

DRAFT

LEICESTERSHIRE AND RUTLAND YOUTH JUSTICE PLAN

2002 – 2005

UPDATE FOR 2003 – 2004

SECTION A - SUMMARY AND APPROVAL

Summary

Towards the end of 2001 the Youth Justice Board introduced 13 new Performance Measures for all youth offending teams in England and Wales. 2002 was the first year of a three year Plan for achieving these Measures. Most have to be achieved by December 2004, with interim targets set for December 2003. Generally, the performance of the Youth Offending Service in this first year has been good and in 8 of the 13 measures we have already achieved either the overall target well in advance of the deadline or an appropriate interim target. Only 4 measures require real improvement and three of these, Measures 10, 11 and 12, are not within the full control of the Service as we are dependent on partner agencies contributing to their achievement. However, action plans for maintaining or improving performance across all the Measures are set out in Section D.

The most significant Performance Measure, however, is the level of re-offending (Measure 2). Here the Service has achieved a reduction in overall offending rates over a 12-month period (2000 cohort compared with 2001 cohort) of 15%, which is well above not only the interim target of 3% but also the overall target of 5% by December 2004.

The Youth Offending Service will work to continue to improve practice in relation to reducing re-offending by utilising the findings of the aggregate ASSET data and the findings of improved monitoring and evaluation systems to inform its strategic approach to service development and the interventions to be provided to tackle the risk factors. The main risk factors identified relate to the thinking and behaviour of young people (67%), lifestyle (53%), and attitudes to offending (47%). Other significant risk factors also identified include substance misuse (30%) and problems with living arrangements (27%)

Key objectives

- Prioritise Improvement in performance in respect of Measures 1, 5, 10, 11, 12.
- Introduce effective practice guidance and quality assurance framework
- Develop further intervention programmes facilitated by new group work co-ordinators
- Develop prevention strategy, implement YISP (Children's Fund)
- Develop L&D Strategy via East Midlands Training Consortium
- Further development of monitoring and evaluation of interventions

The Chief Executive of the County Council and chair of the Leicestershire Youth Offending Services Management Board is satisfied that the Management Board works well together and functions effectively in overseeing the work and overall performance of the YOS. The progress made towards the 13 Performance Measures is reviewed quarterly and next year we will focus particularly on those Measures which require action by the overall Partnership and are outside the direct control of the YOS e.g. Measure 11.

Chief Officer Approval of the Youth Justice Plan

	Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J. Sinnott		
Director of Education	Mrs J. Strong		
Director of Social Services	T. Harrop		
Leicestershire Constabulary	M. Baggott		
National Probation Service (Leicestershire & Rutland)	Mrs L. Jones		
NHS	??		
Chief Executive, Rutland County Council	K. Franklin		
Justices Chief Executive Leicestershire Magistrates Courts Committee	M. Tildesley		

SECTION B – PREVENTION

Children’s Fund 25% Youth Crime Prevention Spend

One of the main planks of our youth crime prevention strategy is the 25% of the Children’s Fund to be spent on youth crime activities and targeted at helping 8-13 year old children and their families. Leicestershire and Rutland are “third wave” authorities and the Children’s Fund Programme proposals were, therefore, not submitted until 2002 with funding running from April 2003 – March 2006.

The key elements of the 25% spend build upon a well established local model of service delivery, the multi disciplinary Child Behaviour Intervention Initiative (CBII) which already focuses its work with children and families who have identified risk factors which puts them at risk of becoming involved in criminal behaviour.

These prevention services will be centred on the four priority Leicestershire Children’s Fund areas in Loughborough, Coalville, Earl Shilton and Ashby de la Zouch. The hub of the activity will be the development of Youth Inclusion and Support Panels (YISP) supported by a Panel Co-ordinator and three Prevention Officers and a small commissioning budget.

A further crucial Panel resource will be the development of Transition Learning Mentors (a Co-ordinator and 7 Transition Mentors) targeted at identified children who need additional help and support to make a successful transition from primary to secondary school and to prevent problems developing such as truancy, disaffection and under achievement. A total of £320,000 will be spent on the above activities out of the overall Children’s Fund budget of £1.2 million.

Other complementary county wide Children’s fund proposals that will also impact on youth crime include the roll out of the CBII to the rest of the county. In addition, the establishment of a parenting work co-ordinator, which will complement parenting work with older adolescents, is part of a comprehensive inter-agency parenting work strategy.

