



Youth Justice Planning Tool 2008/09

Leicester City Youth Offending Service

July 2008

<u>Section A – The National and Local context of Youth Justice</u>	3
<u>Section B – Use of resources and value for money</u>	8
<u>Section C1 – First-Time Entrants</u>	18
<u>Section C2 – Re-offending</u>	21
<u>Section C3 – Custody</u>	27
<u>Section C4 – Risk of Serious Harm</u>	31
<u>Section C5 – Safeguarding</u>	35
<u>Section C6 – Public Confidence</u>	38
<u>Section C7 – Improving victim satisfaction</u>	41
<u>Section D1 – Business change or innovation – Criminal Justice: Simple, Speedy, Summary</u>	43
<u>Section D2 – Business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach</u>	45
<u>Section D3 – Business change or innovation – Workforce Development</u>	48
<u>Section E1 – Workforce Development</u>	49
<u>Section E2 – Risk to future assessment summary</u>	52
<u>Glossary</u>	55
<u>Appendix A - YOS Priorities 2008/09</u>	56
<u>Appendix B - Safer & Stronger Community Partnership Structure</u>	57
<u>Appendix C - Children and Youth Peoples' Services Structure</u>	58
<u>Appendix D - YOS Performance KPI Summary 2007/08</u>	59
<u>Appendix E - YOS Staff Structure as of 1st July 2008</u>	60

SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

A1 What are the strategic aims and priorities of the youth justice system in England and Wales?

The 2008-11 strategic aims are to:

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

A2 What are the strategic aims and priorities of the local youth justice system (the story of place)?

Leicester City has an ambitious 25 year 'One Leicester' vision shared by the YOMB partners overseeing the delivery of the local youth justice planning framework. The YOS has an integral part to play in delivering this vision through the shared strategic priorities of investing in our children, creating thriving safe communities and investing in skills and enterprise.

In order to support the local vision for Leicester and deliver the strategic aims of the youth justice system the YOMB has identified three over arching strategic priorities of preventing offending, reducing re-offending and increasing public confidence and victim satisfaction in the criminal justice system (Appendix A). These priorities will be sponsored at a senior officer level through the YOMB and partnership structures including the Safer Leicester Partnership (Appendix B), Children and Young People's Strategic Partnership (Appendix C), and Local Criminal Justice Board.

The positioning of the YOS within the Safer and Stronger Communities Division of the Adults and Housing Department has provided an opportunity for more strategic alignment of crime and disorder functions across the partnership, particularly in the fields of reducing anti social behaviour, tackling violent crime and responding to nuisance youth hotspots. The alignment of the DAAT with the CDRP functions has supported the YOS in continuing to deliver a comprehensive substance misuse service, whilst the development of an alcohol strategy for the partnership will provide further opportunities to reduce youth crime and anti social behaviour.

This planning framework builds upon solid achievements made over the past 12 months with the YOS reaching its target of an overall level 4 performance rating in 2007/08, placing the service in the top quartile of performance nationally. Following an HMIP inspection in December 2007 the YOS received six good judgements and two adequate judgements placing the service in the top quartile of phase four inspection outcomes. In his forward to the final inspection report published in May 2008, Andrew Bridges, Chief Inspector HMIP stated "We found a YOS that was well managed both strategically and operationally, with good partnership working arrangements in place. Staff were committed and passionate about their work with children and young people and the service had a range of interventions available for children and young people at risk of offending and for those that had offended. Leicester City YOS was in a good position to build upon its performance."

The YOS has achieved significant performance improvements in a number of priority areas in 2007/08 most notably achieving a 37% reduction in First

Time Entrants to the youth justice system (NI 111) following the introduction of a police led reparative justice scheme for minor first time offences. The significant progress in reducing first time entrants will be challenging to sustain in the coming year and the YOS will continue to work with partners including the Police and Children and Young People's Services to support this joint APACS priority. The delivery plan for this work will be reported through the YOMB and the LCJB represented by the Strategic Director for Safer and Stronger Communities. Progress against NI 111 will be further enhanced by opportunities for joint working between the YOS and Youth Support Service through the Challenge and Support Project and Youth Matters agenda, together with the roll out of 13 -19 Integrated Youth Support as part of the Integrated Service Hub (ISH), and Myspace developments.

Leicester, Leicestershire and Rutland were successful in being awarded beacon status for reducing re-offending in 2008. Reducing the rate of re-offending by young people (NI 19) is a top 35 priority in the Leicester Local Area Agreement recognising the YOS has above average levels of re-offending. The YOS has commenced preparatory work on cohort analysis pending confirmation of the baseline and counting rules later this year. Progress against this priority will be monitored by the YOS Performance Manager and reported to the YOMB and Safer Leicester Partnership Board. The delivery plan to support this work will be monitored by the reducing re-offending sub group of the SLP chaired by the ACO Probation who is also the vice chair of YOMB, and overseen by the local Community Safety Programme Board through a sub-regional reducing reoffending board.

Children and Young Peoples Services were successful in achieving beacon status for Care Matters in 2008 and services for looked after children in Leicester were assessed as good in the recent Joint Area Review of Children and Young People's Services. To support continuous improvement in this area the YOMB recognise the need to further reduce offending by Looked After Children (LAC) where rates are slightly higher than comparator areas although numbers are relatively small. The YOS will prioritise actions in 2008/09 to support the extension of reparation and restorative justice opportunities together with joint training through local children's homes. This activity will be linked to a JAR Improvement Plan and monitored by the CYPS Service Director for Social Care and Safeguarding. Reducing convictions of LAC will be supported by a revised multi-agency protocol between YOS/Police and CYPS.

The YOS supported 71% of young offenders into full time education, training or employment (NI 45) in 2007/08 marking a 17% increase in ETE engagement compared to 2005/06. The YOMB recognise the need to sustain these improvements in the coming years, as part of a wider partnership priority to increase educational inclusion and attainment and reduce the numbers of young people not in education, training or employment. To embed this work CYPS has provided financial resources to mainstream a YOS Education Coordinator Post previously supported through the Vulnerable Children's Grant. This post holder will work closely colleagues in education to continue to increase educational inclusion and attainment of young offenders. Progress against NI 45 will be overseen by a dedicated YOS ETE Manager funded through the Learning and Skills Council reporting to the YOMB, Economic Wellbeing theme group and the Education Inclusion Partnership.

The YOS has an established cross grade Diversity Working Group chaired by the YOS Manager that oversees diversity matters including over-representation of ethnic offenders (NI 44). The YOS has statistical over representation of black young people at all stages of intervention whilst significant under representation of Asian youth. White young males continue to be the largest over represented group in the YOS population and this issue will need to be addressed through the targeted neighbourhood based prevention work being delivered as part of the ISH 0-19 roll out. The YOS has conducted an Equality Impact Assessment (EIA) on bail and remand decisions to further understand the issues of over representation of black young people and produced a detailed action plan that has been shared with YOMB. The YOS has a well established Black Cases Forum that scrutinises reports prior to sentencing and has recently been extended to look at assessment and support work undertaken through the crime prevention programmes. Progress against NI 44 will be monitored through quarterly YOMB reports and a YOMB champion has been identified to sponsor and support this work. The YOS will work with the LCJB and neighbouring County YOS colleagues in 2008 to identify shared areas of best practice and

where possible reduce over representation of black young people.

The YOS services to the Courts were assessed as good in the recent HMIP report published in May 2008 with court staff 'extremely satisfied' with services provided by the YOS. The YOS experienced a small increase in rates of custody to 5.7% in 2007/08 compared to 5% in 2006/07 placing the YOS outside of the YJB annual 5% performance target. The YOS Manager plans to meet with the resident judge and newly appointed chair of the Youth Court Panel to promote awareness of alternative to custody and comprehensive bail supervision. Progress to reduce custody (NI 43) will be monitored through regular YOS Court Liaison Meetings and reported to the YOMB. The YOS continues to have high levels of successful completion rates for young people subject to ISSP.

