

**Leicestershire
Youth Justice Strategic Plan
2013 -14**

Contents

Sections

1.	Role and Purpose	3
2.	Structure and Governance	4
3.	Partnership Arrangements	5
4.	Priorities	6
5.	Resourcing / Value for money	8
6.	2012 Overview	13
7.	Volunteer Development	15
8.	Service Delivery Plan	17
9.	Risk Management	29
10.	Statutory Partner Sign Off	33

1. Role and Purpose

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

We work 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.

We contribute 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. Our multi-agency approach to meeting the needs of young people ensures that we play 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 four 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, Courts, Housing and the voluntary sector. There are good working relationships with all partners that ensures effective, integrated strategic planning and delivery of youth justice services.

The vision of the YOSMB:-

"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, including benchmarking against comparator groups.

3. Partnership Arrangements

We work in partnership with criminal justice services and community safety partnerships, along with services for children and young people to create safer communities and improve the well-being of young people across Leicestershire and Rutland.

Leicestershire Together is Leicestershire's Local Strategic Partnership that oversees the local priorities set out in Leicestershire Together Outcome Framework. The work of Leicestershire Together is underpinned by 4 Commissioning Boards, each of which is developing commissioning plans to be in place by April 2013. Priority relationships between each of the Boards are also being identified. Leicestershire YOS priorities are reflected in the Safer Communities and Children and Young People's Commissioning Boards' priorities and links have been established with the Health and Well Being and the Leicester and Leicestershire Enterprise Partnership Boards.

The performance framework for the Rutland Community Safety Strategy includes a key objective to reduce re-offending through the improved management of offenders.

The Leicester, Leicestershire and Rutland Reducing Re-offending Board has a sub-regional Reducing Re-offending Strategy and Plan which reflects priorities for reducing re-offending by young people.

We engage at sub-regional level with the Strategic Partnership Board and the Multi-Agency Public Protection Arrangements (MAPPA). At county level we are engaged with the Safer Communities Strategy Board and the Leicestershire Substance Misuse Board. We also work with the Leicestershire and Rutland Safeguarding Children's Board (LSCB), the Rutland Children's Trust Board and local Community Safety Partnerships (CSPs).

YOS priorities are reflected in these strategic arrangements and plans. We have worked with the Leicestershire Safer Communities Strategy Board to contribute to the Districts' strategic community safety plans and with the Children and Young People's Executive to contribute to the Children and Young People's plans and priorities.

The YOS is fully engaged with the Supporting Leicestershire Families programme that seeks to provide intervention to those families across the County with multiple and complex needs as well as those families identified as at risk of going on to have these needs if their current needs are not met more effectively.

4. Priorities

Key Objectives and Targets for 2013 - 14

Ministry of Justice Indicators 2013/14

The MoJ has three 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 (frequency and rate of re-offending)
- Reduce the use of custody

In addition to this Leicestershire Youth Offending Service Management Board has adopted the following local education target:

- The number of young people known to the Youth Offending Service engaged in Education, Training and Employment at the end of their order.

Leicestershire Youth Offending Service Objectives

In addition we aim 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 2010/11 - 2012/13

Performance against the MoJ Indicators and the Local YOS indicator for 2010/11 to 2012/13 to date:-

National Indicator	Target 10/11	Apr to Mar 2010/11	Apr to Mar 2011/12	April to Dec 2012
Reduce the proven rate of re-offending	1.07	0.77	0.91	0.50 Apr to Sept 2012
Custodial Sentences	<5%	2.9%	2.3%	1.8%
Number of young people in suitable Education, Training and Employment	90% Local 80%	79.3%	74.3%	76.3%
Reduction in First time Entrants	Year on year reduction	18% reduction	27% reduction	5.8% reduction

Rate of proven re-offending by young people in the Youth Justice System

Since 2011/12, the Ministry of Justice (MoJ) has provided data on proven reoffending rates using the Police National Computer (PNC) data. The latest MoJ data available is for April 2010 to March 2011 when there were 795 young people in the cohort. The MoJ reports re-offending performance on three measures:

- the percentage of young people re-offending after 12 months was 27.8%, a reduction of 1.9% compared to the period 2009/10 the last time the data was collated in a time frame;
- the average number of re-offences per young person in the cohort after 12 months, i.e. the frequency rate was 0.81, compared to 0.88 the in the period 2009/10;
- the average number of offences per young person who has re-offended was 2.93 compared to 2.96 in 2009/10.

Local Performance for the 2011/12 cohort was 0.91; whilst this is an increase in proven re-offending compared to the previous year, it remains ahead of the baseline performance of 1.13 and exceeded the 1.07 target for 2010/11.