Rutland which has a very small Children’s fund budget of £40,000 (£10,000 for youth crime prevention) will also be developing a YISP approach. The existing Rutland CBII worker will have a key role in supporting the Panel.

Youth Crime Prevention Strategy Group

One of the recommendations of a cross cutting Best Value Review of Community Safety, which included a specific focus on youth crime prevention, is to re-establish a county wide youth crime prevention group. This group, which would include representatives from the Crime and Disorder Reduction Partnerships, would have the task of implementing the recommendations arising out of the BVR and in particular the Youth Justice Board’s Prevention Strategy framework. It will also look at developing further prevention initiatives especially with older young people such as prevention of vehicle crime and domestic burglary as well as more local concerns in relation to retail theft and violence, thus complementing the crime prevention objectives of the Children’s Fund.

Identification, Referral and Tracking

Leicester, Leicestershire and Rutland have been awarded “Trailblazer” status and additional funding for establishing an Identification, Referral and Tracking system (IRT) which is intended to identify all children and young people who are at risk of social exclusion, including those at risk of

becoming involved in crime. This initiative will therefore have a significant contribution to make in identifying those who need additional help to reduce the risk of involvement in criminal and antisocial behaviour.

SECTION C - GOVERNANCE AND RESOURCES

Table B: Membership of the Management Board

Name	Agency	Post held in Agency	Ethnicity	Gender
J. Sinnott (Chair)	Leicestershire County Council	Chief Executive	White	Male
T. Harrop	Social Services	Director	White	Male
J. Strong	Education	Director	White	Female
L. Jones	Probation Service	Chief Officer	White	Female
D. Logan	Leicestershire Constabulary	Assistant Chief Constable	White	Female
F. Gale	Leicester West PCT	CAMHS Strategy Manager	White	Female
K. Franklin	Rutland County Council	Chief Executive	White	Male
M. Tildesley	Magistrates' Courts Committee	Justice's Chief Executive	White	Male
R. Beard	Connexions Leicester Shire	Chief Executive	White	Female

Management and Structural Arrangements for the Service

The Youth Offending Service is part of the Chief Executive's Department and the Youth Offending Services Manager reports to the Chief Executive, although professional advice and support is available from the Assistant Director Children's Services in Social Services.

The Service remains organised on a geographically distributed specialist basis. There are three operational teams based in offices in Hinckley and Thurmaston, supported by administrative and clerical staff. An Early Intervention Team is a county wide resource, with a remit including final warning assessments and interventions, referral orders and the management of youth offender panels, as well as restorative justice and reparation work.

Two geographical teams cover the north and south of the county focussing on court work, provision of community interventions and work with young people in custody. The service to Rutland is provided from the Thurmaston office as well as the county wide bail supervision project.

To date the Service has been able to both recruit and retain staff without difficulty and therefore we have had no reason to develop specific recruitment plans or strategies over and above the learning and development strategies outlined in Section D.

Resources

Table 26: Services Planned For The Financial Year 2003/04

Core Activity	Service Provider If Not Solely The Yot	Total Budget / Projected Cost To The Yot
Preventive Services		37,360
PACE Services	<i>50% provided by Social Services EDT</i>	37,360
Pre Court		388,540
Court Based Services		201,740
Remand Services	<i>Plus remand placements from SSD</i>	164,380
Community Based Disposals	<i>Plus Probation Community Punishment</i>	485,668
Through care / After care		164,380
Other Orders (Table 14)		14,940

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

Agency	Staffing Costs	Payments In Kind – Revenue*	Other Delegated Funds	Total
Police	76,970	0	53,820	130,790
Probation	85,750	0	76,690	162,440
Social Services	310,310	0	171,250	481,560
Education	66,850	0	48,920	115,770
Health	59,660	0	39,140	98,800
Local Authority Chief Executive.	0	0	91,300	91,300
Additional Funding (Table 27a)	0	0	475,168	475,168
Total	632,910	0	922,918	1,555,828

*Due to the difficulty in achieving a consistent interpretation, payments in kind have been excluded from Table 27 including those from the Police, Probation (Community Punishment Orders), Social Services (Remand Placements and EDT), Education (Student Support), and Health (ringfenced CAMHS services), County Council (overheads e.g. personnel or financial services).

