

# LEICESTERSHIRE AND RUTLAND YOUTH JUSTICE PLAN

2002 – 2005

UPDATE FOR 2004 - 2005

## **Statement of Purpose**

*“The purpose of the Leicestershire Youth Offending Service is to prevent and reduce the risk of offending by children and young people. We aim to work in partnership with young people, their families and carers, victims and communities, and all relevant agencies. Based on principles of justice, fairness, equality and welfare, we will strive to provide the best possible service to all those involved in the youth justice system in Leicestershire and Rutland.”*

## **SECTION A - SUMMARY AND APPROVAL**

### **Review of Performance 2003**

#### **The 13 Performance Measures**

This Plan represents an update for the second year of a three year Plan covering the period 2002/03 to 2004/05. At the heart of the Plan are 13 performance measures introduced by the Youth Justice Board for all youth offending teams in England and Wales, which are set out in Section D. Following a sound start in 2002, excellent progress has continued in 2003 towards achieving the performance measures and associated targets. Performance has improved across almost all the measures. In addition, nearly all 2003 interim targets have been achieved, as well as a number of overall targets for 2004.

The one outstanding measure that has not improved is in relation to the proportion of young people involved with the Youth Offending Service (YOS) who are in full time Education, Training and Employment (ETE) at the end of our intervention. This very demanding target of 90% in full time ETE is outside the direct control of the YOS and with less than 60% of young people in full time ETE we have some considerable distance to go. We are, however, working constructively with partners as set out in Section D (Measure 10) to improve performance, particularly in the area of improving basic skills which is central to the YOS's Public Service Agreement target.

#### **Recidivism Analysis**

We are required to track young people for two years from the time at which they enter the youth justice system or become involved with the YOS at all stages of the system from pre-court to custodial sentences in order to establish the rate of re-offending.

The first two year comparison has now been made and the findings are set out in Measure 2, Section D. The overall re-offending rate is disappointing in that there is an increase of 6.9% in the level of re-offending when comparing cohort 1, identified in October to December 2000, with cohort 2 (Oct-Dec 2001) after 2 years. This period was effectively the first two years of operation of the YOS.

However, this headline figure needs to be put into context and it also masks some very positive messages about the impact of YOS provided interventions. Firstly, by far the greatest rise in re-offending occurs at the reprimand stage (pre-court) when there is no YOS involvement. This element of the cohort is also large and the numbers, therefore, have a disproportionate effect on the overall re-offending rate. However, even here there is a 15.4% reduction in the frequency of re-offending. *(NB It is possible that there were some inaccuracies in our baseline data which may have contributed to the high increase in the rate of re-offending for reprimands and further work will be undertaken to recheck it.)*

For young people subject to less serious first tier court penalties including YOS provided reparation orders, the re-offending rate was reduced by 9.2% (from 59.7% to 54.2%) and the frequency of re-offending reduced by 31.2%.

For young people subject to community penalties which are the more serious and significant YOS provided interventions, the rate of re-offending was reduced by 7.4% (from 72% to 66.7%) whilst the frequency reduced by 50.6% and the seriousness of offences was reduced by 44.8%.

In respect of young people sentenced to Detention and Training Orders who were tracked from the point they were subject to the supervision of the YOS, the re-offending rate was reduced by 24.2% (from 88% to 66.6%), the seriousness by 50.1% and the frequency by 25%.

The main message to take from this analysis at this stage, therefore is that in relation to YOS directly provided interventions there is clear evidence that the Service is having a significant impact, not only on the overall level of re-offending but also on the frequency and seriousness of re-offending.

### **Risk Factor Analysis**

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 (individual assessment tool) data to inform its strategic approach to service development and the interventions to be provided to tackle the risk factors. The highest risk factors identified through ASSET assessments at the start of interventions in 2003 relate to the thinking and behaviour of young people (60%), lifestyle (47%), education (43%), attitudes to offending (40%) and family and personal relationships (38%). Other significant risk factors also identified include perception of self and others (32%), substance misuse (30%) and emotional and mental health (29%).

### **Effective Practice Guidance and Quality Assurance Framework**

During the course of 2003 the Youth Justice Board introduced a series of Effective Practice Guidance notes, along with a quality assurance framework designed to assist youth offending teams to ensure that their work is underpinned throughout by principles of effective practice. The quality assurance process required three areas to be audited on self assessment basis covering Assessment, Planning Intervention and Supervision (APIS), Education Training and Employment (ETE) and Final Warning work.

A score of between 0 and 3 indicates the extent to which effective practice in these areas is embedded in work throughout the YOS. Each of the three areas has an improvement plan designed to improve practice and increase the rating when the areas are reviewed later in 2004. The self audit of APIS and ETE resulted in a score of 1 (evidence that some effective practice is being followed) whilst Final Warning work merited a score of 2 (evidence that effective practice is mostly followed).

In part, changes in the management structure of the YOS have contributed to less progress being made in implementing the effective practice improvement plans in 2003 than would have been expected. However, a new Head of Operations and Effective Practice has been appointed to take responsibility for the day to day management of the Service, along with the lead responsibility for the implementation of the effective practice agenda. The postholder will also be supported in this work by a full time Policy and Performance Manager, which replaces the previous part time post.

In the spring of 2004 the Youth Offending Service will also be the subject of a full Joint Inspection which will be reported on in June 2004.