The YOS has made significant progress in reducing its rates of secure and custodial remand down to 18% in 2007/08 compared to 37% in 2006/07. Despite this progress the YOS performance remains above the national average and work will continue to prioritise this area of activity promoting the existing bail supervision and support scheme and remand fostering service. The YOS has been successful in attracting additional partnership funding through Supporting People from 2008/10 to target identified vulnerable young people with additional accommodation and support needs that should enhance existing services for young people at risk of secure remand or leaving custody. A significant amount of proactive engagement with the secure estate has been led by the YOS to ensure safe and effective use of custody. The YOS will further embed this work in 2008/09 with protocols and service agreements with a number of Young Offender Institutes.

Increasing victim and public confidence in the criminal justice system is a local priority of the Youth Justice Planning Framework supported through the LCJB attended by the Director for Safer and Stronger Communities. Following the recent HMIP report that found services to victims to be adequate the YOS has developed an action plan to increase levels of victim involvement in restorative justice and processes to increase recording of victims' views. Progress against this area will be reported to the YJB regional manager through the Inspection Action Plan and monitored by the YOMB and Head of Service. The YOS will continue to work with partners through the Safer Leicester Partnership to deliver supporting indicators around reducing violent and acquisitive crime and anti social behaviour to further promote confidence in the criminal justice system. The YOS will also contribute towards a Safer and Stronger Communities Communication Strategy aimed at further promoting public confidence in the criminal justice system and will participate in Inside Justice Week activities coordinated by the LCJB, holding a YOS open day in October 2008.

The YOS are actively involved in the roll out of integrated service hubs for children and young people through the three Junior Youth Inclusion Programmes and the Youth Inclusion and Support Panel. The YOS will work through the CYPS Joint Commissioning Board (JCB) to ensure that crime prevention resources remain part of an integrated prevention strategy as part of our priorities for investing in our children and supporting young people.

The YOS has been actively involved in the refresh of the Leicester Children and Young People's Plan 2008/09 with safeguarding children and young people from the impact of crime a priority of the 'staying safe' theme group and ensuring children and young people have the opportunity to contribute towards building safer and stronger communities a priority of the 'positive contribution' theme group. The YOS has also contributed towards shared priorities of the 'being healthy' theme group to promote positive mental health and 'economic wellbeing' theme groups to reduce numbers of young people who are not in education, training or employment.

The YOS has contributed towards the delivery of the strategic assessment priorities of the Safer Leicester Partnership and will be working to ensure that future priorities for the 2008/09 review are aligned with the Youth Justice Planning Framework. The YOS recorded an 8% reduction in violent crime in 2007/08 compared to 2006/07 and a 19% reduction in burglary rates by young offenders over the same period. The YOS are represented on all five

delivery groups of the SLP and have recorded reduced rates of frequency and seriousness of offending by Prolific and Priority Offenders as part of its contribution to reducing re-offending.

The YOMB receives quarterly performance management reports identifying overall RAG ratings and progress on National Indicator performance in addition to reports on specific areas such as serious incidents or diversity issues. Quality assurance work is regularly undertaken by YOS managers in areas such as ASSET and Diversity and reports are provided to YOMB with identified actions for example to address custody and remand performance. The YOS has recently participated in a regional APIS quality assurance exercise producing the highest number of 'good' ratings for reports reviewed. This work will be carried forward within the YOS linked to planned APIS and YRO training. The YOS Performance Manager will continue to maintain lead responsibility for quality assurance processes in collaboration with the operational management team and a regional APIS Improvement Plan and City YOS APIS Improvement Plan has been agreed.

The management and leadership arrangements of the YOS were assessed as good in the recent HMIP report published in May 2008. The YOMB is made up of appropriate senior officers from key partner agencies including voluntary and non statutory sectors and chaired by the Corporate Director of Children's Services (DCS). It is recognised that the diversity composition of the YOMB does not reflect the local community although diversity issues form part of the regular briefings provided to YOMB members. The YOS will work more closely with the CYPS Head of Service for Children's Fieldwork in 2008/09 to ensure safeguarding practices are fully embedded within the YOS in line with HMIP recommendations. The joint health representatives will also provide support to ensure that reducing health inequalities and referral pathways to CAMHS services are supported as part of the HMIP and JAR action plan. In order to support a partnership approach to sustaining performance improvements in 2008/09 each YOS designated national indicator will be sponsored by a YOMB member who will oversee performance delivery plans supported by the YOS Performance Manager. Progress will be monitored on a quarterly basis by YOMB with a 'deep dive' on a priority performance theme at each YOMB with updated progress on delivery plans and identified barriers for improvement.

Financial management and budget arrangements are reported to the YOMB on a quarterly basis and the YOMB are currently working with the Finance Manager to produce enhanced management reports to facilitate a more detailed analysis of budget allocations and deployment of resources to meet national and local youth crime priorities. Confirmation of three year funding for ISSP and RAP programmes will contribute to stability and staff retention in these successful programmes whilst the YOS will work with partners to plan priorities for sustainable crime prevention funding for 2009/10.

The YOS are contributing towards the local children's workforce development strategy and working with the regional East Midlands workforce advisor to support staff undertaking the Professional Certificate in Effective Practice and training pending the implementation of the YRO and Scaled Approach.

The YOS will continue to work with partners through the Leicester Children and Young People's Strategic Partnership (LCYPSP) to deliver its vision for all young people through initiatives such as Tackling Teenage Pregnancy and Transforming Leicester's Learning, aimed at narrowing the gaps in health and education inequalities. The LCYPSP will continue to monitor and support the YOS to reduce offending and re-offending by young people and first time entrants into the criminal justice system with progress reports provided by the YOS Manager.

The Local Criminal Justice Board (LCJB) will continue to monitor and support the reduction of first time entrants as part of the (LCJB) 2008/09 Delivery Plan building on the successful 37% reduction in first time entrants achieved in 2007/08. The LCJB will also work to support the sustained reduction in reducing delays from arrest to sentence for Persistent Young Offenders, and are already working with the YOS to ensure planned implementation of the CJSSS initiative in the Youth Courts from October 2008.

The coming year will provide a number of exciting new opportunities for the YOS to work in partnership with both the voluntary sector and statutory agencies to prevent offending and reduce re-offending by young people. The YOS are co-sponsors of a Youth Task Force funded Challenge and Support Project that will be delivered in partnership with the Anti Social Behaviour Unit, Youth Support Service and Community Safety Team. This project will extend existing work with young people at risk of involvement in anti social behaviour together with more robust outreach work with young people involved in crime and subject to Anti Social Behaviour Orders.

The YOS are working with the Police and other key agencies to identify and support young people at risk of involvement in gang related criminal activity as part of a targeted prevention strategy and together with the Police will co-sponsor a Preventing Violent Extremism Programme aimed at young people at risk of involvement in extremism and violent crime. This work will be closely aligned with the prevention and positive activities programmes currently supported through the local mainstreaming moderation forum.

Building on the success of the Leicester Partnership Trust and CAMHS in supporting young people with both non acute and acute mental health difficulties, the YOS will coordinate a new Department of Health funded two year criminal justice diversion project for early identification and support for children and young people with mental health needs at time of arrest, charge and progress through the courts.

SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.

Financial contributions from statutory partners have been confirmed with inflation uplifts for 2008/09. The YOS will assume responsibility for commissioning out of hours appropriate adult services from December 2008 and this will require some re-allocation of existing YOS resources to meet the anticipated full costs of provision.

