from entering the youth justice system.
- Continue to work with Children's Services to ensure prevention services across the Counties are well co-ordinated and meet the needs of those most at risk of offending and poor outcomes.
- Ensure that the overall work of the prevention team is targeted at those young people most at risk of offending.
- Contribute to the Government's More Effective Responses to Anti-Social Behaviour consultation paper and implement any new arrangements required of the YOS.

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\* Performance information for 2010/11 for ASB team and YISP not yet available.

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

As well as NI 19 there are a number of indicators which make a significant contribution to reducing re-offending.

Performance indicator	Target	2009/10	April to December 2009/10	April to December 2010/11
<b>Education Employment or Training (EET)</b>	80%	80.4%	81.7%	80.7%
<b>Suitable Accommodation</b>	95%	98.6%	98.9%	98.7%
<b>Substance Misuse</b>				
• Assessment with in 5 days	95%	94.4%	92.9%	90.4%
• Intervention with in 10 days	95%	100%	100%	100%
• Young people receiving treatment		92	77	63
<b>Parenting Interventions</b>	20%	31.6%	32.8%	31.2%
<b>Mental Health Treatment</b>				
• Acute	95%	100%	100%	100%
• Non Acute	95%	100%	100%	100%

The YOS performance has remained above or very close to target on these indicators during 2009/10 and is on target to deliver similarly high levels of performance by the end of 2010/11.

### 2010/11 Achievements

- Achieved a 17.7% reduction in re-offending since 2005.
- Re-offending performance on target to exceed the 1.07 re-offending target for 2010/11.
- Contributed to the development of the Integrated Offender Management arrangements in Leicester, Leicestershire and Rutland (Turnabout) to improve the flow of information and management of problematic youth and adult offenders across the sub-region.

- Completed the Deter Young Offender (DYO) Protocol in conjunction with the Police, CPS, courts and City YOS to ensure effective management of this group of offenders and reduce their risk of re-offending.
- Revised the YOS/Probation transfer protocol to ensure good quality transitions between the YOS and Probation and thereby a reduced risk of re-offending.
- Successfully implemented the YRO and Scaled Approach to meet national requirements.
- Implemented a new Integrated Resettlement Support (IRS) Service to provide high intensity supervision and support to those young people leaving custody, who are those young people at highest risk of re-offending. This service was built on models of best practice and has successfully reduced re-offending. 81% (13) of young people offered IRS have agreed to work voluntarily with the YOS during and after release from custody. Only 2 of the 16 young people released from custody in total since the implementation of IRS have re-offended, compared with a national average of 71.9% of young people re-offending post-release (YJB 2009).
- Practice improvement work has delivered improved quality of ASSET, risk assessments and intervention plans. Interventions have improved through practitioners developing bespoke interventions which enable the young people's learning styles to be catered for whilst still meeting offending related needs.
- Introduced a high risk intervention panel to ensure a focus on reducing re-offending by the deter group of young offenders (DYO)
- Despite the economic climate and rising youth unemployment EET has been maintained at over 80%.
- Updated the YOS/CYPS protocol to ensure good quality joint case management arrangements.
- Provided two new group work programmes: Girls Empowerment and Boys 2 Men to meet some of the diverse needs of young people.
- All operational staff have attended Jigsaw training designed to improve intervention strategies with young people who offend.
- Extended mentoring to all young people on the enhanced level of supervision to provide them with more intensive support to reduce re-offending.



- The use of a participation survey to evaluate the experiences of young people and their parents or carers engagement with the YOS.
  - 88% of young people thought that the work with the YOS was brilliant or good
  - 97% of all young people thought that they were not likely or very unlikely to offend or re-offend post intervention
  - 97.7% of young people believed they had been treated fairly or quite fairly.
  - 82.2% of parents felt that their child was less likely to offend

### **Focus for 2011/12**

- Contribute to the review of the Reducing Re-offending Board and the reshaping of Integrated Offender Management to ensure it contributes to Leicestershire's Community Budget work with Families with Complex Needs.
- Update the analysis of re-offending to ensure resources are targeted where they will be most effective.
- Continue practice improvement work across the YOS to achieve further improvements in reducing the risk of re-offending.
- Deliver the gun and knife crime group work programme with the police to reduce re-offending by this particular group of young people.
- Monitor and evaluate outcomes in relation to equality, including a qualitative evaluation of Black and Minority Ethnic young people's experience of the Youth Justice System, to identify where improvements in outcomes can be achieved.