### **Key objectives**

In 2003 key objectives were defined as follows:

- Prioritise improvement in performance in respect of Measures 1, 5, 10, 11, 12.
- Introduce effective practice guidance and implement quality assurance framework
- Develop further intervention programmes facilitated by new group work co-ordinators
- Develop prevention strategy and implement Youth Inclusion & Support Panel via the Children's Fund
- Implement Basic Skills project as the means to achieving our PSA target
- Develop Learning and Development Strategy via East Midlands Training Consortium

The first three objectives were largely achieved. Performance was improved in respect of Measures 5, 10 and 12, although not in respect of Measure 11 (education, training or employment), whilst Measure 1 has been discontinued by the Youth Justice Board and replaced by a new preventive measure. The effective practice guidance and quality assurance framework has been implemented, although as identified above the improvement plans now need to be fully implemented. A new group work co-ordinator post has been established and some progress made in developing group work programmes.

The other three objectives have been fully achieved and significant progress is being made as outlined in Sections B and E of the Plan and in Measure 10 in Section D.

Key objectives for 2004/05 are as follows:

- Improve performance in respect of proportion of young people in education, training or employment (Measure 10, formerly Measure 11)
- Implement the new drugs related Performance Measure (13)
- Fully implement Effective Practice Improvement Plans and ensure rating is improved
- Make effective use of an expanded Intensive Supervision and Surveillance programme
- Reduction in re-offending?
- Continue progress towards Basic Skills PSA target
- Improve level of user feedback and ensure greater involvement of young people in development of services
- Implement the recommendations and Action Plan arising out of the Joint Inspection

### **Assessment of the work of the Youth Offending Services Management Board**

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.

We will continue to ensure that the performance of the YOS is reviewed quarterly and to focus on the contribution made by the YOS partnership to achieving the 13 Performance Measures, particularly Measure 10 (Education, Training and Employment) where performance needs to improve significantly.

However, this year it is appropriate to add a comment that Leicestershire County Council, as the major funding partner, is increasingly concerned at the apparent inability of the other funding partners to increase their financial contributions proportionately. This concern needs to be acknowledged by the YJB.

**Chief Officer Approval of the Youth Justice Plan**

	<b>Chief Officer</b>	<b>Signature</b>	<b>Date</b>
Chief Executive, Leicestershire County Council	J. Sinnott		
Director of Education, Leicestershire County Council	Mrs J. Strong		
Director of Social Services, Leicestershire County Council	T. Harrop		
Chief Constable, Leicestershire Constabulary	M. Baggott		
Chief Officer, National Probation Service (Leicestershire & Rutland)	Mrs L. Jones		
Chief Executive, Charnwood and North West Leicestershire PCT	A. Clarke		
Chief Executive, Hinckley and Bosworth PCT	C. Blackler		
Chief Executive, Melton, Rutland and Harborough PCT	W. Saviour		
Chief Executive, South Leicestershire PCT	J. Wood		
Chief Executive, Rutland County Council	K. Franklin		
* Justices Chief Executive, Leicestershire Magistrates' Courts Committee	M. Tildesley		

\* Although not a core statutory partner providing resources to the Youth Offending Service, the Magistrates' Courts Committee is a key criminal justice agency dealing with young people appearing before the courts and is represented on the Youth Offending Services Management Board by its Director of Legal Services (see page 5 Table B)

## **SECTION B – PREVENTION**

There are a number of related initiatives and strategies driving the development of a comprehensive youth crime prevention strategy in Leicestershire and Rutland.

### **Leicestershire County Council Medium Term Corporate Strategy and Community Safety Plan**

Crime prevention and reduction is a high priority for the County Council and “Seeking a Safer County” is one of the key objectives of the Council’s Medium Term Corporate Strategy. Underpinning the “Safer County” objective is the County Council’s Community Safety Plan which includes a section on preventing youth crime and incorporates a number of recommendations arising from an earlier Best Value Review of Community Safety, part of which focussed on youth crime prevention.

In support of the corporate objective and Community Safety Plan, elected members decided to establish a new youth crime prevention and reduction budget of £600,000 over two years through to March 2005. The Youth Offending Service, through the Head of Youth Justice and Safer Communities, has assisted in the development of proposals for the use of this budget. It includes a mix of broad preventive measures and also crime reduction and enforcement measures.

Preventive measures include extending youth work provision and the provision of grants for additional facilities such as youth shelters and one-off equipment for skateboarding or basketball etc. A new youth café and the funding of sports projects are other initiatives. The budget has also been used to complement a number of Children’s Fund projects including the provision of two additional prevention workers within the Youth Inclusion and Support Panel team to work with 14-16 year olds. In addition, a new post within the Youth Offending Service has been established to ensure better liaison and more effective involvement in the seven local Crime Disorder and Reduction Partnerships, particularly in respect of District based youth crime prevention plans.

Crime reduction and enforcement measures include additional funding for the joint Leicester and Leicestershire Intensive Supervision and Surveillance Programme to increase the number of young people from the County on the programme. Provision has also been made to contribute to tackling anti-social behaviour and where necessary the use of anti-social behaviour orders. A new Parenting Work Co-ordinator will also support the work of the Youth Offending Service and other partners - Social Services, Education, Connexions - in the provision of parenting work and is another example of the funding being used to complement Children’s Fund projects.

The Head of Youth Justice and Safer Communities has a lead officer role, in conjunction with the Chief Executive and Cabinet lead member for Community Safety, in taking this agenda forward. He is also responsible for managing the Youth Crime Prevention Budget and for ensuring the performance management of the Community Safety Plan via a corporate officer group.