The YOS will use the opportunity afforded by the implementation of YRO and scaled approach to review existing deployment of resources in 2008/09 to ensure best value and appropriate targeting of resources to meet prioritised needs. In particular provision of resources will need to be clearly aligned to managing risk of serious harm cases and safeguarding issues. The YOS will need to engage with stakeholders regarding the provision of a sustainable model for victim engagement whilst decisions regarding future funding priorities for youth crime prevention activities will need to be supported through the CYPS Joint Commissioning Board.

YJB confirmation of three year funding for the successful RAP and ISSP programmes will support staff retention and allow for 2008/09 programme delivery plans to be aligned with the priorities of the YOS Planning Framework. The YOS will also be in a position to deploy additional new resources in 2008/09 following successful bidding for a three year Youth Task Force Challenge and Support Project and a two year Preventing Violent Extremism (PVE) project.

The YOS has recently reviewed distribution of financial resources (table B5) and will continue to review budget allocations as part of its review of financial management information provided to YOMB. The YOS will continue to be located primarily at a single City Centre site although the Head of Service will relocate to City Council Head Office in 2008 as part of planned integrated accommodation for Heads of Service from the Safer and Stronger Communities Division.

The YOS has invested heavily in management information systems in 2008 with an early transfer to a YOT Web upgrade of Careworks, and upgrade of IT services for frontline staff to promote remote working. Financial management, IT and HR support continue to be provided by dedicated central services funded through the core budget. The YOS are working with colleagues in central IT Department to deliver a more transparent and cost effective system of re-charging for IT services in 2008/09 as part of a business improvement plan.

The YOS engage 91 staff (table B7) of whom 38% are male and 37% are from BME backgrounds. The YOS has a good provision of seconded staff from statutory partners including Health, Probation and Police as acknowledged in the recent HMIP Inspection report. Specialist staff includes a dedicated Police Officer to provide an intelligence led support role to staff managing high risk offenders, PPO and enforcement issues, an accommodation officer seconded from the Housing Department and a social worker dedicated to supporting remand foster carers. Additional resources have been secured in 2008/09 to mainstream an Education Coordinator post to support school inclusion and attainment by young offenders plus extended funding from the LSC to continue the Education Manager post co-located within the Education Inclusion Partnership.

The YOS maintains a dedicated training budget for 2008/09 of £15,000 and will ensure training reflects identified priorities including YRO implementation, scaled approach, risk management, safeguarding and diversity issues. Six new staff will be supported to undertake YJB Induction Training in September 2008 whilst eight staff will be supported to undertake PCEP training in October 2008 and February 2009. The YOS are currently in negotiation with the YJB Regional Training advisor to ensure sufficient allocation of APIS and YRO training places in 2008/09 to deliver the workforce development strategy.

Two staff are currently being sponsored to complete qualified social worker training whilst two managers are currently undertaking ILM 5 training due for completion in Autumn 2008.

The YOS has worked with partner agencies to ensure that seconded staffs have appropriate access to ongoing professional development opportunities within their parent agency and this has been reinforced through revised secondment agreements. Seconded staffs are also encouraged to undertake YJB Induction and PCEP training.

The YOS has a wide range of targeted crime prevention programmes delivered through three Junior Youth Inclusion Programmes located in three high crime neighbourhoods within the city and a Youth Inclusion and Support Panel integrated into multi agency intervention planning (MAIP) arrangements being delivered through the integrated children's services hub.

Specialist programmes are provided by CPN staff seconded to the YOS, Educational Psychology staff, Connexions Personal Assistants, Substance Misuse Workers, a generic nurse practitioner, and a Housing seconded accommodation officer. The YOS has a dedicated PPO Coordinator and ETE Manager and Coordinator.

A number of partnership programmes are delivered by the third sector including crime prevention activity (Rainer Crime Concern), Soft Touch Creative Arts, an Arts Council joint funded post to sign post young people to arts activities, and AXLR8 motor project. Opportunities for further joint partnership work with the Youth Support Service will be extended through the Youth Capital Fund, Youth Taskforce Challenge and Support Project and Preventing Violent Extremism Project.

The successful Resettlement and Aftercare Programme (RAP) continues to provide a participation led service for young people with drug and mental health problems. The programme offers intensive support based around practical assistance, leisure, sport, arts and education.

A range of specialist programmes are provided by the YOS including work with BME families in partnership with the YMCA, Girls Groups, Victim Empathy groups, and specific offence related group work supported by the YOS Parenting and Groupwork Coordinators.

ICT including the Wiring Up Youth Justice programme

- **General overview of the use of ICT resources**

The YOS has been using RAISE YOT web (case management system provided by CareWorks) since September 2006. Previously the VB (server hosted) version of the same database was used for 3 years. The current operation version is Release 3.1 SR1A, Released 21 Jan 2008. The service has 79 networked PCs and 9 networkable laptops. Microsoft Window Suite is the primary software application. The corporately provided electronic communication media (email) is an application called GroupWise. The service has 2 fax machines and a networked Multi Function Device used for photocopying, printing and scanning. All YOS workers have a standalone phone extension. Additionally all managers are offered a BlackBerry device, which is synchronised to the electronic diary facility in GroupWise.

- **Use of local management information systems to inform strategic developments and practice improvement**

The LCC ICT Strategy 2008-11 is outlined as follows 'Supporting YOS in the delivery of effective systems to support the continued provision of the service, including meeting the improvements and monitoring requirements of the Youth Justice Board.

- Support the implementation of secure email to Police, Courts and others

Story of place=>

1. All YOS managers have a secure email account which is supported by the corporate ICT department. Emails are received directly into individual GroupWise inboxes.
 2. The YOS has 4 secure generic email accounts. One is dedicated to support the YJB secure placement programme (Electronic Yellow Envelops, EyE). One is dedicated to the Police Electronic Notification to YOTs (PENY). One is dedicated to the YOS SMS pilot, currently being trialled within the Referral Order Team with the scope to implement across the service once approved by corporate ICT. The final secure email account is dedicated to the LCC ISSP team.
- Delivered data connections to the courts, to enable access to information for YOS workers in court.

Story of place=>

1. The administration office within Leicester Youth Court is networked to the LCC Citrix Network, granting YOS workers full access to all applications available to them from their office base.
2. LLC YOS successfully applied for a 'Remote Working' grant from YJB in 2007. 3G laptops have been procured with these funds, and as such LCC YOS would be ready to access RASIE YOT web from within the court room, however, we have not been able to gain approval from the Court authorities to enable this.
3. There is one standalone PC and two networkable laptops available to YOS workers in the court building

Additionally the YOS has access to LCC Social Service database, CareFirst. We have access to the court database, Libra. Reports are run on a monthly

basis from both systems to ensure relevant data is recorded and captured in the YOS database.

The service records all young person activity in RAISE YOT web and quarterly returns are generated from the application. These in turn are transferred to the YJB via Themis.

- ***How YOT's are securely sharing key personal information about young people with staff working in secure estate and externally to YOT***

LCC YOS uses EyE for all external transfer of personal details to secure estates and secure emails for transfer of case files to external agencies, where possible.

- ***How the benefit of the Wiring Up Youth Justice programme (including efficiency savings, and data and information quality improvement) will be used to improve services***

It has been difficult to quantify the efficiency savings in regards to remote working as we have found the laptops with 3G cards prohibitively slow for accessing YOT web. However, as a service we have procured 6 RSA tags (which enables remote access to the LCC Citrix Servers), as we have found these far more user friendly and productive when needing to update the case management system remotely.

We exclusively use EyE for the transfer of personal details to secure estates, which constitutes a time saving of 30 minutes per young person.