### **3. To minimise the use of remand and custody for children and young people**

The YOS is committed to ensuring that the use of custody is used as a last resort for young people who are at risk of being remanded or sentenced to custody. In order to minimise the use of remand and minimise the numbers of young people who subsequently receive a custodial sentence, the YOS provides good quality bail support using experienced staff, to maintain the courts' confidence in bail support provision. To reduce the use of custodial sentences, the YOS seeks to provide good quality supervisory interventions and maintain the confidence of the courts in the YOS ability to supervise young people effectively and safely in the community.

### Use of secure remand

Year	2008/09	2009/10	April to Dec 2010
No of young people receiving a secure remand	16.8% 25/149	10.8% 18/166	8.8% 11/125

The use of remand has fallen significantly during 2009/10 (by 28%). Between April and December 2010 there have been 11 remands to custody, which is the same as April to December 2009/10.

### Use of Custody

Year	2007/08	2008/09	2009/10	April to December 2010
Use of custody	44	36	20	12
% of young people who receive custody as a proportion of all sentences imposed by the court	4.3%	4.4%	3.3%	3.0%

The number of young people receiving custodial sentences has fallen significantly over the last 3 years and has remained within the YJB target of 5% throughout the last 6 years.

The numbers of young people receiving a custodial sentence reduced by 44.4% in 2009/10 compared to 2008/9, which is ahead of the 24% fall reported by the YJB nationally. Between April and December 2010 12 young people received a custodial sentence compared to 14 in the same period in 2009, which is a further 14.3% fall.

### 2010/11 Achievements

- 44.4% reduction in custody and 28% reduction in remands in 2009/10 compared to 2008/09.
- The development of high risk panels, effective use of YRO options, and the review process for custody cases have all contributed to continuing falls in the use of custody.
- The efficient use of Intensive Supervision and Surveillance, innovative use of Youth Rehabilitation Order sentencing options and working with the courts has avoided the potential negative impact of the introduction of the YRO which could have led to increased use of custody.

## **Focus for 2011/12**

- Monitor and seek to influence future developments in remand and custody payment by results and work with the CYPS to plan the implementation of the Green Paper proposals to transfer the full costs of remand to the Local Authority.
- Maintain the focus on reducing the use of remand and custody by continuing the focus on alternatives.
- Undertake a review of remands to custody jointly with CYPS to identify where we can make further reductions in the number of remands.
- Maintain close working relationship with the Courts in order to maintain high levels of confidence in YOS community based interventions and ensure that custody is used as a last resort.
- Develop effective in-house YOS Intensive Supervision and Surveillance arrangements to further reduce the use of remand and custody.
- Deliver joint YOS/Probation events to ensure the revised protocol is fully embedded and undertake a new audit of the effectiveness of transition arrangements.
- Review the Appropriate Adult protocol with the Police, City YOS, Emergency Duty Team and Appropriate Adult Service to ensure arrangements continue to be effective and to reduce overnight remands in police custody.
- Ensure that court proposals continue to have the confidence of the sentencers to minimise the use of custodial sentences .

## **4. To minimise the risk of harm posed by children and 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 posed by young people. The YOS is represented on the MAPPA Strategic Management Board, the Operational Management Group, the Quality Control Group and the Training Group.

The majority of young people who pose a risk of harm are being effectively

managed by the YOS, albeit seeking relevant information from other agencies where necessary. These are cases which the YOS classifies as high or very high risk of harm or meet the MAPPA criteria and are managed at MAPPA Level 1. More complex cases which meet the MAPPA criteria are managed by the MAPPA level 2/3 inter-agency management process. The YOS has not had any young people which have required management at MAPPA Level 2/3 during 2010/11.

The Scaled Approach has enabled additional resources to be provided to those young people who pose the greatest risk of re-offending or harm. The Deter Young Offender arrangements and the introduction of the high risk panel have also benefited the management of this group.

The YOS has completed no Local Management Reports under the YJB's Serious Incidents Procedures during 2010/11 to date, which compares with 2 serious incidents in 2009/10.