### **Leicestershire Children’s Fund**

The 25% of the Children’s Fund to be spent on youth crime prevention is the other main plank of youth crime prevention activity. In Leicestershire we have established Youth Inclusion and Support Panels (YISP), supported by a prevention team in three of the four Children’s Fund priority zones – the Surestart area of Loughborough, Greenhill and Agar Nook in Coalville and in Earl Shilton and Barwell. Also included in the “25% spend” is a Team of Transition Learning Mentors whose work is targeted at identified “at risk” children in the final year of primary school. The Children’s Fund grant totals £1.2 million per year whilst the spend on the YISP Team in 2004/05 is £153k with an additional £61k provided by the County Council to extend the age range to 14-16 year olds. The funding on the Transition Mentors Team amounts to £224k.

The YISP team consists of a Panel Co-ordinator who is also the Team Manager, three prevention workers supplemented by the two County Council funded workers referred to above, and an admin worker. The establishment of Panels and the work of the team is still at an early stage although a good deal of preparatory work has been undertaken by the YISP Co-ordinator. The Team is now fully staffed and referrals have started to flow in. The work of the Panels and the YISP team will be the main means by which the target in Measure 1 (Section D) will be achieved. In addition, the Team is providing group work programmes in response to various issues identified by schools such as early offending behaviour, risk of exclusion and anti-racist work.

Although the YISP Team is hosted and managed by the Youth Offending Service, the Team is also part of the Family Steps network, a multi agency (Social Services, Education, CAMHS and PCTs) child behaviour initiative targeted at children and families of a similar age group and with similar risk factors to the YISP target group.

The Children's Fund has provided a number of additional resources for Family Steps thus enabling the project to be rolled out across the whole of the county. These additional resources also include the Transition Learning Mentors Team operating within the priority zones which are also included in the 25% youth crime prevention spend. The work of the Team tackles one of the most significant youth crime risk factors, namely poor educational attainment and achievement, and is targeted at supporting identified children in their final year of primary school through to the first year of secondary school.

In addition, the Children's Fund has also funded a Parenting Work Co-ordinator employed by a voluntary organisation specialising in parenting work, the Centre for Fun and Families. The Co-ordinator will support the provision of parenting work programmes provided by Family Steps workers, including the YISP team, and will be another Panel resource. This post is targeted at parents of children aged 8-13 whilst the County Council funded post referred to above is targeted at parents of older teenagers.

### **Rutland Children's Fund**

In Rutland, the much smaller size of the Children's Fund grant (£40,000 per year) has meant that a fundamentally different approach has had to be taken with regard to the 25% to be spent on activities and services to prevent youth crime. The main project targeted at this area of work is a Pyramid Scheme, which recruits volunteers to run after school clubs for vulnerable children with emotional and social difficulties who are likely to have similar risk factors to those who are at risk of offending. Children will be referred to the scheme following an interdisciplinary meeting and schools involved in the scheme include Southfields, Edith Weston, Whissendine and Cottesmore St Nicholas. The part time Scheme Co-ordinator came into post in December 2003.

### **Leicestershire Youth Crime Prevention Strategy**

Work is also underway to draw together the various youth crime prevention initiatives and activities into a comprehensive youth crime prevention strategy. A multi-agency subgroup of the Leicestershire Children and Young People's Strategic Partnership, chaired by the Head of Youth Justice and Safer Communities, has been set up to complete this task with the aim of reporting back to the Strategic Partnership by June 2004.

## SECTION C - GOVERNANCE AND RESOURCES

**Table B: Membership of the Management Board**

<b>Name</b>	<b>Agency</b>	<b>Post held in Agency</b>	<b>Ethnicity</b>	<b>Gender</b>
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
M. Wilson	Leicestershire Constabulary	Superintendent	White	Male
S. Oakley	Leicester West PCT	CAMS Strategy Manager	White	Male
K. Franklin	Rutland County Council	Chief Executive	White	Male
N. Watson	Magistrates' Courts Committee	Director of Legal Services	White	Male
R. Beard	Connexions Leicester Shire	Chief Executive	White	Female

### **Management and Structural Arrangements for the Service**

There have been a number of significant changes to the management and structural arrangements for the Service. A new section within the Chief Executive's Department has been created consisting of the Youth Offending Service, Community Safety Team and the Drug and Alcohol Action Team (DAAT) staff group headed up by a new post at Assistant Chief Executive level. The Head of Youth Justice and Safer Communities (formerly the Youth Offending Services Manager) retains the overall responsibility as Head of Service, whilst day to day management of the Service is now undertaken by a new Head of Operations and Effective Practice.

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.

During 2003 two new sub teams have been established. A Basic Skills team delivers basic skills to young people subject to community penalties. Improving the basic skills of young offenders is one of the County Council's Public Service Agreement (PSA) targets. A Youth Inclusion and Support Panel Team funded by the Children's Fund provides preventive services to children and young people identified as at risk of offending as set out in Section B.

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 2004/05**

<b>Core Activity</b>	<b>Service Provider If Not Solely The Yot</b>	<b>Total Budget / Projected Cost To The Yot</b>
Preventive Services	<i>Includes YISP</i>	260,481
PACE Services	<i>50% provided by Social Services EDT</i>	46,481
Pre Court		334,662
Court Based Services		260,294
Remand Services	<i>Plus remand placements from SSD</i>	204,515
Community Based Disposals	<i>Plus Probation Community Punishment</i>	743,694
Through care / After care		204,515
Other Orders (Table 14)		18,592
<b>Total</b>		<b>2,073,234</b>

**Table 27: Youth Offending Team Budget 2004/05 – Sources**

<b>Agency</b>	<b>Staffing Costs (£)</b>	<b>Payments In Kind – Revenue* (£)</b>	<b>Other Delegated Funds (£)</b>	<b>Total (£)</b>
Police	79,280		53,820	133,100
Probation	88,320		80,300	168,620
Social Services	231,000		176,390	407,390
Education	68,860		50,390	119,250
Health	61,450		41,386	102,836
Local Authority Chief Executive (Note1)			479,780	479,780
Additional Funding (Table 27a)			643,385	643,385
Shortfall (Note 2)			18,873	18873
<b>Total</b>	<b>528,910</b>		<b>1,544,324</b>	<b>2,073,234</b>

\*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).