The transfer of ownership and confirmation of testing for the AEP net ED20M Encryption Device has been returned to the YJB, and as such we are ready to commence the connectivity element of the Wiring UP Justice project. In regards to the Management Information System project we are awaiting invitation to attend the relevant workshops and progress advice from YJB.

- ***Use the ICT to support the engagement of young people, their parents/carers, victims and local community with the youth justice system, including the use of websites, electronic surveys etc***

LCC YOS has a corporate website and a corporate intranet and are developing a secure, remote access ExtraNet. Implementation date is set for Dec 2008.

- ***Top priority for the YOT with respect to using ICT to improve process and practice.***

The service did not appreciate the level of support needed to support a remote working system i.e. the level of user awareness of laptops and the development needs in regards to ease of usage. In fact many, if not all, remote YOS workers were uncomfortable with using a laptop, and was not able to apply existent skills which meant the information team had to provide one-to-one training for all users (even after initial use). Unfortunately as such the laptops were underutilised. We have now addressed the issue, but there are still development needs which will need to be addressed in regards to IT training which will have to be addressed as part of workers development plans. In future any change to ICT methodology will need to include a training programme and a change management plan.

- ***Barriers to the use of ICT and the plans in place to overcome these barriers.***

User awareness and ease of use of ICT, this can only be addressed as part of workforce development. A training programme for RAISE YOT web has been drawn up for 2008. Individual ICT awareness can only be addressed in the individual YOS workers development plans.

B2 Identify risks to future use of resources and value for money and plans to overcome the risks

The YOS will need to ensure that it remains appropriately resourced to meet changing demands following the implementation of the Criminal Justice and Immigration Act 2008, together with associated legislative changes in the criminal justice system.

Locally the transfer of responsibility for the provision of Appropriate Adult Services to the YOS in 2008 will require re-profiling of existing YOS budgets to ensure that high quality and cost efficient services are provided. The YOS will be required to make £10K savings in 2008/09 as part of its contribution to wider efficiency savings by the Local Authority. The YOS will work with its partners to ensure adequate resources are provided to meet the needs of victims in line with both local and national priorities, and monitor progress through the YOMB and the LCJB.

The YOS will continue to work with CYPS and other partners, including the voluntary sector, to ensure that cross cutting prevention activity including targeted youth crime prevention, integrated youth support and parenting support work is provided in accordance with local priorities established in the Children and Young Peoples Plan.

Identify plans to overcome the risks to future use of resources and value for money

Risk	Action	Success Criteria	Owner	Deadline
Unidentified costs related to implementation of YRO and CJ&I Act provisions	CJI Implementation Plan to be approved by YOMB following timetable clarification	Implementation of CJ&I Act provisions within existing 2008/09 budgets	YOT Manager	March 2009
Additional financial resources required for provision of Appropriate Adult Service	Joint AA implementation plan and timetable with full costs and delivered to YOMB	Transfer of Appropriate Adult service provision completed by 2009	YOT Manager	December 2008
Existing Youth Crime Prevention provision is unable to reach all areas of ISH roll out	Paper to CYPS Joint Commissioning Board identifying funding options to extend Youth Crime Prevention within best value criteria	Extended provision of local youth crime prevention schemes to meet local priority needs beyond Mar 2009	YOT Manager	December 2008
Inability to extend existing victim contact and support services	Review of existing victim funding arrangements and opportunities for additional partnership	Extension of existing victim contact and support work	YOT Manager	March 2009
Lack of Strategic planning for Service ICT provisions, aligned and compliment the corporate strategy.	YOS and LCC Strategic IT to set dates for quarterly meetings for 2008/09.	Quarterly meetings, with YOS ICT focus	These meetings are chaired by the Strategic Head of IT (LCC).	On going

11/08/2008

	YOS specific IT development plan	Plan publication	YOS Information System Manager	Nov 2008
Failure to invest in staff development in regards to IT familiarity and usage	Workforce development training matrix to include IT training for all staff	All YOS staff to make successfully passed relevant ECDL modules, plus be trained and retrained in YOT web usage	Team Managers	2008/09
Lack of strategic support of remote working incl. homeworking	Ensure complete readiness for the YJB 'Wiring Up Youth Justice' programme. Especially Remote Working and Connectivity	Enable YOS staff to work remotely, being that during prison visits, at home or in court.	YOS Information System Manager	Dec 2008
B3 YJB risk to future delivery assessment comments				

B4 Youth offending team budget sources for the financial year 2008/09				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	£118,542	£7,500	£97,400	£223,442
Probation (from Table B6)	£156,900	£137,168	£104,590	£398,658
Health				£60,600
Local Authority	£682,600	£652,100	£419,500	£1,754,200
YJB		£1,794,956		£1,794,956
Other				
Total	£958,042	£2,591,724	£682,090	£4,231,856

B5 Services planned for the financial year 2008/09		
Core Activity	Total Budget (£)	Any Comments
Preventive services	£846,371.60	20%
PACE	£63,477.87	1.5%
Pre-Court	£296,230.06	7%
Remand	£253,911.48	6%
Court	£84,637.16	2%
Community	£1,777,380.36	42%
Custody	£888,690.18	21%
Miscellaneous	£21,159.29	0.5%
Other		

B6 Probation Contributions					
Cash Contribution	Payments in kind 1 excluding staff		Payments in kind 2 staffing		TOTAL (£)
	Item	Cash Value (£)	Grade and Number	Cash Value (£) including on costs	
£104,590					
			3 FTE POs	£100,690	£398,658
			2 FTE PSOs	£50,780	
			Travel & Subsistence	£5,430	
	Community Punishment	£123,806			
	Victim Work	£1,900			
	Court Protocol Work	£4,000			
	Management Time	£3,675			
	Admin (2.5% on payroll)	£3,787			

B7 Staff in the youth offending team (by headcount as of 1st July 2008)												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent		1		7	2	18	1	11	1	2		43
Fixed Term					4	21		1				26
Outsourced				2	2	5	3	1	12	1	5	31
Temporary												0
Vacant		1			2	2		3				8
Children												0
Police						3						3
Health					2	2						4
Education				1		2						3
Connexions						2						2
Other					2	5			3		79	89
TOTAL	0	2	0	10	14	60	4	16	16	3	84	209

B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories (as of 1st July 2008)
Total = 91 excluding vacancies and volunteers

	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1		4	3	18	27	2	9	4	4	1				30	43
White Irish				1	2										2	1
Other white				1											0	1
White and Black Caribbean															0	0
White and Black African						2									0	2
White and Asian						1									0	1
Other Mixed															0	0
Indian				1	3	8		6	1		1				5	15
Pakistani															0	0
Bangladeshi															0	0
Other Asian																0
Caribbean						1										1
African					3	3									3	3
Other Black																0
Chinese																0
Other ethnic group																0
Not given																0
Total	1	0	4	6	26	42	2	15	5	4	2	0	0	0	40	67
Welsh Speakers																

SECTION C1 – FIRST-TIME ENTRANTS

C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing *any* dis-proportionality including children and young people from Black Minority Ethnic (BME) backgrounds

The reduction in first time entrants into the youth justice system has been a strategic priority of the YOMB leading to a 37 % reduction in FTE figures in 2007/08 compared to the 2005 baseline. This achievement was described as outstanding in the recent HMIP report on the YOS, and follows the introduction of an innovative police led reparative justice scheme for first time entrants. This compares favourably with an average national reduction of 11%, an average family group reduction of 16.4%, and an average East Midlands reduction of 23.1%.

Prior to the introduction of the reparative justice scheme in April 2007 there was a 7.5% increase in FTE figures in 2006/07 (946 young people) compared to the 2005/06 baseline (880 young people). This was set against a national target for a 5% reduction in FTE and coincided with a significant local increase in the percentage of offences brought to justice by the Police.