The percentage of young people receiving a conviction in court who are sentenced to custody

The use of custody in 2011/12 was 2.3%, well ahead of the 5% target set by the YJB. In 2011/12 10 young people received a custodial sentence, 5 fewer than in 2010/11 and represents a 50% reduction compared to 2009/10

Young offenders in full time education employment or training (EET)

During 2011/12 74.3% of young people known to the YOS were in EET, below the 80% target and slightly lower than the 2010/11 performance of 79.3%. However, this performance needs to be viewed in the context of the economic down turn and reduction in YOS EET resources.

Between April and December 2012 EET performance was 76.3%

First Time Entrants to the Youth Justice System

In 2011/12 there were 303 First Time Entrants representing a 27% reduction compared with the 415 first time entrants in 2010/11. We have continued to reduce FTE's since the original baseline was set in 2005/06 from 1285 young people evidencing an overall 76% reduction to 2011/12 figures.

Between April and December 2012 there were 229 first time entrants to the criminal justice system. This represents a 5.8% reduction compared to the same period in 2011/12.

5. Resourcing / Value for money

Over the last two years resources available to the Youth Offending Service have reduced.

In 2012/13, there was a net reduction of £3k in the Youth Justice Grant and indications are that there will be further reductions to the grant in 2013/14.

In 2013/14 the Home Office element of the Youth Justice Grant (£79,600) is transferring to the Police and Crime Commissioner. We have received confirmation that 50% of this (£39,800) is being transferred back in 2013/14 as a 6 months transitional arrangement.

Partners have confirmed a standstill budget for 2013/14. Whilst there are no savings required through Leicestershire County Council's Medium Term Financial Strategy for 2013/14, the YOS has had to make £310k savings between 2010/11 and 2012/13. This is made up of £155k through efficiency savings through the YOS Service Review (by 2012/13), £50k savings from the IMPACT Project's budget in 2010/11 and £105,000 savings from the Basic Skills Team by 2012/13 (resulting in the closure of the Basic Skills Team). There is an additional £55k savings to be made in the IMPACT budget by 2015/16

In addition to the removal of the Basic Skills Team, as a result of the reductions to CYPs funding arising out of the impact of the government's academies programme, one of the YOS Education Posts has been removed from September 2012.

Youth Offending Service Budget for 2013/14

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	£67,067	£316,916
Health	£70,945		£48,151	£119,096
Local Authority: Chief Executives CYPs Rutland	£391,064		£287,066 £265,077 £67,764	£1010,971
YJ Grant PCC			£613,713 £39,800	£653,513
Total	£671,182	£132,523	£1,480,325	£2,284,030

Additional Funding

Additional Funding	
Early Intervention Grant	£133,980
Community Safety Fund (substance misuse funding)	£15,500
LCC	
Youth Crime Prevention	£133,900
IMPACT	£450,000
Total	£733,380

Total YOS Budget	£3,017,410
-------------------------	-------------------

The 2013/14 budget will represent a 6.1% reduction on the 2012/13 budget.

In February 2011, Leicestershire County Council agreed £500k of transitional funding over two years for Youth Justice and Safer Communities in view of the significant losses in external grant funding. This funding has been used during 2012/13 and will continue to be used in 2013/14 to enable a phased reduction in services and maximise the continuation of service delivery.

Youth Offending Service Review

In June 2009 we began a review of the Service in order to ensure the required savings are made whilst maintaining service delivery to a high standard.