**Note 1**

Includes County Council's contribution to the YISP and the budget for the Basic Skills PSA target

**Note 2**

Shortfall includes a contribution of £16, 970 from the YOS reserve but there remains a shortfall of £1,903 due to the Police and Probation not providing their full inflation increase with the Probation Service only providing an 0.5% inflation uplift and the Police providing none.

**Table 27a: Additional Sources Of Income**

<b>Additional Source</b>	<b>Amount (£k)</b>
Single Regeneration Budget	0
European Funding	0
Youth Justice Board:	
Main Grant	357,350
Drugs Grant via DAAT Pooled Budget	77,884
Other:	
Rutland County Council	55,151
Children's Fund (YISP)	153,000
<b>Total (for inclusion in Table 27)</b>	<b>643,385</b>

**Table 27d: Health Service Contributions To The Youth Offending Teams**

<b>Health Contribution : Funding Source</b>	<b>Amount (£)</b>
Charnwood & NWL PCT	40,760
South Leicestershire PCT	24,085
Melton, Rutland and Harborough PCT	22,108
Hinckley and Bosworth PCT	15,883
<b>Total</b>	<b>102,836</b>

**Comment**

The impact of Referral Orders, introduced in April 2002, has been highly significant and, along with an increased requirement to provide reparation work in all interventions, has contributed to a doubling of directly provided YOS interventions. Consequently for the first time a significant growth bid was made for 2004/05.

The County Council has agreed to contribute actually more than its share of the growth and has made available an additional £150,000. Unfortunately none of the other partner agencies have been able or willing to contribute to this growth, without which there was a real danger that the YOS would be unable to maintain its current high performance. In fact, the Police and Probation Service have been unable to provide a full uplift to maintain a standstill budget (See Note 2 above)

The overall budget has increased in two other respects. The budget for the Youth Inclusion and Support Panel (£214k), which is mainly funded by the Children's Fund but also includes a significant contribution from the County Council, has been incorporated into the YOS budget since last year as has the budget of £125k for the Basic Skills PSA target.

## **MEASURE 1: Prevention**

Ensure that all areas have in place Youth Inclusion and Support Panels (YISP), or other effective arrangements that ensure children and young people most at risk of offending are targeted by mainstream services.

*(This Measure should be read in conjunction with Section B of the Plan.)*

### **Target**

At least 200 young people are identified and targeted for support each year.

### **Data**

<b>Measure</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>No. of young people identified and targeted for support.</b>	200	200

*NB: This is a new target that hasn't been included in previous Plans.*

### **Actions to achieve the target**

- Multi-agency Youth Inclusion and Support Panels have been established in Childrens' Fund priority areas (Earl Shilton and Barwell, Greenhill in Coalville and parts of Loughborough) to identify young people at risk of offending.
- Prevention Team established to support the work of the Panels with additional resources from the County Council to enable work with 14-16 year olds.
- Establishment of Transition mentors to target work with vulnerable children in last year of primary school
- YISP Team and Transition Mentors part of wider multi-agency Family Steps network targeted at working with vulnerable children and their families.
- Work with individual schools in YISP areas to identify young people at risk and deliver group work and other support in schools.
- Police identify young people known to be offending (reprimand or anti-social behaviour), and those where there is concern over potential involvement in criminal or antisocial behaviour - team responds to identified needs.
- Work with District Councils to identify families who have or are likely to have an Acceptable Behaviour Contract.
- Leaflets have been distributed to a wide range of community groups and settings to encourage self-referral.
- YOS Manager to attend Improvements in Attendance Working Group, which targets particular schools where attendance is an issue.
- Evaluate the impact of preventative work.
- Keep young people central to the community safety agenda.
- Encourage more YOS referrals to PAYP (Positive Activities for Young People) schemes.
- Monitor numbers of children attending the Pyramid Scheme in Rutland.

### **Constraints**

- Possibility of reduced Children's Fund contribution in 2005/06.
- Limited resources available to YISPs from mainstream agencies.
- Funding only available to develop YISP work in the targeted zones, although Family Steps now rolled out to rest of county.

### **Links to agency partners**

- ❑ Police, Connexions, Schools, PCTs, Student Support Services (Education), Education Welfare, CAMHS, Social Services, Local Community Safety Groups, Bridges - IRT (Information Sharing), Positive Futures, Family Steps, Children and Young People's Strategic Partnerships, Children's Fund Steering Groups

### **Links to allied themes**

- ❑ Youth Crime Prevention Strategy, County Council Medium Term Corporate Strategy, "Seeking a Safer County", County Council Community Safety Plan, Preventive Strategies for Vulnerable Children

### **Learning and development actions**

- ❑ Develop guidance on effective preventative practice
- ❑ Ensure YISP Team staff are trained in use of Onset

**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**

Measure	2000 cohort % re-offending after 24 months	2001 cohort % re-offending after 24 months	Target 2002 cohort % re-offending after 24 months	2003 cohort (Number Oct/Dec)
<b>Pre-Court</b>	19.8	32.2	Not Available Till December 2004	
<b>First tier Penalties</b>	59.7	54.2	Not Available till December 2004	
<b>Community penalties</b>	72.0	66.7	Not Available till December 2004	
<b>Custody</b>	88.9	66.7	Not Available till December 2004	