The reparative justice scheme was introduced following wide consultation, recognising the tension between the FTE target and OBTJ targets, specifically in relation to the risk of early criminalisation of young people for minor offences. The scheme has wide partnership support and is seen as wholly consistent with the 'common sense approach' to policing now being piloted across Leicestershire Police in response to the Flanagan Report. The FTE scheme is embedded in the wider partnership prevention strategy to target specialist resources at more vulnerable young people, whilst ensuring all young people are sign posted to appropriate universal support services.

The initiative is restricted to first time entrants involved in minor theft, assault, criminal damage and anti social behaviour and requires acceptance of responsibility for the offence, victim support for the process and apology or reparation where deemed appropriate. The scheme is a joint partnership with the neighbouring County YOS ensuring consistency of practice and shared lessons learned. Performance data in relation to young people subject to the scheme is considered on a quarterly basis through a joint Police / YOS liaison group at Head of Service level and progress is reported through both YOS management boards and the Local Criminal Justice Board who have adopted the FTE target as part of the LCJB Delivery Plan.

As part of its commitment to improving understanding of the needs of first time entrants the YOS has jointly commissioned independent research from Leicester University, funded by the YOS, Police and Children and Young People's Service due to be completed in autumn 2008. This data will include quantitative and qualitative information that will be used to map future needs and service planning priorities for crime prevention activities. The YOS will monitor progress in reducing first time entrants (NI 111) through the YOMB and LCJB Delivery plans and the ECM 'Positive Contribution' theme group as part of the delivery of the Children and Young People's Plan.

In common with other local youth justice interventions white young males are statistically the most over represented ethnic group as first time entrants, comprising 69% of the FTE population (358 young people) in 2007/08 whilst forming only 53% of the wider youth population. Amongst the BME population, black young people are statistically over represented, forming 11% of the 2007/08 FTE population (57 young people) whilst forming only 3 % of the wider youth population. This figure represents a similar degree of over representation to 2006/07 when black young people represented 10.5% of the FTE population prior to the introduction of the new reparative justice scheme. The recently commissioned research into the needs of FTE will specifically address the issue of race and diversity in order to improve understanding of factors influencing local over representation. In addition the YOS will be working with the police to conduct a more detailed analysis of the 2007/08 FTE cohort, whilst diversity

progress reports that address issues of over representation are provided to the YOMB on a regular basis.

As part its contribution to maintaining Leicester City's beacon status for Diversity, the YOS are also engaged in Equality Impact Assessment updates, including processes that relate to monitoring and addressing over representation of black young people. In 2007/08 there was a small statistical over representation of Chinese 'other' young people 2.5% (13 young people) compared to the wider youth population of 1% Chinese young people. This is potentially caused by inaccurate recording of ethnicity status resulting in 'other' category being utilised and will be further investigated with the Police in 2008/09 to reduce any potential margin of error.

The YOS has revised data sharing protocols to ensure accurate recording of first time entrants details and referral to existing crime prevention programmes where appropriate. In 2007-08, there was a 58% reduction in young people being disposed to Reprimands and a 14% reduction in Final Warnings.

The YOS Manager is a member of the LCYPSP Board and Safer Leicester Partnership Board (CDRP) and presentations on the strategic priorities of the YJPF have been made to both partnerships. The LCJB has adopted the First time entrants' reduction (NI 111) as part of its Delivery Plan for 2008/09 and both YOS managers for City and neighbouring County YOS are working with the senior Police Officer for Community Safety to track performance against this shared APACS target.

The YOS are engaged in the scoping of future integrated youth support services through the roll out of Integrated Service Hubs (ISH) for 13-19 years and promoting positive activities for young people through activities such as the summer college and targeted joint work in nuisance youth hotspots the YOS manager is a member of both the ISH Programme Board and the LCYPSP Joint Commissioning Board to ensure future Youth Crime prioritise are integrated into a wider commissioning strategy for CYPS.. Planned joint work with the youth support service as part of the Youth Task Force Challenge and Support Project will support further reductions in FTE and signposting young people to support services where appropriate.

C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Sustaining high levels of reductions in FTE achieved in 2008/9	Clarification on FTE (NI 111) target for 2008/09 and future baseline. Negotiation of local FTE reduction target if required	Sustained reduction in FTE for 2008/09	YOT Manager YOT Performance Manager	December 2008
Continued over representation of black and white young people as FTE	Detailed analysis of 2008/09 FTE characteristics by Perpetuity Research Completion of Equality Impact Assessment with prevention activities Regular monitoring and progress reporting to	Increased understanding of reasons for over representation of black young people as FTE	YOT Manager	Ongoing 2008/09

	YOMB	Relevant action to reduce over representation		
Continued over representation of looked after young people as first time entrants	Detailed analysis of 2008/09 characteristics of FTE looked after young people Prioritise reduction of LAC Offending with CYPS as JAR action	Reduction in numbers of LAC offending including FTE	YOT Manager	Ongoing 2008/09

C1.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Training for frontline staff to ensure Young People at risk of offending are sign posted for further support where appropriate	Frontline Police, Crime Prevention and CYPS Staff	Sustained reduction in FTE for 2008/09	YOT Manager YOT Early Intervention and Prevention Manager	Ongoing 2008/09
Equality Impact Assessment Training for Prevention and EI Manager to undertake EIA on FTE scheme	Frontline Managers and staff working with young people subject to reparative justice, reprimands and Final Warnings	Increased understanding of reasons for over representation of black and white young people as FTE Relevant action to reduce over representation	YOT Manager	Ongoing 2008/09
Reparative Justice Training for CYPS staff working with LAC to ensure appropriate signposting and support	CYPS Children's Home Managers, Senior Practitioners and key frontline staff	Reduction in numbers of LAC offending including FTE. Implement restorative approaches in neighbourhoods (RAIN) in partnership with police	YOT Manager YOT Early Intervention Manager	Ongoing 2008/09

C1.4 YJB risk to future delivery assessment comments

SECTION C2 – REOFFENDING

C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing *any* disproportionately including children and young people from Black Minority Ethnic (BME) backgrounds

The Local Area Agreement contains reducing re-offending by young people (NI 19) as a priority indicator, with YOS reporting progress on outcomes to both the YOMB and the Safer Leicester Partnership Board. The YOS are members of the reducing re-offending theme group of the SLP, chaired by the vice chair of YOMB, to ensure appropriate partnership support and accountability. Reducing re-offending including offending of Looked After Children is a priority of the Children and Young People's Plan and progress is monitored through the CYPP theme group for 'Positive Contribution'. The Local Community Safety Programme Board has endorsed the setting up of a sub-regional reducing reoffending board to improve management and access to resources as part of an integrated reducing reoffending strategy for both Adults and young offenders in Leicester, Leicestershire and Rutland.

The YOS can demonstrate effective management of PPO showing significant reductions in the frequency of PPO offending. There has been a 50% reduction in the average number of offences for PPO 'Catch & Convict' and 'Deter' case when comparing January to March 2007 (0.66) with January to March 2008 (0.33). Additionally there has been an 8% reduction in the severity of PPO offending during the same period, with average offence gravity scores of 3.5 and 3.2 respectively.

The YOS manage a comprehensive ISSP scheme on behalf of both Leicester and Leicestershire YOS based on the Youth Advocate model incorporating the strength based 'wrap around' theory. The programme has clear procedures in place to ensure high risk cases are prioritised including PPO's and young people convicted of the most serious offences. The ISSP Manager sits on the YJB ISSP Project Group to ensure local practice is shared and national best practice is incorporated at a local level. There has been an 87% reduction in the average number of offences per young person over a 12-month period two years after completing ISSP (1 offence from 1 January to 31 December 2007) when compared to the 12-months prior to ISSP intervention (7.4 offences from 1 January to 31 December 2005). Additionally there has been a 25% reduction in the average offence gravity scores when comparing the same periods (3.3 during 2007, 4.4 during 2005).