### **2010/11 Achievements**

- Implementation of serious incident action plans.
- No serious incidents to date in 2010/11.
- Successful introduction of new MAPPA requirements for Level 2/3 minutes.
- Improved monitoring of MAPPA and high risk of harm cases.
- The Practice Improvement programme has improved the quality of risk assessments, risk management plans and interventions.

### **Focus for 2011/12**

- Launch updated risk of harm policy and procedures to further improve risk management.
- Implement new arrangements for the management of Potentially Dangerous People (PDP) together with the police.
- Continue to ensure that the learning from serious incidents, including those completed by the LSCB and Probation, is embedded into the work of the YOS.
- Continue the Practice Improvement programme to monitor and develop practice.

## **5. Ensure children and young people are protected from harm and are helped to achieve more.**

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 Core Case Inspection has expanded the scope of assessment of Child Protection for the Youth Offending Teams partly as a response to the Laming recommendations.

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 or very high. Multi-agency response to these meetings is generally good.

The YOS has revised the joint protocol with CYPS Specialist Services and will develop more detailed staff guidance during 2011/12. We work with other agencies to protect young people at risk of significant harm. The YOS has 1.5 full-time equivalent Community Psychiatric Nurses, 3 Parenting Specialists, a half-time generic health nurse, 2 substance misuse specialists, an Accommodation Worker and an EET team who specifically contribute to work with young people who have range of complex needs.

### **2010/11 Achievements**

- The Practice Improvement programme has improved the quality of vulnerability assessments, vulnerability management plans and interventions
- Revised the YOS/CYPS Specialist Services protocol to ensure effective joint management arrangements.
- Undertaken joint case audits with Specialist Services and implemented the improvements identified.
- Undertaken joint events with Specialist Services to improve outcomes for young people where there is joint working.
- All staff have completed safeguarding training as required by the Local Safeguarding Children's Board.
- Training delivered to reinforce the work to help young people to achieve more.

- Staff have undertaken training delivered by the Communication Trust in assessing Speech Language and Communication Needs so that young people can be referred to specialist services where appropriate.
- Submitted a pathfinder bid in conjunction with partners to the Department of Health for funding for children and young people at point of arrest diversion.

### **Focus for 2011/12**

- Produce practice guidance for work with CYPS to ensure the protocol is fully embedded.
- Continue to work with CYPS to ensure the effective management of safeguarding thresholds.
- Continue to work with Health partners to implement Healthy Children Safer Communities.
- Continue to 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 to further improve the management of vulnerability.
- Continue to promote the use of parenting interventions and Parenting services.

### **6. 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. It is engaged with the work of the Local Criminal Justice Board and Leicestershire Safer Communities Strategy Board 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.

The YOS continues to achieve high levels of victim engagement. 69.1% of all known victims engaged with one of the above opportunities to participate in 2009/10. Between April and December 2010, the proportion of all victims engaging has fallen slightly to 45.2%, however this is still substantially above the 25% target originally set by the YJB. In 2009/10 and 2010/11 (to date), 100% of victims were satisfied with their engagement.

The YOS makes a significant contribution to building confidence through the partnership work. In particular, the IMPACT project has shown reductions in reports of anti-social behaviour 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.

The YOS has continued follow up work linked to the multi-agency Barwell recovery arrangements, following the tragic deaths of Fiona Pilkington and her daughter Francesca Hardwick, by improving its work with vulnerable victims and by taking the lead in developing and delivering training for partner agencies on identifying vulnerability and developing a risk assessment matrix, with the Police, to identify vulnerable victims of ASB.