Table 27a: Additional Sources Of Income

Additional Source	Amount (£k)
Single Regeneration Budget	
European Funding	

Youth Justice Board*	422,138
Rutland County Council	53,030
Total (for inclusion in Table 27)	475,168

Table 27b: Pooled Budget

Agency Contributing	Amount (£k)
Police	53,820
Probation Service	76,690
Social Services	171,250
Education	48,920
Health Service	39,140
LA Chief Executive	99,440
Total	508,920

Table 27c: Health Service Contributions To The Youth Offending Teams

Health Contribution : Funding Source	Amount £k
Charnwood & NWL PCT	£39,160
South Leicestershire PCT	£23,140
Melton, Rutland and Harborough PCT	£21,240
Hinckley PCT	£15,260
Total	£98,800

The budget for 2003/2004 is based on 2002/2003 with uplift for inflation. The aggregated ASSET data has not been used to calculate the contributions to be made by partner agencies, nor has it impacted on resources allocated to the YOS by partners. However, partner agencies have maintained their contributions plus inflation.

The impact of Referral Orders, introduced in April 2002, has been as significant as predicted with 165 orders made throughout the year which, if projected over a full 12 months, would result in 220 orders. Given that 50% of these represent additional interventions, (coming on top of a 41% increase in workload in 2001) these additional demands have not been matched with corresponding additional resources, notwithstanding the additional funding received from the YJB to assist in the achievement of the 13 Performance Measures.

MEASURE 1: Reduce the number of young offenders committing offences of domestic burglary, vehicle crime and robbery.

Target:

Domestic burglary: 8% reduction by December 2003; 16% by December 2004; 25% by December 2005.

Vehicle crime: 20% reduction by December 2003; 30% by December 2004.

Data:

Offence	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
Burglary	37	N/A	40 (+8%)	8% (34)	16% (31)	25% (27)
Vehicle crime	114	N/A	99 (-13%)	20% (91)	30% (80)	

Interim target for vehicle crime achieved. Target for burglary not achieved and considerable improvement needed to reach target in 2003.

Actions to achieve the target

- YOS to improve performance, particularly in reducing domestic burglary, through further development of targeted interventions (to be delivered on a group or individual basis).
- Preventative interventions to be targeted at CDRP areas with the highest incidence of target offences.
- Analysis of ASSET aggregate data to map needs, risks and protective factors for young people involved in target offences.
- Targeting young people convicted of domestic burglary and vehicle crime for interventions by specialist YOT staff, e.g. problematic drug users convicted of burglary to be referred to YOT drug workers.
- Incorporate the key elements of effective practice on offending behaviour programmes into the vehicle offenders programme and burglary programme.
- Ensure 100% of young people who receive a final warning for the target offences receive an intervention.

Constraints

- Improvements made by the police in reducing domestic burglary (50% since 1994/95) and vehicle crime (30% since 1994/95) prior to base line being set.
- High proportion of young people convicted of DHB and VC have had no previous contact with the YOT (39% and 43% Jan-Sept 2002)
- Rural geography of the county makes roll out of group work intervention programmes more problematic.
- Implementation of burglary programme has taken longer than anticipated

Links to agency partners.

- Crime and Disorder Reduction Partnerships, DAAT's, National Probation Service, Leicester Community Projects Trust, Children's Fund.

Links to allied themes

- Police PSA vehicle crime target, Community Safety Best Value Review, Prevention Strategy, National Drug Strategy,

Learning and development actions

- Ensure effective practice guidance in offending behaviour programmes is fully integrated into work in YOS.
- Provide further training in burglary programme to increase staff skill base.

MEASURE 2: Reduce re-offending rates for pre-court disposals, first tier penalties, community penalties and custodial penalties.

Target:

By December 2003 achieve a reduction of 3% Based on 2000 cohort compared with 2001 cohort after 12 months.
 By December 2004 achieve a reduction of 5% Based on 2000 cohort compared with 2001 cohort after 24 months.

Data:

Outcome band	2000 cohort % re-offending after 12 months	2000 cohort % re-offending after 24 months	2001 cohort % re-offending after 12 months	2002 cohort (Number Oct/Dec)
Pre-Court	10%	20%	10%	181
First tier Penalties	48%	58%	43%	99
Community penalties	69%	74%	52%	47
Custody	77%	88%	75%	12

Overall reduction in re-offending of 15%, based on 2000 cohort compared with 2001 cohort after 12 months

Actions to achieve the target

- Employ aggregate ASSET scores to monitor improvements in young people's behaviour and the extent to which YOT interventions effect change.
- Develop a strategy to improve monitoring and evaluation of work delivered across the service.
- Increase the use of restorative processes in interventions delivered by the LYOS.
- Fully implement actions identified in the NACRO evaluation of the YOT.