Recorded offending has reduced across a number of key priority areas when comparing 2007-08 with 2006-07. Violent offences have been reduced by 7.8% (576 during 2006-07, 531 during 2007-08). Robbery offences have decreased by 32.1% (56 during 2006-07, 38 during 2007-08), and burglary offences (dwelling and non-dwelling) have reduced by 19.4% (103 during 2006-07, 83 during 2007-08). The YOS are working in partnership with the Police and other agencies to address offending in high risk related groups, including gangs and use of weapons.

The YOS are not yet able to comment on performance against the relevant new National Indicators – NI 19 (rate of proven reoffending by young people) and NI 44 (ethnic composition of young people on youth justice system disposals). Similarly we are not yet able to ascertain the likely trajectory of performance for these measures during 2008-09. Initial reoffending data concerning the new January – March 2008 cohort will not be available until October 2008, and as NI 44 is only reported annually data will not be available until April 2009.

The current YOS re-offending performance is scored at level 2 (on a scale of 1-5, 5 being the highest). This is below family, East Midlands and national comparators. This overall score still includes the erroneous custody re-offending which initially showed an increase of 20%. However a

number of young people had been misplaced in the custody cohort and following further analysis the YOS can report a 33% decrease rather than a 20% increase. The Youth Justice Board are currently in the process of ratifying and publishing the revised data. In order to prevent the likelihood of errors reoccurring in the future the 2008 recidivism cohort has been thoroughly checked by the Performance Manager and Team Managers. See below for a breakdown of the current reoffending data:

All Cases

As per YJB requirements there were recidivism studies completed using a 2005/06 cohort and (as a baseline) a 2002/03 cohort.

413 in the cohort in 2005/06

- 149 reoffended in total within a 12 month period (36.1%)
- 90 reoffended more seriously (21.2%)
- 75 reoffended more frequently (18.1%)

334 in the cohort in 2002/03

- 133 reoffended in total within a 12 month period (39.8%)
- 80 reoffended more seriously (23.9%)
- 71 reoffended more frequently (21.2%)

- It is not yet possible to calculate the overall changes between the 2005/06 and 2002/03 cohorts as the YJB are currently re-validating some of the data. See below for changes within the individual categories.
- These figures can be broken down into categories as below:

First Tier Cases

104 in the cohort in 2005/06

- 47 reoffended in total within a 12 month period (26.0%)
- 37 reoffended more seriously (35.6%)
- 31 reoffended more frequently (29.8%)

97 in the cohort in 2002/03

- 47 reoffended in total within a 12 month period (48.4%)
- 33 reoffended more seriously (34.0%)
- 24 reoffended more frequently (24.7%)

- First Tier re-offending decreased by 6.7% over 12 months when comparing the 2005/06 cohort with the 2002/03 cohort (target of 5% reduction).

Community Penalty Cases

65 in the cohort in 2005/06

- 43 reoffended in total within a 12 month period (66.1%)
- 24 reoffended more seriously (36.9%)

- 16 reoffended more frequently (24.6%)

71 in the cohort in 2002/03

- 44 reoffended in total within a 12 month period (62.0%)
- 22 reoffended more seriously (31.0%)
- 19 reoffended more frequently (26.8%)

- Community Penalty re-offending increased by 6.7% over 12 months when comparing the 2005/06 cohort to the 2002/03 cohort (target of 5% reduction).

Custody Cases

8 in the cohort in 2005/06

- 3 reoffended in total within a 12 month period (37.5%)
- 0 reoffended more seriously (0%)
- 0 reoffended more frequently (0%)

18 in the cohort in 2002/03

- 10 reoffended in total within a 12 month period (55.5%)
- 7 reoffended more seriously (38.9%)
- 4 reoffended more frequently (22.2%)

- Custody re-offending decreased by 32.5% over 12 months when comparing the 2005/06 cohort to the 2002/03 cohort (target of 5% reduction).

The YOS has made continuous improvements in engaging young people in full time education, training and employment with 71% engagement in 2007/08 marking a 17% improvement in performance from 2006/07 whilst 80% of young people returned to ETE on completion of their ISSP. The YOS will work with partners in Connexions, Learning and Skills Council and CYPS to continue to prioritise young offenders engagement into suitable ETE (NI 45) as a shared priority linked to reducing overall NEET and improving educational inclusion and attainment.

The YOS has traditionally performed well in ensuring young people are provided with suitable accommodation achieving 98% congruence rate in 2007/08 reflecting the wide range of resources available to young people through the RAP programme, specialist remand fostering service, dedicated bail supervision and support services and specialist accommodation for high risk offenders delivered in partnership with the YMCA. Accommodation support services will be further enhanced in 2008 with additional funding from Supporting People to address the needs of additionally vulnerable groups. Progress in supporting young peoples access to suitable accommodation will be monitored and supported by YOMB members from the YMCA and City Council Housing Services Manager.

The confirmation of renewed YJB funding for the established ISSP and RAP services until 2010 will enable continued individualised support and surveillance programmes to higher risk young people in the community and young people returning from custody. The YOS are currently working closely with the Police to identify and support young people at risk of involvement in gang related behaviour and the Police are co-sponsors of the YJB funded Preventing Violent Extremism Programme.

The YOS has a comprehensive substance misuse service and is the largest provider of substance misuse services to young people in the City. CAMHS services are provided by two dedicated CPN staff whilst primary health care support is provided by a generic health nurse practitioner. Additional resources have been secured from the LPT to fund this post in 2008/09 whilst the YOS has coordinated a bid to the department of health to provide enhanced CAMHS prevention services for vulnerable young people at time of arrest and charge and progress through the court system prior to sentence. It is envisaged that this programme will be delivered in partnership with the Leicester Partnership Trust and CAMHS.

The YOS are working with colleagues in CYPS on a dedicated action plan to reduce LAC and offending as part the JAR and HMIP Improvement Plans. This will include a detailed analysis of the 2007/08 LAC cohort to identify opportunities for earlier prevention and intervention. Progress will be monitored through the CYPS Corporate Parenting Forum, YOMB and Joint YOS/CYPS working group.

C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Accuracy of new recidivism baseline data	Scrutiny and verification of baseline cohort	Accurate recidivism cohort	YOS Performance Manager	August 2008
Above average re-offending by recidivism cohort	Managing risk through the scaled approach	Reduced re-offending by recidivism cohort	YOS Performance Manager	Ongoing 2008/09
Continued over –representation of black and dual heritage young people known to YOS	Diversity Action Plan to include over representation of black and dual heritage young people All PSR's on black and dual heritage young people to be considered by black cases panel	Reduction in over representation of black and dual heritage young people	YOS Operational Managers	Ongoing 2008/09
Continued increase in re-offending rates for young people subject to community penalties	Ensure scaled approach targets resources appropriately at young people most at risk	Reduction in young people subject to community penalties re-offending	YOS Operational Managers	Ongoing 2008/09
Sustaining decreases in re-offending by FTE and DTO cases	APIS Action Plan to ensure resources are targeted at highest risk	Sustained reductions in FTE & DTO recidivism	YOS Operational Managers	Ongoing 2008/09
Sustaining improvements in ETE engagement (NI 45)	Identification and targeting of difficult to engage NEET known to YOS	Sustained improvement in ETE engagement by young people known to YOS	YOS ETE Manager	Ongoing 2008/09
Sustaining access to suitable accommodation for high risk offenders	Deploy additional resources funded through Supporting	Sustained access to suitable accommodation for young	YOS Duty Assessment	Ongoing 2008/09