*For analysis see Section A page 1*

**Actions to achieve the target**

- Analyse aggregate ASSET data to ensure the most appropriate targeting of resources and service development.
- Analyse 30% re-offending rates on reprimands to identify improvements with Police.
- YISP Team will work with children and young people who receive a reprimand in Children’s Fund priority areas.
- Ensure ASSET triggers referrals to appropriate specialist staff (education, Connexions, primary mental health workers, drugs workers and Basic Skills project).
- Ensure all services provided are relevant and accessible to all, including minority ethnic young people, girls and disabled young people.
- Ensure young people comply with the requirements of court orders.
- Employ aggregate ASSET scores to monitor improvements in young people’s behaviour and the extent to which YOS interventions effect change, including the provision of drugs services.
- Monitor quality of ASSETs.
- Increase the use of restorative processes in interventions delivered by the YOS.
- Ensure ISSP is fully utilised and targeted at the right young people.
- Participate in the Multi-Agency Persistent Offender Management procedures.
- Fully implement actions identified in the NACRO evaluation of the YOS and EPQA Improvement Plans.

**Constraints**

- Success in this area depends upon high levels of partnership commitment.

**Links to agency partners.**

- ❑ Crime and Disorder Reduction Partnerships, Community Safety Programme Board and its Offender Management Group, Leicester Community Projects Trust, Police, Social Services, Probation, Education, Connexions, Criminal Justice Board.

**Links to allied themes**

- ❑ Youth Crime Prevention Strategy, County Council Community Safety Plan, Young People's Substance Misuse Plan, Policing Plan, PSA Targets

**Learning and development actions**

- ❑ Provide further training on motivational interviewing and the principles of effective practice.
- ❑ Continue to Incorporate effective practice guidance, especially assessment, planning, intervention and supervision, and guidance on offending behaviour programmes into planning and practice.
- ❑ Training on ASSET quality.

**MEASURE 3:** Ensure that the proportion of final warnings supported by interventions remains constant at 80%

**Target**

Proportion of final warnings supported by interventions: 80%

**Data**

<b>Final Warnings</b>	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>% of final warnings supported by intervention</b>	61% (123/201)	72% (131/186)	71% (165/234)	80%	80%

*2003 interim target achieved.*

**Actions to achieve the target**

- ❑ YOS and Police to implement revised final warning guidance with focus on prior assessment and improved decision making – launch 1<sup>st</sup> May 2004
- ❑ Continue to recruit volunteers in order to increase the capacity on the interventions team to deliver interventions in support of final warnings.
- ❑ Continue to utilise ASSET data to ensure the intervention matches risk and need.
- ❑ Continue to ensure appropriate referrals are made for interventions following final warning assessments.
- ❑ Continue to deliver existing intervention packs and deliver new intervention packs.
- ❑ Consider potential for using Attendance Centres as a resource for Final Warning Interventions.
- ❑ Continue to feedback performance in relation to target to the police at Community Safety meetings.
- ❑ Agreement with police that those assessed as low risk/need on ASSET be given reprimands rather than final warnings (wef 1.5.04) should help to overcome the constraints identified below.
- ❑ Implement EPQA Final Warning Improvement Plan.

**Constraints**

- ❑ A significant number of young people are assessed as low risk and not in need of an intervention.
- ❑ Some young people fail to engage.

**Links to agency partners**

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

**Links to allied themes**

- ❑ Increasing use of restorative justice, Leicestershire Youth Crime Prevention Strategy.

**Learning and development actions**

- ❑ Service and practice developments to continue 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%
- Custody: Reduce the number of custodial sentences as a proportion of all court disposals to 6%

**Data**

<b>Outcome</b>	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>Remands %</b>	35%	48% (60/125)	46% (44/96)	30%	30%
<b>Custodial Sentences %</b>	9%	8% (48/598)	5% (42/874)	6%	6%

*2003 target achieved in relation to custodial sentences but 2003 interim target not achieved in relation to remands, although slight improvement in performance*

**Actions to achieve the target**

- Bail Supervision Team to continue to examine number of cases where bail is not granted and explore further development of bail supervision packages. Particular attention to be given to minority ethnic young people at high risk of custody.
- Ensure that bail supervision packages meet individual needs, including those of minority ethnic and disabled young people and girls.
- Ensure clear and detailed proposals are made in PSRs where there is a high risk of custody to include alternatives to custody where it is appropriate
- Continue to explore strategies to develop appropriate accommodation to avoid unnecessary remands to custody.
- Ensure effective use of increased places on Intensive Supervision and Surveillance Programme as an alternative to custody.
- Act upon the findings of the forthcoming research identifying reasons young people do not comply with ISSP.
- Continue to foster good relations with courts and provide evidence of the quality and effectiveness of community alternatives to custody, information on recidivism 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**

- Probation Service delay in filling bail support worker post (still vacant).
- Higher than normal numbers of serious offences in the YOT area throughout the period.
- 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 Punishment), Social Services (remand placements), Prison Service

### **Links to allied themes**

- Supporting People and accommodation strategy

### **Learning and development actions**

- Continue to incorporate effective practice on remand management into YOS systems and practices.
- Continue to incorporate effective practice guidance on offending behaviour programmes into programmes delivered.

**MEASURE 5: Restorative processes and victims: Use of restorative justice processes and victim satisfaction.**

**Target**

Ensure that 75% of victims of all youth crime referred to Yots are offered the opportunity to participate in a restorative process and 75% of victims participating are satisfied.