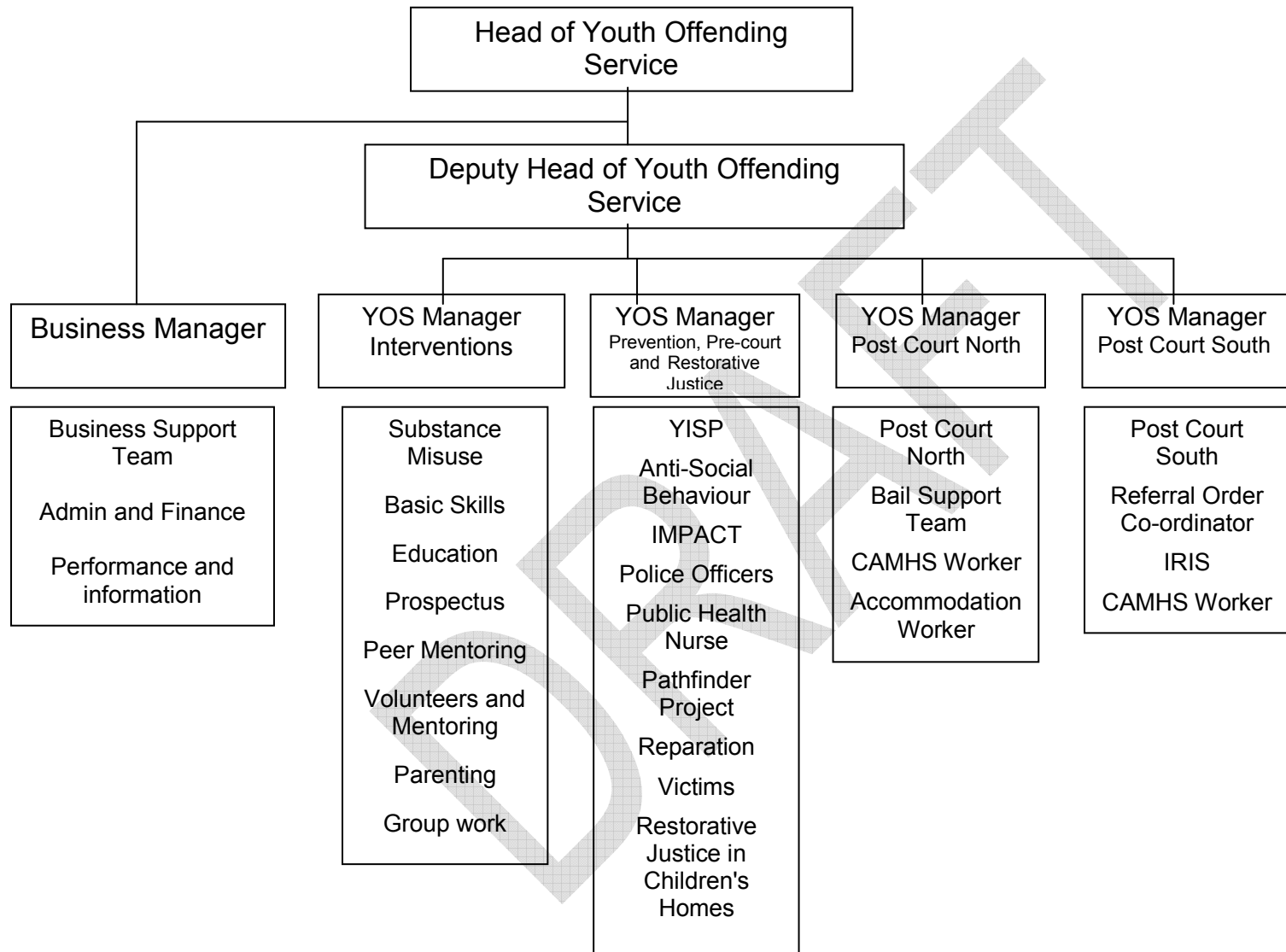
A Service Review Project Board, chaired by the Head of Youth Justice and Safer Communities, oversees this review. The Board includes the Head of Youth Offending Service, the Leicestershire County Council's Efficiencies Programme Manager, CYPS Assistant Director, Probation Director and Police Superintendent. The YOS Service Review Project Manager reports to the Board alongside the Head of YOS.

The service has achieved £324,890 savings to date as result of Stage 1 and 2 of the service review.

Stage three of the Service review will make the savings required for 2013/14. The overall impact of the Service review savings made so far has primarily been upon management capacity, particularly performance management, and administrative support.

The loss of the Basic Skills team from 1st April 2012, together with the loss of an education officer has had an impact on the provision of educational interventions and support packages to young people at risk of re-offending.

Leicestershire Youth Offending Service Structure



Service Delivery Areas

The functions of each team are as follows:-

Interventions

- Group work programmes
- Appropriate Adult services
- Short term intervention and Mentoring
- Delivery of EET provision
- Substance Misuse Workers
- Participation Work, including peer mentoring
- Parenting Work
- Group work

Prevention, Pre-court and Restorative Justice

- 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
- IMPACT - work with young people on the streets who are behaving anti-socially.
- Work with the Police to deliver Final Warnings and intervene with young people and their parents/carers.
- Restorative justice
- Work with victims
- Point of Arrest Liaison and Diversion Pathfinder Project

Post Court

- Service to the Courts.
- Supervise young people on community sentences and post custody supervision.
- Bail support and supervision.
- Child and Adolescent Mental Health Worker.
- Accommodation worker.
- Offender management of young people at high risk of re-offending Integrated Resettlement Support those leaving custody
- Intensive Supervision and Surveillance
- Referral Order Co-ordination.
- Child and Adolescent Mental Health Worker.