	People	people known to YOS	Manager and YOS Accommodation Officer	
Maintaining reduction in seriousness of re-offending by high risk offenders	Regular monitoring and tracking of high risk young offenders through PPO, ISSP, RAP	Sustained reduction in seriousness of offending by high risk offenders known to YOS	ISSP and EST Managers (YOS) and RAP Manager	Ongoing 2008/09
Increased rates of violent crime and gang related activity by young people known to YOS	Joint work with Police and other partners regarding enforcement and early intervention	Reduction in violent crime by young offenders and early entry into gang activity	EST Manager Early Intervention Manager and Prevention Manager	Ongoing 2008/09
Maintaining CAMHS service engagement for known offenders and increasing access to mental health prevention services	Additional resources to be deployed through DOH Grant to target young people with identified needs at time of arrest and charge	Sustained levels of CAMHS support for young people known to YOS and increased access to prevention services	EST Manager	Ongoing 2008/09
Improved access to health and ETE services for young people in secure estate beyond YOS control	Continued engagement with secure estate at individual establishment basis to address needs	Improved access to ETE and Health services for young people in custody	EST Manager YOS Education Manager	Ongoing 2008/09

C2.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Continued over – representation of black and dual heritage young people known to YOS	Diversity Training for frontline YOS staff Increase staff attending Black Cases Panel to address PSR	Reduction in over representation of black and dual heritage young people	YOS Operational Managers	Ongoing 2008/09
Continued increase in re-offending rates for young people subject to community penalties	Monitoring of ASSET to ensure high risk cases are referred for appropriate interventions APIS training for frontline YOS staff	Reduction in young people subject to community penalties re-offending	YOS Operational Managers	Ongoing 2008/09

	Scaled Approach and YRO Training for frontline YOS staff			
Sustaining decreases in re-offending by FTE and DTO cases	<p>Training for frontline Police staff and Prevention Programme Staff to ensure higher risk cases supported</p> <p>Monitoring of ISSP and DTO cases to ensure meeting high risk cases</p>	<p>Sustained reductions in FTE & DTO recidivism</p> <p>Sustained reductions in offending by ISSP and DTO cases</p>	<p>YOS Operational Managers</p> <p>ISSP and EST Managers (YOS)</p>	Ongoing 2008/09
C2.4 YJB risk to future delivery assessment comments				

SECTION C3 - CUSTODY

C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing *any* disproportionately including children and young people from Black Minority Ethnic (BME) backgrounds

Youth Custodial Remands

The YOS has maintained a sustained downward trend in remands to custody over a number of years from traditionally high levels. The actual number of remand episodes has declined consistently in the last 4 years from a height of 78 in 2004/05, to 59 in 2005/06, 52 in 2006/07 and most recently 41 in 2007/08. Despite this achievement the percentage of remand episodes remain too high as recently acknowledged by the HMIP report. In 2008/09 there is no longer a specific target rather an expectation that the service will continue to strive for reduction. In 2008 there has been a quarter on quarter reduction from 15 (24%) in quarter 1, to 12 (21%) in quarter 2, to 9(15%) in quarter 3 and 5 (10%) in the most recent quarter (Jan – March 2008).

Remand episodes are almost exclusively populated by male young offenders with only one female episode in 2006/07 and none in 2007/08. White young people make up 53% of the 10-17 population of Leicester City (Census 2001), 71% of the Youth Justice population and 77% of the Secure Remand population. Asian Young people represent 38% of the 10 -17 population of Leicester City (2001 Census), just 14% of the youth justice population and make up 16% of the secure remand episodes in 2007/08. Dual Heritage Young people make up 3% of the 10-17 population (2001 Census) 8% of the youth justice population and 7% of the secure remand population in 2007/08. These figures should be interpreted with caution as the actual numbers involved in some groups are small (e.g. dual heritage equals only 3 cases). In addition some young people are securely remanded on more than one occasion affecting the figures in their ethnic grouping.

The Service has significant resources which it has deployed in order to achieve and sustain reductions outlined. The YOS has a group of 8 highly trained staff with significant experience of work on remand and bail issues. Services have been further enhanced in 2007/08 by the appointment of a specialist ISSP bail officer. The service also possess a small group of Remand Foster Carers providing virtually all remand placements required under section 23 of the Children Act 1989 (Remands to Local Authority Accommodation) some of the carers have many years of experience and are well regarded be Local Magistrates and Judges enhancing sentencer confidence. The Remand Fostering scheme is led by an experienced Level 3 qualified Social Worker with a significant background in child protection and family work, and remand carers are supported with access to joint training by the YOS and CYPS Fostering Service recently inspected and judged to be an excellent Service.

In 2007/08 the service put in place a comprehensive multi-agency accommodation strategy developed by the YOS accommodation officer. The strategy sets out the partnership links with the councils Housing Department, the Supporting People Programme, Housing Options and voluntary sector housing providers. This work has been noted by the YJB and the YOS Housing Accommodation Officer is working with the regional YJB office to disseminate best practice in housing and accommodation partnership work. This has enabled the YOS to provide options to the court for young people appearing through the cells who would otherwise be at serious risk of a secure remand episode. These placements have in the main been provided through a key partnership with the Local YMCA whose chief executive is an active YOMB member and a JP sitting on the local youth court bench. The Local YMCA has also been active in working with the YJB nationally in developing accommodation strategies for high risk offenders.

Further impetus has been given to the reduction of secure remands by new youth court sitting arrangements (now 5 days per week instead of 3)

removing the need for overnight youth cases to appear before Adult Magistrates courts other than Saturday and bank holiday remand courts. The YOS covers Saturday Remand Courts and plans to cover Bank Holidays from September 2008 thus improving the service provided to the court.

The recent HMIP inspection judged services provided to the court as good, stating "good bail support packages and supervision services were being offered to the court. There were good working relationships with the courts and the service provided by the YOS was highly valued". The YOS relationships with the Crown Court have been identified as an area for improvement within the Inspection action plan and this will be led by the YOS Manager and Court Manager.

The YOS has conducted a satisfaction survey of its Pre-Sentence Reports receiving a generally favourable response from magistrates and judges. The recent inspection highlighted the need for greater consistency and recommended greater inclusion of the victim's wishes and willingness to engage in the process otherwise reports to court were viewed as "wholly positive".

Custodial Sentences

The YOS has historically improved its performance against the national percentage target for custodial outcomes (most recently 5%). In 2001 a baseline of 11% was established and the proportion of custodial sentences consistently reduced to 6.4% by 2004/05. Since then further reduction was achieved with custody representing only 4.7% all disposals in 2006/07 exceeding the target of 5% for the first time, with a marginal increase to 5.7% for 2007/08. The YOMB will closely monitor performance in maintaining reductions in custody championed by the CYPS board member.

Age

In 2007/08 46% of those entering custody were 17 years old followed by 16 year old (24%), 15 year olds (19%) 14 year olds (6%), 18 year old (3%) and 13 year olds (2%) with the average age of those entering custody being 16.3 years (up from 16.08 years in 2006/07).

Gender

Males make up 82.5% of the Youth Justice population in Leicester but represent 95% of those receiving a custodial sentence in 2007/08. Just 3 female young people (5%) entered custody during the year, a reduction from 9.5% in 2006/07.