The YOS has continued to produce press releases together with partners in order to gain positive press coverage. Below are some of the most notable successes from 2010:-

#### Headline and Details

#### News media

#### **Amir Khan teaches young people about the dangers of playing on railway lines:**

YOS helps organise, along with Network Rail, a trip for Guthlaxton pupils and young offenders to see Amir Khan at his Bolton gym

Leicester Mercury  
BBC Radio Leicester  
(Project Manager interviewed)  
Capital FM (young person interviewed)

#### **Find out how youth crime is being reduced**

YOS open day

Leicester Sound (YOS Manager interviewed)

#### **Antisocial behaviour focus at inaugural training day**

Agencies get together to boost the way ASB is tackled in Charnwood

Loughborough Echo  
Birstall Post

#### **Specialist team makes an impact in Rutland**

Rutland calls on the Impact Team to work in Ketton

Leicester Mercury  
Rutland and Stamford Mercury  
Rutland Times

#### **Young Offenders help at Rainbows Children's Hospice**

Reparation scheme at Rainbows in Loughborough

Leicester Mercury  
Loughborough Echo  
BBC East Midlands Today

### **First time offences fall welcomed**

Police and council bosses say a drop in convictions of first-time offenders is a "remarkable achievement" in their campaign against petty crime and disorder

Leicester Mercury,  
Hinckley Times  
About My Area

Leicester Mercury.

### **Course helping to tackle antisocial behaviour**

Multiagency course for young people involving IMPACT is deemed a success

## **2010/11 Achievements**

- Victim engagement currently at 45.2%, well above the YJB target of 25%.
- Between April and December 2010 a 49.4% (243 to 123) reduction in calls made to the Police about Youth Related Anti-Social Behaviour in the areas where IMPACT has worked.
- The YOS victims worker now attends the High Risk Panel to represent victim issues in the development of interventions for the young people involved.
- Promotion of the Youth Justice System and YOS to community groups throughout the year to provide information and seek feedback.
- Two highly successful YOS Open Evenings publicised in the local media with over 100 people attending.
- Continued success in getting positive stories about YOS work into the local press and radio.
- Contributed to Rutland Joint Action Group winning the national Compact local partnership working award.
- 3150 reparation hours completed, with a wide range of community placements. This has included placements as a direct result of victims' requests.
- Our Reparation Team achieved the local Inside Justice award in March 2011 for tackling youth crime for the work they undertook in reducing offending in young people subject to a reprimand.
- The IMPACT team has improved services to vulnerable victims of ASB in the county.
- The SNAP survey software has been used to develop a feedback questionnaire for use with victims, business, and young people linked



to ASB and to capture feedback about YOS work from Victims of young peoples offending.

- The outcomes from the project to use restorative approaches in children's homes to reduce offending has produced good outcomes
  - Reduced offending in project children's homes from 147 a year to 50
  - Reduced the numbers of young people offending in the project children's homes from 32 to 16

### **Focus for 2011/12**

- Continue to publicise and promote the work of the YOS and look to identify new opportunities to publicise the work of the YOS to the community.
- Continue to develop the use of the participation survey across the YOS to inform improvements in services.
- Further improve the format and analysis of IMPACT work in the community to ensure that IMPACT continues to reduce anti-social behaviour in local ASB hotspots
- Increase community engagement when setting up reparation placements, by undertaking more community consultation and providing feedback to those communities when reparation has been successfully completed.
- Continue to reduce offending by young people in children's homes by continuing to offer support, training and consultation to residential staff.
- Continuing to deliver the multi agency training on vulnerable victims and their experience of anti social behaviour, and the links and support available through the safeguarding vulnerable adults contact point.

## 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 children and young people from entering the criminal justice system	The reduction in the numbers of FTE each year will level off	2	Monitor numbers of FTE on a quarterly basis  Look to identify areas of poorer performance and resolve issues identified	Prevention manager
	Reduction in Prevention funding has an impact on outcomes, in particular FTEs, re-offending and community satisfaction	2	Ensure that resources are effectively targeted to minimise any potential impact	Prevention Manager/ Deputy Head of Service
Reduce Re-offending by children and young people under the age of 18	Ensure that new funding position and YOS service review do not have a negative impact on outcomes	2	Monitor outcome performance and identify issues and remedies available	Senior managers and Policy and Performance Manager,
	Reductions in FTEs could result in		Monitor outcomes data	

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
	<p>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 previously</p>	2	<p>Conflicting targets, no additional controls available</p>	
	<p>New arrangement for ISS result in loss of confidence by the courts</p>	3	<p>Monitor the implementation of the ISS changes</p> <p>Ensure good liaison with the Courts to maintain confidence in new arrangements</p> <p>Put in place corrective action if required</p>	<p>Operational Managers/Policy and Performance Manager</p> <p>EET manager</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>	2	<p>Ensure that access to EET is maximised for YOS 16/17 young people</p> <p>Work to reduce the numbers of School age young people who are EET so that we have fewer difficult to place young people in the future who will find it hard to gain training or employment</p>	<p>EET Manager</p>