**Data**

<b>Measure</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>% of victims offered opportunity to participate in restorative justice process</b>	75	75
<b>% of satisfied victims</b>	75	75

*NB: This target is significantly changed and hasn't been measured in this format in previous Plans*

**Actions to achieve the target**

- Agreement with Police to provide names of victims of Final Warnings and Referral Orders to enable all to be offered restorative justice options.
- Extend agreement to provide names of victims of all orders.
- Write to all victims offering a choice of: meeting the offender in a Restorative Justice Conference; making a victim impact statement for use in victim awareness work; requesting a letter of apology from the offender; receiving feedback on the offender's progress.
- Ensure letters are sent out promptly.
- In relation to Referral Orders, we will continue to contact victims by telephone and offer appointments in order to discuss their input into Youth Offender Panels.
- YOS Police Officers will continue to support their attendance at Panels or, where appropriate, represent their views at Panel.
- Continue to survey all victims who have participated, and act on feedback.
- Provide victims with a range of ways of indicating their restorative justice choice and giving feedback, e.g. telephone, email.

**Constraints**

- Data protection arrangements requires Police to send out letters.
- Some victims do not provide feedback.

**Links to agency partners**

- Police; Victim Support, Criminal Justice Board, CDRPs, Community Safety Programme Board and its Community Re-assurance and Anti-social Behaviour delivery group.

**Links to allied themes:**

- Community safety/fear of crime agenda and Narrowing the Justice Gap (Victims and witnesses)

**Learning and development actions:**

- Training for Youth Offender Panel members and final warning volunteers.

## **MEASURE 6: Parenting:**

### **Target**

Ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention and 75% of parents participating in parenting interventions are satisfied.

### **Data**

<b>Measure</b>	<b>2004 Target</b>	<b>2005 Target</b>
% of young people with final warnings supported by intervention and community based penalties receiving a parenting intervention	10	10
% of parents expressing satisfaction	75	75

*NB This target has been substantially changed and hasn't been measure in this format in previous Plans*

### **Actions to achieve the target**

- Increase group work with parents from 6 to 8 groups a year
- Develop programme pack for 1 to 1 delivery
- Consider potential to run small groups of 2 or 3 parents.
- Continue to attend the multi-agency group work co-ordinators meeting.
- 2 Parenting Work Co-ordinators appointed through Children's Fund and County Council funds to co-ordinate the delivery of parenting programmes
- Continue multi-agency collaboration to deliver programmes (YOS, SSD, Education Welfare, Connexions)
- Conduct Effective Practice Quality Audit on parenting work and implement Improvement Plan.
- Ensure that where ASSET identifies family circumstances a referral is made for a parenting intervention.

### **Constraints**

- Geography of the county – some parents are unable to get to groups.
- 1 to 1 work is resource intensive.
- Potential increase in numbers of parenting orders through changes in legislation

### **Links to agency partners**

- Centre for Fun and Families, Education Department, Social Services Department, Connexions, Youth Service, Children and Young People's Strategic Partnerships

### **Links to allied themes**

- Multi-agency Parenting Work Strategy; Preventive Strategy for Vulnerable Children, Antisocial behaviour and truancy initiatives

### **Learning and development actions**

- Train all relevant staff in delivering the parenting pack.
- Enhance case manager awareness of need to refer to parenting programmes.
- Incorporate principles of effective practice in relation to parenting into planning and practice.

**MEASURE 7: Ensure ASSET is completed for all (100%) young people subject to relevant 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 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments Completed	78%	84% (465/555)	95% (555/587)	100%	100%
% Closures Completed	68%	93.62% (279/298)	100% (401/401)	100%	100%

Measure Custody	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments Completed	100%	100% (47/47)	100% (42/42)	100%	100%
% Transfer Completed	100%	100% (29/29)	100% (38/38)	100%	100%
% Closure Completed	100%	100% (31/31)	100% (28/28)	100%	100%

*Target achieved in all areas except at assessment stage of community disposals, although performance at this stage has improved from 84% to 95%*

**Actions to achieve the target**

- Continue monitoring ASSET completion.
- Implement ASSET quality assurance programme to check completion within National Standards timescales and consistency and quality of ASSETs.
- Ensure high-risk procedures triggered by ASSET serious risk of harm section are in line with revised MAPPA guidance.
- Implement EPQA Improvement Plan for Assessment, Planning Interventions and Supervision

**Constraints**

- New YOS information system on which electronic version of ASSET is inputted has taken time to stabilise

**Links to agency partners.**

- CAHMS, Education, Connexions, Probation, Social Services, Multi-Agency Public Protection Panel

**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.
- ❑ All new staff to continue to receive training in use of ASSET.

## **MEASURE 8: 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**

<b>% PSRs Completed</b>	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>PYO</b>	96% (69/72)	91% (59/65)	94% (66/70)	90%	90%
<b>General</b>	99% (176/177)	92% (123/134)	98% (105/107)	90%	90%

*Target achieved.*

### **Actions to achieve the target**

- 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.
- Finalise and implement PSR gatekeeping proforma to monitor delays and quality of PSRs.
- Analyse congruence between proposal and sentence to inform improvements.
- Court officers to continue to provide high quality written and verbal stand down reports to limit the number of unnecessary adjournments for PSRs.
- Ensure recommendations from NACRO audit are implemented.

### **Constraints**

- Some rural courts sit on fortnightly patterns restricting the potential for 10-day adjournments on PYO's, although new combined Youth Court Panel for Leicester, Leicestershire and Rutland should address this.

### **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 continue to receive training in report writing.
- Implementation of effective practice guidance and improvement plan on assessment, planning interventions and supervision.