Services are focused on providing evidence-based interventions that are designed to meet the offending-related needs of each young person as identified through the Asset and Onset assessment.

6. 2012 Overview

Inspection

The HMIP Core Case Inspection of the YOS took place in February 2012. The inspection focused solely on post court cases and included an element of case file reading and interviews with the case managers. A sample of 62 cases were inspected and focused on three key areas of our work; Safeguarding, Risk of Harm to others and Likelihood of Reoffending.

The inspection found that the service had performed to a level that requires MODERATE improvement in all three key areas.

The inspectorate recommended that changes are required to ensure all cases:-

- have a good quality assessment and plan, using Asset, completed when the case starts
- have a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others*, completed at the start, as appropriate to the specific case
- as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm and to minimise any identified *Risk of Harm to others*
- have a timely review of assessments following receipt of significant new information, intelligence, reports of harmful behaviour or the commission of new offences
- have regular and effective oversight by management, especially of screening decisions, that is clearly recorded within the case record, as appropriate to the specific case

An inspection improvement plan was developed and implemented to address the recommendations outlined above to ensure the YOS continues to provide an effective, high quality service.

Legal Aid, Sentencing and Punishment of Offenders Act

The Legal Aid, Sentencing and Punishment of Offenders (LASPO) Bill received Royal Assent in summer 2012. The Act covers a number of issues including changes to the legal aid provision, litigation funding and cost, and sentencing and punishment of offenders.

The key areas of change relating to young offenders include:

- allowing repeated use of the referral order
- allowing a conditional discharge as an alternative to a referral order

- replacing the current out of court disposals with a system of youth cautions, youth conditional cautions
- repealing youth penalty notices for disorder and promote informal restorative disposals
- allowing curfews to be imposed for more hours in the day and for up to 12 months rather than the current six
- changes to the law on bail and remand, aimed at reducing the number of those who are unnecessarily remanded into custody. Under the new “no real prospect” test, people would be released on bail if they would be unlikely to receive a custodial sentence
- making provision to ensure that, where a person aged under 18 has to be remanded into custody, in most cases they would be remanded into local authority accommodation
- that all young people who are securely remanded will become “looked after” by the local authority
- allowing for the Secretary of State make local authorities financially responsible for all youth remands to secure accommodation
- allowing for YOS and or young offenders to request an extension to the duration of the YRO
- increasing the level amount of fine allowed to be levied for breach of an order from £250 to £2500
- clarifying the court’s powers for recall to custody for breach of a Detention and Training Order.

Work is has taken place and is ongoing to ensure that Leicestershire YOS is able to deliver the requirements of the Act alongside key partners such as the Police, Courts and Children and Young People’s Services.

7. Volunteer Development

We have been successful in retaining the support of 207 volunteers of which 17.2% are from Black and Minority Ethnic groups; 69% are female and 31% male. The volunteers are a highly committed and well-trained group, who make an invaluable contribution to our work with young people, contributing over 15000 hours of work. 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, acting as appropriate adults and supporting young people to get to group work and other appointments.

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 2012/13 the YOS was commissioned by the YMCA for a period of two years to provide volunteers for its Y-POD project. Y-POD is a Leicester City project funded by the Big Lottery, whose aim is to provide the best life chances for young people leaving care or young offenders' institutes by improving their access to housing, health and education, employment and training (EET). The YOS will be responsible for recruiting, training and supporting volunteers, who will provide intensive one to one support to young people engaged with the project.

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.

2012/13 Achievements

- From 2005/06 to 2011/12, the number of first time entrants into the Criminal Justice System reduced by 76% and has continued to fall by a further 5.8% in April to December 2012. 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.
- Since 2008 the IMPACT Project has worked in 82 areas across Leicestershire with 4325 young people. Calls made to the Police by the Public in relation to youth related anti-social behaviour have reduced by 51% across the 82 areas that IMPACT has worked.
- In 2011/12, 76% of young people with whom the YISP worked with did not go on to offend after their intervention started. In the period April – December 2012, no young people with whom the YISP worked went on to offend after their intervention started
- Provided Building Positive Relationship training to two MacDonald's restaurants and shop keepers in two areas where Anti Social Behaviour has been a problem. The aim of the training was to enable shop staff to engage positively with young people to reduce local tensions and ASB
- Delivered sessions to school assemblies on Anti Social Behaviour and provided assemblies on seasonal trends such as Halloween and Bonfire Night
- We continue to be involved in the development of work with Supporting Leicestershire families and are represented on the Community Budget Project Board, the Reference Group and the team designing the new arrangements.