Constraints

- The reduction in re offending rates is not the result of one action by the YOT or indeed any service.

Links to agency partners.

- Crime and Disorder Reduction Partnerships, Leicester Community Projects Trust, Police, Youth Crime Prevention Strategy Working Group.

Links to allied themes

- Youth Crime Prevention Strategy, Community Safety Best Value Review.

Learning and development actions

- Training planned for all staff planned on motivational interviewing and the principles of effective practice.

- ❑ Incorporation of effective practice guidance, especially assessment, planning, intervention and supervision, and guidance on offending behaviour programmes.
- ❑ Interrogation of aggregate ASSET data to ensure services effectively target the risk and protective factors evident in the client group.

MEASURE 3: Increase the proportion of final warnings supported by interventions.

Target:

Proportion of final warnings supported by interventions: 70% by December 2003; 80% by December 2004.

Data:

Final Warnings	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
Total final warnings	201	N/A	186		
Final warnings with an Intervention	123	N/A	133		
%	61%	N/A	72%	70%	80%

2003 interim target achieved

Actions to achieve the target

- ❑ YOT in conjunction with the police to implement revised final warning guidance with focus on prior assessment and improved decision making
- ❑ Continued drive to recruit volunteers in order to increase the capacity on the interventions team to deliver interventions in support of final warnings.
- ❑ Utilise aggregate ASSET data to ensure service is appropriately targeting resources to meet the needs of young offenders.
- ❑ Continue to ensure appropriate referrals are made for interventions following final warning assessments.

Constraints

- ❑ A significant number of young people are assessed as low risk and not in need of an intervention.
- ❑ Police Review of final warning system recognised need for improvements in decision making and ownership of scheme at local police unit level.

Links to agency partners.

- ❑ Police, Victim Support, Leicestershire Community Projects Trust, Fire Service, CDRPs

Links to allied themes

- ❑ Increasing use of restorative justice, Prevention Strategy.

Learning and development actions

- ❑ Service and practice developments to be integrated with YJB key elements of effective practice.
- ❑ Training on effective practice particularly in relation to offending behaviour programmes and final warnings to be targeted at Early Intervention staff and Interventions Team.

MEASURE 4: Reduce the use of the secure estate for remands and custodial sentences.

Target:

Remands: Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional/unconditional bail) to 30% by December 2004.

Custody: Reduce the number of custodial sentences as a proportion of all court disposals to 6% by December 2004.

Data:

Outcome	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
Remands %	35%	50%	48% (60/125)	40%	30%
Custodial Sentences %	9%	8%	8% (48/598)	7%	6%

2002 interim targets achieved.

Actions to achieve the target

- Bail Supervision Team to examine number of cases where bail is not granted and explore further development of bail supervision packages.
- Continue to explore strategies to develop appropriate accommodation to avoid unnecessary remands to custody.
- Ensure effective use of Intensive Supervision and Surveillance Programme as an alternative to custody.
- Continue to foster good relations with courts and provide evidence of credible community alternatives to custody, information on recidivism analysis and sentencing outcomes.
- Continue to develop high quality programmes targeted at offences, which are most likely to result in DTOs to provide courts with credible alternatives.

Constraints

- ISSP funding insufficient to meet demand for places.
- Spree of serious offences in the YOT area in October – December, which has significantly increased the custodial remand rate but not yet resulted in sentence outcomes.
- There is currently a lack of suitable and age appropriate accommodation for some young people who are at risk of being remanded into custody.

Links to agency partners.

- Courts and sentencers, Crown Prosecution Service, Police, Leicester Community Projects Trust, Probation Service (Community Service), Social Services (remand placements)

Links to allied themes

- Supporting People and accommodation strategy, recidivism analysis.

Learning and development actions

- Incorporation of effective practice on remand management into YOS systems and practices.

- ❑ Incorporation of effective practice guidance on offending behaviour programmes into programmes delivered.

MEASURE 5: Use of restorative justice processes.

Target:

Ensure restorative justice processes are used in: 60% of disposals by December 2003 ;
80% of disposals by December 2004.

Data:

RJ process	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
%	39%	N/A	48% (143/297)	60%	80%

Despite the improvement in performance since the 2001 baseline was set, interim target not yet achieved and there is need for further improvement.