**MEASURE 9: 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**

	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>%</b>	63%	60% (24/40)	84% (36/43)	100%	100%

*Although target not achieved there has been considerable improvement as a result of closer working with the relevant YOI both locally and regionally.*

**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.
- Establish close working relationships with the new secure provider to promote compliance with National Standards when convening DTO Training Plan meetings and delivery of the interventions identified.
- Use the regional performance forum to connect with the secure estate agenda.
- YOS staff to continue to be proactive in requesting that training plan meeting dates comply with NS time-scales.

**Constraints**

- Achievement of this measure depends upon the local secure establishment convening meetings within National Standards time-scales.
- Following the termination by the YJB of its contract with Onley YOI, a number of young people subject to DTOs will be placed in secure placements over 80 miles away from their local community.

**Links to agency partners**

- Youth Justice Board, Prison Service, Secure Training Centres, Local Authority Secure Childrens' Homes, 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 still 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 YOS can utilise its findings to inform practice.

- Integrate the key elements of effective practice in respect of resettlement into planning and practice.

## **MEASURE 10: 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**

<b>ETE</b>	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>%</b>	67% (230 / 344)	64% (209/328)	60% (256/426)	90%	90%

*Significant improvement in performance required to achieve this target*

### **Actions to achieve the target**

- YOS PSA target established to improve basic skills of young people on community supervision through implementation of YOT Basic Skills Project – 3 Basic Skills workers are now in post.
- Achieve YJB Plus Strategy Champion Site status in relation to basic skills work
- Connexions have now seconded Personal Advisers into the YOS – one is in post and a second post still to be filled
- Continue to ensure Education and Connexions staff are notified of cases scoring 2 or more on ETE ASSET at the start of their intervention.
- Work with Education Department and Connexions to promote commitment to YJB target.
- Work with Education Department to finalise arrangements for a multi-agency panel to deal with “stuck” cases.
- Improve data exchange with Connexions.
- Attendance at Education-led Improving Attendance Working Group.
- Implement the EPQA Improvement Plan in relation to the Education, Training and Employment Quality Audit.
- Examine the profile of the 40% of young people where we are not achieving the target to identify what provision is needed.
- Continue monthly Education, Connexions and Basic Skills practitioners meetings to review cases.
- Youth Offending Services Management Board to continue to performance manage this target.
- Consider Audit Commission’s recommendations in this area arising out of its review of the reformed youth justice system.

### **Constraints**

- Achievement of the target largely outside the direct control of the YOS and performance depends on ETE providers’ contributions.
- Advice from YJB suggests that we may have been measuring the target over rigorously
- YJB definition of full time ETE differs from that of further education (25 hours per week compared with 16), although modified in relation to PSA target.
- Local management of schools and conflicting Government education targets may increase the likelihood of some young people being excluded.
- Lack of Education resources to provide education to excluded students.
- 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.

- Difficulties in appointing to 2<sup>nd</sup> Connexions PA post

**Links to agency partners**

- Connexions, Education (Student Support and Youth and Community Education), Schools and FE Colleges, Learning and Skills Council

**Links to allied themes**

- YJB Basic Skills Plus Strategy, Improving Basic Skills key Government priority, Reducing Social Exclusion and Prevention Strategy

**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.
- Continue to implementation of Understanding Connexions training programme for YOS staff.

## **MEASURE 11: 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**

	<b>2003 Outturn</b>	<b>2004 Target</b>
Joint Accommodation officer with Leaving Care appointed		
Number of Young people supervised by YOT	429	
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.	397	
%age	93%	100%

*Target not yet achieved, although performance improved from 84% in 2002 to 93% in 2003*

### **Actions to achieve the target**

- Continue to work through Children's and Young Persons Strategic Partnerships and particularly Social Services and District Councils to secure additional accommodation.
- In conjunction with Social Services, Housing and others, consider feasibility of small accommodation units as per Audit Commission report.
- Resume involvement in the Supporting People core strategy group to ensure the needs of young offenders are addressed.
- Continue work with housing providers and other organisations to develop floating support needs for 16/17-year-old YOT clients are met.
- Continue YOT accommodation officer links across the region with other YOT accommodation officers to share good practice.
- Refer accommodation needs identified by ASSET to accommodation officer.
- Identify accommodation needs on release from custody at an early stage.
- Improve mapping of needs of 16/17 year olds in order to focus work with appropriate Districts.

### **Constraints**

- Performance outside the direct control of the YOS
- 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 satisfactorily accommodate young people who are 16/17 years old and not in satisfactory accommodation.

### **Links to agency partners.**

- Supporting People, District Councils, Social Services, Children and Young People's Strategic Partnerships, National Probation Service, accommodation providers

### **Links to allied themes**

- Leaving Care Act, joint accommodation strategy, reducing custody, national need for bail facilities for young people.

**Learning and development actions**

- Incorporate good practice from other areas into accommodation work.

## **MEASURE 12: 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**

<b>% Assessments commenced within timescale</b>	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>Acute</b>	100%	100% (11/11)	100% (3/3)	100%	
<b>Non-acute</b>	100%	99% (95/96)	96% (87/91)	100%	

*2004 target almost 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 virtual achievement of this target well ahead of schedule.
- ❑ With the commissioning PCT and Partnership Trust finalise service specification for Primary Mental Health Workers.
- ❑ Work with Partnership Trust to fill current vacancies for PMHWs as soon as possible

### **Constraints**

- ❑ Current PMHW staffing vacancies and unlikely to be able to meet the target as a result

### **Links to agency partners.**

- ❑ CAMHS, Drug and Alcohol Response Team, Adult Mental Health Service, Social Services, Family Steps network

### **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 (Family Steps), Children's Fund

### **Learning and development actions**

- Continue to provide mental health awareness training 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



## **MEASURE 13: Substance Misuse:**

### **Target**

Ensure all young people are screened for substance misuse, that those with identified needs receive appropriate specialist assessment within 5 working days and following the assessment access the early intervention and treatment services they require within 10 working days.