Focus 2013/14

- Ensure the service continues work jointly with the Supporting Leicestershire Families programme to ensure we continue to reduce offending and re-offending by young people.
- To work with jointly with police and other partner agencies to implement and deliver the changes identified in the LASPO relating to Conditional Cautioning.
- Work with Children and Young People Services to embed the work of the Prevention Team in the Early Help Programme ensuring a seamless service to those young people and families that require support.
- To develop greater engagement with young people through the use of sporting activities in local areas to reduce the risk of ASB
- To deliver training to the Safer Neighbourhood teams and student police officers to raise awareness of the prevention team and increase police referrals
- To implement the Outcome Stars tool for work with parents on prevention referrals

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

In 2012 we reviewed our practice following the HMIP core case inspection and developed and implemented a post inspection improvement plan, to ensure we deliver high quality interventions aimed at reducing re-offending by young people.

Interventions include:-

- providing additional support and intervention, over and above that prescribed by National standards, to young people assessed as presenting a high risk of re-offending and or through the IRIS programme
- assessment and intervention to young people using sexually abusive behaviour in partnership with community based specialist services and in consultation with Alice Brown who specialises in work with young people using and displaying sexualised behaviour
- working in partnership with the local Fire Service, Police Firearm Service and Warning Zone to provide bespoke intervention to young

people who have committed offences relating to weapon, Arson and theft from shops

The review of CYPS which took place in 2012 reduced the number of seconded Education Officers from 2 to 1. This, coupled with the loss of the Basic Skills provision the previous year, poses a risk to our future ability to reduce re-offending as education is one of the key risk factors linked to offending and re-offending.

2012/13 Achievements

- The 2011/12 re-offending performance was 0.91, which exceeded the 1.11 re-offending target. April - Sept 2012 local re-offending performance is 0.50.
- In February we took part in an HMIP-Core Case inspection of the YOS. The inspection highlighted a number of areas of strengths including –
 - Excellent delivery of interventions – good quality, incorporating learning styles and diversity, children and young people motivated
 - Diversity integrated into practice
 - “An enthusiastic and committed group of staff and managers, who were keen to deliver a high quality service” (HM Chief Inspector of Probation)
 - Good engagement and levels of contact with children and young people and their parents/carers
 - Robust enforcement
 - Accurate assessments of risk of serious harm in 86% of cases
 - Reduced frequency and seriousness of offending – reduction in frequency of offending in 65% of cases and reduction in seriousness of offending in 56% of cases
 - Transitions from child to adult and custody to community
 - Multi-agency approach – good contact with appropriate agencies
 - Impressed with comprehensive risk and vulnerability management guidance

- Implemented and completed all the actions outlined the Inspection Improvement Plan to address the recommendations highlighted by HMI Probation, including a single intervention plan incorporating the Risk and Vulnerability management plan, identifying a manager to have quality improvement and development as specific role manager to develop and implement quality improvement programme.
- A new Education Employment and Training (EET) Action Plan has been developed to maximise engagement in EET
- Provided group work programmes to 107 young people between April and December 2012, with 57% of young people completing their Programme. The group work programme has consisted of Girls Group, Boys Group and Victim Awareness. Additional group work programmes delivered in conjunction with partnership agencies have included, Fire Skills and Car Crime with the Leicestershire Fire and Rescue Service, Offensive Weapons with the Police, consequences and Personnel safety with the Warning Zone.
- The YOS has worked with the Warning Zone to create a visual learning experience for young people to engage with the issues of domestic violence and online internet safety. Alongside this the YOS is working with the Youth Service to increase awareness around internet safety and child sexual exploitation.
- Two groups of young people produced 2 short films in partnership with the NHS Smoking Campaign, Cut Films and Smokescreen, with the aim of reducing first time smokers. Both the boys and girls groups won awards for the films they made at the local award ceremony with the girls group taking the coveted Judges' Choice Winner award as chosen by a special panel of judges
- The use of a participation survey to evaluate the views of young people and their parents or carers on their engagement with the YOS. Young people continue to report very high levels of satisfaction with the work undertaken by the YOS and with improvements in their lives. Overall, young people felt that they were treated fairly and were less likely to offend following the YOS intervention.
- Between April and December 2012, the participation project worked with 59 young people to undertake a variety of activities such as interviewing staff, supporting YOS Open days, assisting in training, speaking to the media, producing a newsletter that goes out to all new YOS cases, various consultations with the YOS and external agencies; team building activities and one to one work to support other young people.

- All young people are also given the opportunity to undertake Youth Achievement Awards which enables them to provide evidence of their achievements whilst undertaking their participation activity and convert it into a recognised qualification.