Actions to achieve the target

- ❑ Restorative Justice Development Worker to assist in increasing more use of RJ processes in community penalties and also further develop their use in final warning interventions.
- ❑ YOS management group to target the development of restorative processes across the service, particularly in orders where it is currently under used.
- ❑ Increase in number and variety of placements for young people to engage in community payback
- ❑ Recruitment of additional reparation workers to increase YOT capacity to facilitate RJ.
- ❑ Presentations to be delivered to all community panel members, magistrates and volunteers to raise the profile of RJ.

Constraints

- ❑ Restorative processes are not consistently applied in all areas of work in YOS.
- ❑ Reparation resources has not been sufficient to meet demand.

Links to agency partners.

- ❑ Victim support, Prison Service, Police, wide range of agencies providing reparation placements, Courts and Sentencers, Leicestershire Mediation Service

Links to allied themes

- ❑ Promoting confidence in the criminal and youth justice system, Narrowing the Justice Gap framework

Learning and development actions

- ❑ RJ training for targeted staff in order to increase the capacity of the YOT to facilitate RJ conferences.
- ❑ Training for staff to improve YOT staff understanding of the principles of RJ.
- ❑ Early intervention team input into staff development meeting to increase the profile of restorative processes within the team.
- ❑ Service developments to be taken in line with effective practice guidance relating to restorative processes.

MEASURE 6: Proportion of victims, who have been either consulted or who have participated in restorative processes, is either satisfied or very satisfied with the outcome.

Target:

70% of victims satisfied or very satisfied by December 2004.

Data:

	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
%	No data	50%	92.5% (37/40)	60%	70%

2004 target has been achieved.

Actions to achieve the target

- Improve number of victims responding by further revising the victim satisfaction questionnaire.
- Improve administrative system for sending out and following up victim questionnaires.
- Continue to assess victims using a specialised assessment tool in order to ensure the most effective service response.
- All restorative processes to be evaluated using a specialised evaluation tool.
- Victim surveys to be regularly monitored by YOT management group to identify areas where practice could be improved.
- Restorative Justice Development Worker to focus on assisting in increasing level of victim involvement in relation to community penalties.

Constraints

- Some victims do not respond to questionnaires.

Links to agency partners.

- Victim support, Police, Leicestershire Mediation Service, National Probation Service.

Links to allied themes

- Increasing the use of restorative processes, promoting confidence in the criminal and youth justice system, Narrowing the Justice Gap framework.

Learning and development actions

- Further specialised training on working with victims for targeted staff (including reparation workers and police officers)
- Integration of effective practice in restorative justice into work of Service
- Staff development initiatives on centrality of victim work.
- All new staff to receive training on victim awareness and working with victims.

MEASURE 7: Parental satisfaction (statutory and voluntary parenting programmes.)

Target:

70% of parents leaving parenting programmes complete the course.

70% of those completing programmes are either satisfied or very satisfied.

Data:

Measure	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% completing programmes	100%	70%	68% (11/16)	70%	70%	70%
% satisfied or very satisfied	100%	70%	73% (8/11)	70%	70%	70%

Target achieved in both areas.

Actions to achieve the target

- Implementation of new multi-agency parenting work strategy.
- Further development of inter-agency collaborative approach in delivering parenting programmes with support from Centre for Fun and Families.
- Appointment of parenting work co-ordinators and complementary work with parents of children in 5-13 age group via Children's Fund initiatives.
- Parenting work co-ordinators to take responsibility for increasing referral rates to six planned groups per year.
- Co-ordinators to review parental satisfaction questionnaires with a view to increasing rate of return.

Constraints

- Rural geography requires more resource intensive individual programmes.
- Long travelling distances can reduce completion rates.
- Lack of parenting work co-ordinator has resulted in increased pressures on staff delivering programmes and low referral rates.

Links to agency partners.

- Centre for Fun and Families, Education Welfare Service, Social Services, Connexions, Child Behaviour Intervention Initiative, Primary Care Trusts, youth and Community Education.

Links to allied themes

- Children's Fund Objectives and Programmes, Prevention Strategy.

Learning and development actions

- Continue to train relevant staff in YOS and partner agencies in delivery of parenting work programmes

MEASURE 8: Ensure ASSET is completed for all (100%) young people subject to community disposals end custodial sentences.

Target:

Community disposals: 100% at assessment and closure stages.

Custodial sentences: 100% at assessment, transfer to community and closure stages.