*(NB This is a new target which hasn't been included in previous Plans)*

### **Data**

<b>Measure</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>% of young people screened for substance misuse</b>	100	100
<b>% of young people with identified needs receiving appropriate specialist assessment within 5 working days</b>	100	100
<b>% of young people accessing the early intervention and treatment services they require within 10 working days</b>	100	100

### **Actions to achieve the target**

- Work with DAAT to identify potential for assistance to reach this target.
- Established Drugs and Alcohol Response Team (DART), a managed network of specialist drugs workers across city and county to which YOS drugs workers contribute
- Clarify role and capacity of drugs workers within the Service.
- Develop a tool for measuring performance.
- Apply principles of effective practice in relation to substance misuse to planning and interventions to ensure quality of service delivery.

### **Constraints**

- Shortage of specialist young people's treatment services locally
- Geography of county
- Chaotic lifestyles of substance misusers.

### **Links to agency partners**

- DAAT and Young People's Commissioning Subgroup, DART Network; LCPT; Police, National Probation Service

### **Links to allied themes**

- Offender Management Delivery Group, Multi-Agency Persistent Offender Management; Updated Drugs Strategy (2002); Young People's Substance Misuse Plans, Criminal Justice Intervention Programme

### **Learning and development actions**

- Continue to raise awareness of YOS case managers in relation to drugs work and improve their understanding of their role in relation to this measure.
- In-house training events for case managers on substance misuse .

## **SECTION E – LEARNING AND DEVELOPMENT**

There are a number of strands to our Learning and Development Strategy:

### **Regional Learning and Development Plan**

The development of a regional training consortium and regional training plan funded by the Youth Justice Board is 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 are the development of the volunteer progression awards and the certificate of effective practice which is intended to be the central youth justice qualification.

The Consortium has made significant progress over the last 12 months in preparing the ground for the National Qualification framework and has identified staff who have now begun the Professional Certificate in effective practice. The region remains committed to the continued development of the national qualification framework and will be looking to exploit the Advanced Modern Apprenticeship and the Gateway Programme.

The HR learning and development advisor began work in January, a little later than planned. The HR adviser will enable further development of the National Qualification Framework within the YOTs during the next 12 months. The HR learning and development group will have oversight of the region's strategic direction, in conjunction with the region's heads of service. The operational elements will be organised via a quarterly meeting of the region's training and development managers.

### **Foundation Degree in Youth Justice.**

This is planned to get underway in September 2004 and will be delivered by two higher education institutions nationally. Numbers on the foundation degree will be very limited in the first year.

### **Professional Certificate in Effective Practice (PCEP)**

The region has 3 cohorts completing PCEP during the first half of 2004. The Leicestershire Youth Offending Service has 6 staff currently undertaking the PCEP. Indications are that PCEP is progressing well and work is ongoing to monitor its outcomes. A second phase of PCEP will be undertaken during the autumn on 2004 and is likely to be similar to that of 2004.

The support for staff undertaking the programme will continue in two ways. Firstly, managers' events will be delivered when required so that line managers are familiar with what they need to do to support learners. Two operational managers from the Leicestershire Youth Offending Service are attending the first event. Secondly, participants will be offered a ½ day event to help them to problem solve prior to doing their assignments. The delivery of these two components will be undertaken initially by the HR advisor.

### **Gateway Programme.**

This will be set at level 3 of the revised National Qualifications Framework, which is equivalent to A level or level 3 NVQ. The Gateway programme will contribute to assisting staff that currently do not qualify for PCEP to achieve the required access standards, and is likely contribute significantly towards meeting the 80% target. Gateway is still in the very early stages of development, and as a result it is not yet clear how large a role it will play in the next 12 months. When it comes available it will be very important to actively promote it to staff.

### **Advanced Modern Apprenticeship (AMA)**

The region is looking to develop the AMA for its staff under the age of 25 years. A feasibility study is underway by the HR Adviser. It will require the identification of funding streams, further education partners, an assessment centre for the NVQ element and the identification of at least 20 candidates. There is also the potential for partnership with the secure estate in developing this access route for staff to PCEP. This qualification will provide a further stepping stone to enable staff to go on and achieve PCEP.

### **INSET Training**

INSET training materials covering the 15 areas of Effective Practice are progressively becoming available during the coming months. These materials will provide the foundation for the future development of practice within the region. They are also designed for use in conjunction with the EPQA process, enabling training of staff in areas targeted for development. There are considerable opportunities for collaboration and this will be a major area to be developed during the coming year. Initial priorities for INSET will be the Assessment, Planning Intervention and Supervision; Education, Training and Employment; and Final Warning effective practice guidance modules.

### **Management Training**

Although the YJB funded management programme provided through the Office for Public Management comes to an end this year and the YJB will be reviewing its arrangements, managers will continue to access the County Council's own management training programme.

### **Local YOS Training Programme**

The YOS will continue to provide a locally commissioned programme of training and staff development initiatives throughout 2004. 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, restorative processes.

In-house training will include the use of the Onset assessment tool, ASSET quality, delivering the parenting pack, awareness of specialist services (e.g. mental health, substance misuse) and initial DTO training plans.

### **Appraisal**

As part of the County Council's new performance management framework, a YOS specific version of the individual Performance and Development Review will be introduced. This appraisal process is Investor in People compliant.