Focus for 2013/14

- Continue practice improvement work across the service to achieve further improvements in reducing the risk of re-offending.
- Continue to work with partners to implement the requirements of the LASPO Act 2012, particularly the changes to pre-court outcomes and the requirement to increase the use of Restorative Justice approaches across all orders, including prevention work.
- Continue to work with the CYPS to manage the use of Remands to Custody and Local Authority Accommodation and with partners including the CYPS, Police and Courts to manage the implications of changing the remand legislation to include 17 year olds.
- To continue the quality and development programme across the Service in order to ensure the YOS is meeting the needs of young people and continuing to reduce offending and re-offending.
- Work to develop resources and interventions for young people who commit domestic violence on parents/carers.
- Improve the range of group work programmes on offer to young people working with the YOS and ensure that group work programmes run by YOS meet YJB effective practice requirements and are registered on the YJB effective practice website.
- Develop our education offer across the Service for young people of school age in light of reduced resources.

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

We are 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, we provide good quality bail support using experienced staff, to maintain the courts' confidence in bail support provision. To reduce the use of custodial sentences, we seek to provide good quality supervisory interventions and maintain the confidence of the courts in our ability to supervise young people effectively and safely in the community.

The MoJ is transferring the costs of remands to custody to the local authority in 2013/14. Local authorities became financially responsible for all youth remands to secure accommodation, although responsibility for commissioning and placements will be retained by central government.

Additionally, secure remand for young people has been reformed so that all children under 18 are treated in the same way for remand purposes, rather than treating 17 year olds as adults. All young people who are securely remanded will become “looked after” by the local authority.

Use of secure remand

Year	2009/10	2010/11	2011/12	April to Dec 2012
No of young people receiving a secure remand	10.8%	9.4%	7.5%	6.1%

The use of remand has fallen significantly over the last 3 years from 10.8% in 2009/10 to 7.5% in 2011/12

Use of Custody

Year	2008/09	2009/10	2010/11	2011/12	April to December 2012
Use of custody	36	20	15	10	5
% of young people who receive custody as a proportion of all sentences imposed by the court	4.3%	3.3%	2.9%	2.3%	1.8%

The number of young people receiving custodial sentences has reduced by 50% from 3.3% in 2009/10 to 2.3% in 2011/12.

2012/13 Achievements

- 50% reduction in custody and 55% reduction in remands in 2011/12 compared to 2009/10.
- Worked with the CYPS in Leicestershire and Rutland to plan for the transfer full costs of remands to the Local Authority and to implement the proposals in the Legal Aid, Sentencing and Punishment of Offenders Act 2012.
- Worked with CYPS to plan for and implement the changes relating remanding young people to custody as outlined in the LASPO Act

2012, including work on identifying resource implications for both services

- Attended Youth Magistrates Training on the changes relating to youth provisions in order to address the impact on YOS as result of the changes. Provide briefing to Bail Support Team on the legislative and practical changes to remand requirements.
- Reviewed and revised appropriate adult provision and guidance jointly with Police, TAAS, CYPS, EDT and Leicester City YOS to ensure young people are not held in custody overnight inappropriately as outlined in the Joint Inspection of Appropriate Adult provision for children in England and Wales (Who's looking out for the children?), and the Howard League report, 'Overnight detention of children in police cells'..

Focus for 2013/14

- To work with Children's Service to develop joint effective intervention programmes and continuing to further reduce the custodial sentences by focus on alternative options
- Continue to reduce the use of remand to custody and overnight detention in police custody by working with CYPS to identify suitable alternative accommodation.
- To review the YOS IRIS programme to ensure services are targeted at those who are at most risk of receiving a custodial outcome
- Continue to 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.

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 we classify 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. We

have not had any young people which have required management at MAPPA Level 2/3 during 2012/13.

We have completed no Local Management Reports under the YJB's Serious Incidents Procedures during 2012/13 to date and none in 2011/12. We did however complete a joint Head of Service review with CYPS in 2011/12.

2012/13 Achievements

- Implemented the inspection improvement plan to address the recommendations to address risk of harm posed by young people. This included:-
 - developing a single risk profile and intervention document to ensure risk is managed more effectively.
 - A briefing to all case managers on how to complete the new documents including the need to liaise with and include actions from other relevant agency plans
- Continued work to implement new arrangements for the management of Potentially Dangerous People (PDP) together with the police
- The YOS is now member of the regional Prevent forum to learn and share good practice to manage young people at risk of or how been involved in extremist activities.
- Reviewed and revised management oversight and scrutiny of plans and interventions relating to young people who present a risk of harm to others.