Data:

Measure Community	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% Assessments Completed	78%	100%	84% (465/555)	100%	100%	100%
% Closures Completed	68%	100%	93.62% (279/298)	100%	100%	100%

Measure Custody	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% Assessments Completed	100%	100%	100% (45/45)	100%	100%	100%
% Transfer Completed	100%	100%	91.6% (22/24)	100%	100%	100%
% Closure Completed	100%	100%	100% (31/31)	100%	100%	100%

Target almost achieved in relation to community penalties and DTO transfer to the community and fully achieved for DTO start and ends.

Actions to achieve the target

- New information system will ensure the electronic version of ASSET is now available.
- Staff member identified to complete ASSET on all young people made subject to a Community Punishment Order after a stand down report.
- Protocol with Probation to be devised to enable a YOT worker to complete ASSET on community punishment case at the beginning and end of the order (within the hours of the order).
- Improved monitoring of ASSET completion by management group via supervision and through new YOT information system.
- Aggregate ASSET data to be analysed to ensure the most appropriate targeting of resources and service development.
- Work to be conducted exploring how ASSET dovetails with other assessments (such as Connexions APIR).
- YOT management team to conduct 6-monthly ASSET quality assurance exercise paying particular attention to completion within National Standards and the quality of ASSETs.
- High-risk procedures triggered by ASSET serious risk of harm section, to be reformulated and implemented in line with revised MAPPA guidance.

Constraints

- Electronic version of ASSET has not been fully utilised due to previous inadequate information system.

- ❑ Increased pressure on staff workload due to the increased number of assessments required due to the implementation of referral orders.

Links to agency partners.

- ❑ CAHMS, Education, Connexions, Probation, Attendance Centre, Social Services

Links to allied themes

- ❑ Accurate assessment key to all interventions whatever the setting or agency

Learning and development actions

- ❑ Ensure developments are taken in line with effective practice guidance on assessment, intervention planning and supervision.
- ❑ Ensure all new staff receive appropriate training in use of ASSET.
- ❑ Team to explore the use of ASSET and issues of consistency in assessment in a staff development forum.

MEASURE 9: Pre-sentence reports

Target:

Ensure that 90% of pre-sentence reports are submitted within the timescales prescribed by National Standards (10 days for PYOs, 15 days for the general offender population).

Data:

% PSRs Completed	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
PYO	96% (69/72)	90%	91% (59/65)	90%	90%	90%
General	99% (176/177)	90%	92% (123/134)	90%	90%	90%

Target achieved, notwithstanding a small reduction in performance against the 2001 base line, although changes to the YJB counting rules means the target is more demanding

Actions to achieve the target

- YOS to continue to prepare report in line with time limits rather than dates requested by the courts.
- YOT managers to continue to ensure reports are allocated to appropriately skilled workers as quickly as possible.
- Enhance use of ad hoc panels to gatekeep reports by including a standard form to monitor the quality of pre sentence reports. This will also serve to monitor the factors which lead to delays in submitting reports within the time-scales
- Court officers to continue to provide high quality written and verbal stand down reports to limit the number of unnecessary adjournments for PSRs.

Constraints

- Some rural courts sit on fortnightly patterns restricting the potential for 10-day adjournments on PYO's.
- Pressure on report writers due to the increase in number of reports following the introduction of referral orders.

Links to agency partners.

- Court Youth Justice Working Group, Crown Prosecution Service, Criminal Justice Board, National Probation Service, Crown and Magistrates Courts

Links to allied themes

- PYO Pledge and overall targets for dealing with young offenders, Narrowing the Justice Gap Framework.

Learning and development actions

- All new workers, who are PSR writers, to receive training in report writing.
- Implementation of effective practice guidance on assessment, planning interventions and supervision.
- Staff learning implications of recommendations in NACRO case audit report.

MEASURE 10: Ensure that all initial training plans for young people subject to Detention and Training Orders and drawn up within timescales prescribed by National Standards.

Target:

All (100%) initial training plans drawn up within 10 working days of the sentence being passed.

Data:

	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
%	63%	100%	60% (24/40)	100%	100%	100%

Target not achieved and considerable improvement needed to achieve target but not within the direct control of YOS

Actions to achieve the target

- ❑ Continue to monitor the extent to which responsibility for not meeting National Standards lies within the YOS or the secure estate.
- ❑ YJB Regional Manager to remind relevant YOI institutions of their responsibility to comply with National Standards when convening DTO Training Plan meetings.
- ❑ YOS management group and a YOS working group to explore ways of working more closely with the local secure provider to improve performance.
- ❑ YOS staff to be more proactive in requesting that training plan meeting dates comply with NS time-scales.