<b>Service Objective</b>	<b>Risk Description</b>	<b>Risk Impact</b>	<b>Controls to Manage Risk</b>	<b>Actions owner</b>
Minimise the use of Remand and Custody for children and young people	Low level use of remand and custody is not maintained	3	Maintain current management strategies <ul style="list-style-type: none"> <li>• Close liaison with the court</li> <li>• Good use of YRO sentencing options</li> <li>• Review of custody cases to identify learning</li> </ul>	Operational manager Thurmaston
	Planned payment by results for Remand and Custody may have result in increased cost for the Local Authority in future years	1	Monitor and seek to influence the outcome of payment by results within the Ministry of Justice	Head of Service
Minimise the risk of harm posed by children and young people	Careworks inability to provide adequate management information on MAPPA and high risk of harm cases	3	Continued use of alternative monitoring processes	Policy and Performance Manager
	Case managers incorrectly identify risk of harm levels posed by young people	3	Launch the new risk management procedures and continue to audit and improve risk management processes	Early Interventions Manager
Ensure children and young people are protected from harm and are helped to achieve	The poor economic outlook impacts on education and employment opportunities for young people	3	Work to maximise performance for both 16/17 year olds and school age children and young people	EET Manager

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
To improve victim satisfaction and public confidence	A serious incident receives significant negative media coverage	1	<p>Monitor risk management and vulnerability management processes to ensure delivery is maintained at a high standard</p> <p>Ensure lessons from serious incidents continue to be integrated in practice improvements in conjunction with relevant partners</p>	All Managers
	A poor HMIP inspection outcome in early 2012	3	Maintain Practice oversight to ensure good inspection outcome	All Managers

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## Partner Sign Off

	<b>Name Of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
<b>Chief Executive, Leicestershire County Council</b>	<b>J. Sinnott</b>		
<b>Director of Children and Young People's Service, Leicestershire County Council</b>	<b>G. Williams</b>		
<b>Chief Constable, Leicestershire Constabulary</b>	<b>S Cole</b>		
<b>Chief Executive, Leicestershire &amp; Rutland Probation Trust</b>	<b>H West</b>		
<b>Chief Executive, Leicestershire County and Rutland PCT</b>	<b>C Griffiths</b>		
<b>Chief Executive, Rutland County Council</b>	<b>H Briggs</b>		
<b>Area Director – Lincolnshire, Leicestershire &amp; Rutland and Northamptonshire for Her Majesty's Courts Service</b>	<b>R Lovell</b>		

## Appendix 1 Workforce development plan outline of objectives

objective	Method	Target Audience
To continue to improve the quality of assessment and associated documents	Targeted training	Case Managers
To re-issue the risk management policies and procedures	Whole Service Event	All staff
To increase awareness of violent extremism	Whole Service Event	All staff
To maintain social work skills and knowledge and engage social workers with relevant training opportunities	Post qualification social work course	Qualified Social Workers
Engaging Difficult to engage young people	Whole Service Event	All staff
Staff working with children using sexually abusive behaviour to attend the relevant AIM training	AIM training programme	Identified staff
Ongoing case discussion for CUSAB case workers	CUSAB practitioners meetings	Identified staff
Getting the most of your time	Corporate Training Programme	Identified staff
Managing stress and well being	Corporate Training Programme	Identified Staff
Effective Practice in Youth Justice	Open University Training Programme	Identified Staff
Youth Justice: Research, theory and practice	Open University Training Programme	Identified Staff

objective	Method	Target Audience
Foundations for Effective Practice in Youth Justice	Open University Training Programme	Identified staff
Working with children and young people in trouble	Open University Training Programme	Identified staff
Increase awareness of children's social care services	Whole Service Event	All staff
Working with children with attachment disorders	Targeted training	Identified staff
Motivational Interviewing	Targeted training	Identified staff
Jigsaw Refresh	Targeted training	Identified staff
Victim Awareness Interventions	Targeted training	Identified staff
Safeguarding	Whole service event	All staff

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