Focus for 2013/14

- Continue to ensure that the learning from serious incidents, including those completed by the LSCB and Probation, is embedded into the work of the service.
- Continue the Practice Improvement programme to monitor and develop practice.
- To review the effectiveness of the revised single risk profile and intervention plan.
- To review the local information sharing meeting process to manage risk and ensure the learning outcomes from the local MAPPA pilot on managing risk effectively is integrated in to YOS 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. We are represented on the Leicestershire and Rutland Safeguarding Board by the Head of Youth Justice and Safer Communities and are represented on the Policy and Procedures subgroup by the Head of YOS. The section 11 duties and Bichard requirements are integrated into our work and a range of training has been provided to all staff.

Our 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 we assess the level of vulnerability to be high or very high. Multi-agency response to these meetings is generally good.

We have a joint protocol with Leicestershire and Rutland CYPS Specialist Services and will continue to work with other agencies to protect young people at risk of significant harm. We have 1.5 full-time equivalent Community Psychiatric Nurses, 2 parenting specialists, 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.

2011/12 Achievements

- The Practice Improvement programme implemented to continue to improve the quality of vulnerability assessments, vulnerability management plans and interventions.
- Developed a single Integrated vulnerability and risk of harm risk profile and intervention plan to include actions from CYPS plans for YOS
- Established YOS/CYPS Specialist Services meetings to ensure effective joint management and working arrangements. Including working with and briefing all YOS and CYPS staff on effective management of safeguarding thresholds.
- Continued to undertake joint case audits and joint case reviews with Specialist Services, disseminated outcomes through joint events and implemented the improvements identified.
- We continue to provide support and training to children's homes across the County on restorative approaches in order to reduce the risk of looked after children being criminalised.
- Staffs have undertaken training on the Signs of Safety principles and Child Sexual Exploitation.

- A YOS team manager leads on and attends a multi agency meeting on young people at risk of child trafficking, child sexual exploitation and missing from home in order to share information and effectively plan to manage the risk faced to and or posed by the people involved
- The Point of Arrest Liaison and Diversion Pathfinder project has been implemented and continues to be used as an effective model of early identification, diversion and youth justice liaison for under 18-year olds with a complex range of vulnerabilities and needs. The focus is on diverting away from the youth justice system into appropriate care packages of support.

Focus for 2013/14

- To provide CYPS specialist services access to Careworks.
- Continue to work with CYPS to ensure the effective management of safeguarding thresholds.
- Continue to reduce offending by young people in children's homes by continuing to offer support, training and consultation to residential staff.
- To continue to work jointly with Supporting Leicestershire Families services in localities as member of the team around the family
- To work jointly with the Children's Service and police to implement the joint Local Safeguarding Board 'Children and Young People who Run Away or from Home or Care' protocol
- To continue to develop staff skills and knowledge to recognise signs and behaviours which could indicate a risk young person is at risk of sexual exploitation; and to utilise these skills and knowledge to provide support and guidance to parents, carer and guardians of the young people we work with

6. To improve victim satisfaction and public confidence

We recognise the importance of maintaining the confidence of the public, victims of crime, sentencers and partners in its work. We are engaged with the work of the Local Criminal Justice Board and Leicestershire Safer Communities Strategy Board to improve public confidence.

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.

We continue to achieve high levels of victim engagement. 84% of all known victims engaged with one of the above opportunities to participate in 2011/12 with a 100% being satisfied with their engagement. Between April and December 2012, the proportion of all victims engaging was 87%.

We make 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.

We have continued to produce press releases together with partners in order to gain positive press coverage.

2012/13 Achievements

- During the period April to December 2012 41.7% of known victims engaged with the YOS.
- Developed a Restorative Hub with the aim of championing and steering the restorative process for the YOS
- Over 3000 hours of indirect and direct of reparation have been completed, with a wide range of community placements. This has included placements as a direct result of victims' requests.
- Restorative Justice (RJ) Training was rolled out across the YOS and Community Panel Members to refresh and enhance their knowledge of RJ practice and to ensure RJ is considered routinely in all intervention with young people.