Constraints

- ❑ Local secure establishment failing to convene meetings within National Standards time-scales.
- ❑ A number of young people subject to DTOs continue to be placed in secure placements over 50 miles away from their local community.
- ❑ Poor performance in implementing Training Plans

Links to agency partners.

- ❑ Youth Justice Board, Prison Service, Secure Training Centres, Local Authority Secure Units, Connexions, Education, Social Services.

Links to allied themes

- ❑ YJB Basic Skills Plus programme, increased levels of education provision for young people in custody.

Learning and development actions

- ❑ All staff who attend initial training plan meetings to be trained in chairing initial training plan meetings 'in house'.

- A staff development session to be delivered exploring with the team the implications of the findings of the Social Exclusion Unit Report on post custodial resettlement and how the YOT can utilise its findings to inform practice.

MEASURE 11: Education, Training and Employment.

Target:

To ensure that the young offenders who are supervised by the Yot are either in full-time education, training or employment: 80% by December 2003; 90% by December 2004.

Data:

ETE	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
%	67% (230 / 344)	70%	65% (209/324)	80%	90%

Significant improvement in performance required to achieve this target, although not within overall control of the YOS

Actions to achieve the target

- Finalise agreement with Connexions for secondment of Personal Advisers into the YOS.
- YOS PSA target to improve basic skills of young people on community supervision through implementation of YOT Basic Skills Project.
- Ensure Education and Connexions staff are notified of cases scoring 2 or more on ETE ASSET at the start of their intervention.
- Improve information sharing with Connexions.
- Youth Offending Services Management Board to performance manage this target in particular, aided by appointment of Connexions Chief Executive to the Board.

Constraints

- YJB definition of full time ETE differs from that of further education (25 hours per week compared with 16)
- Performance not the sole responsibility of the YOS and we have no control over ETE providers.
- Local management of schools and conflicting Government education targets may increase the likelihood of some young people being excluded.
- Timing of start of courses do not always coincide with end of intervention when target is measured.
- Schools removing young people from roll if they are sentenced to custody.

Links to agency partners.

- Shared national target with Connexions, Education (Student Support and Youth and Community Education), Learning and Skills Council, FE Colleges.

Links to allied themes

- Roll out of YJB Basic Skills Plus Programme, Improving Basic Skills key Government priority, Reducing Social Exclusion and Prevention Strategy (Green Paper due in Spring 2003).

Learning and development actions

- Implement the key elements of effective practice in ETE into YOT systems.

- ❑ Planned evaluation of the Basic Skills Project will assist in identifying systemic good practice across the YOT.
- ❑ Implementation of Understanding Connexions training programme for YOS staff

MEASURE 12: Accommodation

Target:

- All Yots have a named accommodation officer
- All (100%) young people either subject to community interventions or on release from the secure estate have satisfactory accommodation to go to.

Data:

Accommodation Officer:	Appointed (joint post with Leaving Care)
Number of Young people supervised by YOT	340
Of the above, those that have satisfactory accommodation to go to, either at the conclusion of the community intervention or on release from the secure estate.	299
%age	88%

Target not yet achieved

Actions to achieve the target

- ❑ YOT to continue work with Social Services and District Councils to develop Homeless 16/17 year olds Protocol and joint Accommodation Strategy
- ❑ YOT to continue involvement in the Supporting People (currently represented on the core strategy group).
- ❑ YOT to continue work with housing providers and other organisations to develop floating support needs for 16/17-year-old YOT clients are met.
- ❑ YOT accommodation officer to make links across the region with other YOT accommodation officers to share good practice.
- ❑ YOT accommodation officer to work closely with SSD and the Districts to try to secure additional appropriate accommodation for 16/17 year olds.
- ❑ Improve mapping of needs of 16/17 year olds in order to focus work with appropriate Districts.

Constraints

- ❑ 8 District Councils mitigates against a fully joined up approach to meeting the housing needs of 16/17 year olds.
- ❑ Different interpretations of the criteria for intentionally homeless.
- ❑ Lack of appropriate resources available to satisfactory accommodate young people who are 16/17 years old and not in satisfactory accommodation.
- ❑ Joint bid with a voluntary sector project to provide floating support for YOS clients did not succeed due to events outside the control of the YOS.

Links to agency partners.

- ❑ Supporting People, District Councils, Social Services, National Probation Service, Accommodation providers

Links to allied themes

- ❑ Leaving Care Act, joint accommodation strategy, reducing custody.

Learning and development actions

- Raise awareness of Supporting People within YOS

MEASURE 13: Mental Health.

Target:

All young people, by 2004, who are assessed by ASSET, as manifesting:

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

Data:

% Assessments commenced within timescale	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
Acute	100%	100%	100% (11)	100%	100%
Non-acute	100%	100%	100% (96)	100%	100%

2004 target achieved

Actions to achieve the target

- Leicestershire Child and Adolescent Mental Health Service is a Beacon service and the secondment of Primary Mental Health Workers to the YOS, along with the clinical resources available in the Young Persons Team working with young offenders and looked after children across Leicester, Leicestershire and Rutland has resulted in the achievement of this target well ahead of schedule.
- Appointment of second PMHW, partly funded by YJB grant has reduced pressures on existing PMHW.

Constraints

- No significant constraints to maintaining achievement of target, although some emerging issues regarding the role of PMHWs within the YOS need resolving.

Links to agency partners.

- CAMHS, Drug and Alcohol Response Team, Adult Mental Health Service, Social Services

Links to allied themes

- Joint Mental Health Strategy, Family work and Cognitive Behaviour Therapy, parenting work, dual diagnosis (mental health and substance misuse), links with physical health needs of young people, reducing offending by looked after children, Children using sexually abusive behaviour, Child Behaviour Intervention Initiative, Children's Fund

Learning and development actions

- ❑ Mental Health awareness for YOS staff, seminars for YOS staff covering a range of key mental health topics such as conduct disorder, depression, self harm & anxiety, anger management provided by CAMHS Young Persons Team
- ❑ YJB commissioned training in use of MH assessment tool.

SECTION E – LEARNING AND DEVELOPMENT

There are three main strands to our Learning and Development Strategy:

- ❑ The development of a regional training consortium and regional training plan funded by the Youth Justice Board will be the key means by which staff and volunteers will be able to gain accredited qualifications ranging from progression awards (volunteers and community panel members) through to full professional qualifications at degree and diploma level. Priorities for the East Midlands consortium will be the development of the volunteer progression awards and the certificate of effective practice which is intended to be the central youth justice qualification.
- ❑ Also provided via the regional training consortium will be the new effective practice modules for each of the YJB's effective practice guidance notes. The model would enable the regional YOTs to have a rolling programme of training in effective practice throughout the year and would also facilitate regular access to core training for newly seconded staff.
- ❑ The YOT will continue to provide a locally commissioned programme of training and staff development initiatives throughout 2003. These will be aimed at developing the YOT staff capacity to meet the needs of the local young offender population (as identified through the aggregate ASSET data) including motivational interviewing, report writing, working with racially motivated young offenders, working with diversity and difference, and use of restorative processes. Additional training in the use of a new information system is also a priority.

Annual HR and Training Plan

<ul style="list-style-type: none"> • Number of staff required to attend modules of Effective Practice Learning and Development Programme (available from Sept 2003) 	To be confirmed	<ul style="list-style-type: none"> • Number of volunteers undertaking training (eg Referral Order Cluster Award /AA NVQ) 	To be confirmed
<ul style="list-style-type: none"> • Number of staff requesting to undertake learning leading to nationally accredited qualification (available from Sept 2003) 	To be confirmed	<ul style="list-style-type: none"> • Number of managers undertaking YJB management programme 	2
<p>Local recruitment plans</p> <p>(i) Estimated staffing requirements for 2003-2004</p> <p>(ii) Local recruitment schemes already in place</p> <p>The YOS is fully staffed and at present we have no need of any specific local recruitment scheme.</p>			

<p>Any formal links with local LSC to support staff training</p> <p>None at present but will be incorporated into regional consortium training plan</p>
<p>Any formal links with higher educational institutions in region</p> <p>YOS Planning and Policy Officer is also a part-time lecturer at De Montfort University where we also have good research links. Also in regional training plan.</p>
<p>Local and regional support available to produce training plans</p> <p>See above (learning and development strategy) but will also be included the regional consortium's training plan</p>
<p>Nature of links with any secure establishments in Yot region for training purposes</p> <p>Local secure providers have confirmed their support and engagement in the regional training plan</p>