- Continue to deliver training on Restorative Approaches to staff in the Children's homes
- Provided feedback on reparation placements to community groups, parish and town councils and Joint Action Groups
- Appointed Community Engagement Officer who has liaised with community groups on suitable reparation placements, engaging with community groups where IMPACT have been deployed to ascertain community concerns about ASB and establish long term community based solutions.
- Continue to offer a full range of restorative outcomes to victims and young people, including a say in reparation, attendance at panel and full restorative conferences. In 2012 there have been a number of restorative conferences
- Became part of the European Regio Project to share knowledge of restorative practices between the UK and Denmark. The Regio project is an EU funded scheme which enables the sharing of new and developing practice across the European communities. In this case we are sharing skills and knowledge of Restorative Practices in schools and the criminal justice system between Leicestershire and Svendborg in Denmark. The scheme involves two exchange visits and a website that supports the sharing and development of good practice across the two countries.
- Delivered Restorative training to two schools

Focus for 2013/14

- Continue to publicise and promote the work of the YOS through the publication of a quarterly YOS news letter and press releases.
- Deliver the new YJB Panel Matters to Community Panel Members as per National Standards.
- Continue work with University of Nottingham on the research project on the links between being a victim of offending and becoming an offender.
- For the Restorative Justice officer to become an accredited Restorative Practitioner through the Restorative Justice Consortium accreditation process
- Continue to deliver training on Restorative Approaches to schools in Leicestershire

- To deliver training to the police on Restorative Approaches and to be part of a working group to review and re-launch the police restorative programme
- To continue to develop the young victims project to offer a service of support for young victims whom research has identified are at increased risk of entering the criminal justice system
- To develop a restorative offer to all cases at the Youth Conditional Caution stage
- To be part of the Leicestershire Multi Agency Restorative Approaches Steering Group

DRAFT

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 Home Office element of central funding for youth crime prevention has passed to the Police Crime Commissioners in 2013/14.	2	Seek to ensure through contributions to the PCC handbook and negotiations that this funding continues to be made available to the Youth Offending Service. Make contingency plans in case this money is not available.	Head of YOS
	The reduction in the numbers of FTE each year will level off.	2	Monitor numbers of FTEs on a quarterly basis. Identify areas of poorer performance and resolve issues identified in conjunction with partners.	Head of Service
	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.	Head of Service

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
Reduce Re-offending by children and young people under the age of 18	Ensure that funding position and YOS service review do not have a negative impact on outcomes.	2	Monitor outcome performance and identify issues and remedies available.	Head of Service
	Reductions in FTEs could result in higher re-offending rates, as those young people who do enter the youth justice system do so at a more serious level and are therefore more likely to re-offend than previously.	2	Monitor outcomes data and ensure targeting and quality of work to reduce re-offending is robust.	Head of Service and YOS Managers
	The national NHS YOT funding currently distributed through PCTs is being passed to Clinical Commissioning Groups, whose role in relation to the youth justice agenda is uncertain.	3	Seek to ensure through the MoJ and local partnerships that these funds are passed through the Public Health route in future or, if not, that the YOS can still access the funding.	Head of Service
	Reduction in EET team resources (1 FTE Connexions PA, FTE Education officer and Basic Skills Team) is likely to have an effect on the educational attainment of young people at risk of re-offending, thereby increasing the risk of re-offending	3	Work with CYPS to continue support for young people not in education, training or employment. Raise issues of offender learning and Basic Skills with the LLEP. Continue to work with providers to identify alternative Basic	YOS Manager, Interventions

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
	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	2	Skills Provision. Ensure that access to EET is maximised for YOS 16/17 young people Work to reduce the numbers of School age young people who are NEET so that we have fewer difficult to place young people in the future who will find it hard to gain training or employment	YOS Interventions Manager
Minimise the use of Remand and Custody for children and young people	Low level use of remand and custody is not maintained The transfer of remand costs to the Local Authority could result in an increased cost for the Local Authority in future years	3 1	Maintain current management strategies <ul style="list-style-type: none"> • Close liaison with the court • Good use of YRO sentencing options • Review of custody cases to identify learning Joint work with CYPS to minimise the impact, including enhancing the provision of alternatives to remand and custody.	YOS Manager, Post Court North Head of Service

Service Objective	Risk Description	Risk Impact	Controls to Manage Risk	Actions owner
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.	Business 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 provision for both 16/17 year olds and school age children and young people.	YOS Manager, Interventions
To improve victim satisfaction and public confidence	A serious incident receives significant negative media coverage.	1	Monitor risk management and vulnerability management processes to ensure delivery is maintained at a high standard. Ensure lessons from serious incidents continue to be integrated into practice improvements in conjunction with relevant partners.	All Managers All Managers

Partner Sign Off

	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J Sinnott		
Director of Children and Young People's Service, Leicestershire County Council	L Hagger		
Chief Constable, Leicestershire Constabulary	S Cole		
Chief Executive, Leicestershire & Rutland Probation Trust	H West		
Chief Executive, Leicestershire County and Rutland PCT	C Griffiths		
Chief Executive, Rutland County Council	H Briggs		
Area Director – Lincolnshire, Leicestershire & Rutland and Northamptonshire for Her Majesty's Courts Service	N Watson		