Ethnicity

White young people make up 53% of the 10-17 population of Leicester City (Census 2001) and 71% of the Youth Justice population, 74% of episodes of custody (sentencing) in 2007/08. Asian young people make up 38% of the 10-17 population of Leicester City (2001 Census) and 14% of the Youth Justice population. They make up just 8% of the custody episodes (sentencing) in 2007/08. Black young people make up 3% of the 10-17 population of Leicester City (2001 Census) and 8% of the Youth Justice population but make up 3% of the custody episodes in 2007/08. Dual Heritage young people make up 5% of the 10-17 population of Leicester City (2001 Census) and 6% of the Youth Justice population but make up 13% of the custody episodes in 2007/08. Chinese and Other Ethnic young people make up 1% of the 10-17 population of Leicester City (2001 Census) and 1% of the Youth Justice population but represent 2% of custody episodes in 2007/08.

The overrepresentation of white young people is part of a previous pattern and contrasts with significant under representation of Asian young people. There has been a rise in the representation of Dual Heritage young people entering custody to 13% from 10% in 2006/07. Caution is required in interpreting this increase as the numbers involved are small (8 cases in 2007/08). The increase could represent an ongoing trend but may reflect more accurate recording by staff brought about by the increased focus on the competences and quality of the ASSET document. This trend will continue to be monitored through peer review provided by Black Cases Forum reviewing all PSR's on BME Young People.

Offence Type

Violent offending was easily the most common reason for the imposition of a custodial sentence representing 40% of the total of those entering custody in 2007/08. Burglary was the second most common index offence with 14% followed by Robbery and Theft/Handling both with 8%.

Length

The proportion of those receiving the minimum 4 months DTO rose from 40% in 2006/07 to 50% in 2007/08. This is an unwelcome factor as the opportunities to address issues linked to offending behaviour are short following release. The reasons for the high number of short DTO's will be a significant factor when considering way forward towards reducing the number of custodial sentences in 2008/09, and this cohort will be analysed further through the joint YOS/Courts Working Group and YOMB.

C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Maintaining reductions in actual numbers of youth custodial remands	Review of remand decisions and provision of bail supervision	Reduction in numbers of youth receiving custodial remands	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Continued over representation of black and dual heritage young people subject to secure remand and DTO	Implementation of bail and remand Equality Impact Assessment Action Plan	Reduction in numbers of black and dual heritage young people receiving secure remand and DTO sentences	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Increased use of short DTO (50% less than 4 months at present) disrupting ETE and related re-settlement	Review PSR proposals and gate keeping for high risk young offenders to ensure alternative to custody by Black Cases Forum	Reduction in numbers of DTO sentences below 4 months and increase user of ISSP and other community penalties	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Increase in violent offending leading to greater use of DTO	Targeted early interventions through violent crime reduction and gang related work.	Reduction in convictions for violent crime and young people engaged in gang related activity.	Court Duty and Assessment)	Ongoing 2008/09

Implementation of intensive fostering service and recruitment of replacement carers	Assessment of need following CJ & I Act provisions	Enhanced intensive fostering service for young people at high risk	Court Duty and Assessment manager (YOS)	Ongoing 2008/09
C3.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Maintaining reductions in actual numbers of youth custodial remands	BSS and ISSP briefings for YOS case managers and courts	Reduction in numbers of youth receiving custodial remands	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Continued over representation of black and dual heritage young people subject to secure remand and DTO	Diversity training and EIA training for relevant staff and frontline managers. All BME PSR to be reviewed by BCP	Reduction in numbers of black and dual heritage young people receiving secure remand and DTO sentences	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Increased use of short DTO (50% less than 4 months at present) disrupting ETE and related re-settlement	APIS and YRO training for all YOS case managers and frontline managers	Reduction in numbers of DTO sentences below 4 months and increase user of ISSP and other community penalties	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Increase in violent offending leading to greater use of DTO	YOS staff and partner briefings on gang related work and YOMB update Continued engagement with courts regarding ISSP and PPO services	Reduction in convictions for violent crime and young people engaged in gang related activity Increased use of ISSP and alternative to custody sentences	Court Duty and Assessment Manager (YOS)	Ongoing 2008/09
Implementation of intensive fostering service and recruitment of replacement carers	Briefing and training for relevant YOS staff on Intensive Fostering	Enhanced intensive fostering service for young people at high risk. Visit to intensive fostering pilot areas	Court Duty and Assessment manager (YOS)	Ongoing 2008/09
C3.4 YJB risk to future delivery assessment comments				

SECTION C4 - RISK OF SERIOUS HARM

C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

The YOS re-configured its services in 2005 in the light of new developments for Prolific and Priority Offenders to re-direct resources to cases where there is a higher risk of serious harm. The service provides additional surveillance and support to young people who present a risk of serious harm to the public through the ISSP and RAP programmes. Both of these programmes have been recognised by the YJB as achieving good outcomes with local managers contributing to national evaluation to share best practice.

The recent HMIP report (May 2008) concluded that resources were allocated consistently with the child or young person's [Risk of Harm] in all but one of the case of the 92 inspected. Good practice was also noted in that one of the seconded police officers in the YOS works closely with vulnerable victims of serious crimes to ensure that they feel safer and that work on emerging areas of risk was underway utilising the National Intelligence Model key processes of prevention, intervention and enforcement.

The YOS takes a joint lead with the police in terms of violent and sexual crime reduction for the local Safer Leicester Partnership and has received additional resources from within the SLP to identify and intervene with first time entrants at risk of future violent offending. This built on jointly commissioned work by the Police, YOS and CYPS and completed by Leicester University to identify risk factors specifically in the FTE population.

The service has policies on Management of Risk, Premium Service Provision, Enforcement and Recall and Management of Young People convicted of Sexual Offences. Where a Risk to Children is identified CYPS are provided with a risk assessment, which is updated at the end of the intervention.

There have been significant improvements in the quality of ROSH assessments in recent years following the roll out of mandatory training for all YOS staff completing assessments. The YOS accepts the HMIP recommendation that more work needs to be undertaken to embed ROH and vulnerability assessments into the work of the service and this will be addressed through the reducing risk of serious harm improvement plan. Practitioners have indicated a growing confidence in assessment of risk with available time to complete full assessments having a positive impact upon quality. There is evidence through supervision of a willingness to receive increased feedback from managers about quality issues.

A review of ROSH open cases by the YOS in April 2008 having received a Court outcome shows 64% [n=134] of young people being assessed as low risk, 29% [n=61] as medium and 7% [n=15] as high. The ROSH profile of the Final Warning population differs as would be expected. 96% [n=158] of those cases are assessed as low risk with 2% [n=4] assessed as medium and 2% [n=4] as high. The number of Medium ROSH cases has grown over the last 6 months as the YOS has developed a better understanding of risk thresholds. All cases assessed as Medium or High ROSH have a RMP and most contain strong, multi-agency plans to address risk. Within the Preventions programme 19% [n=14] of cases are assessed as high and <1% [n=1] as medium ROSH. We would like to understand the disproportionate percentage of high ROSH cases in preventions programmes and plan to work to reduce this number with the Prevention Programme Manager.

White young people make up 53% of the 10-17 year old population in Leicester City (2001 census) and 71% of the youth justice population. They

make up 70% of all Medium ROSH cases, 80% of all High ROSH cases and 77% of the MAPPA population. Within the Preventions programmes they make up all medium and 86% of the high ROSH cases. Asian young people make up 38% of the 10-17 year old population in Leicester City (2001 census) and 14% of the youth justice population. They make up 18% of all Medium ROSH cases, 7% of all High ROSH cases and 6% of the MAPPA population. Black young people make up 3% of the 10-17 year old population in Leicester City (2001 census) and 8% of the youth justice population. They make up 5% of all Medium ROSH cases, 13% of all High ROSH cases and 11% of the MAPPA population. Within the Preventions programmes they make up 7% of the high ROSH cases. Dual Heritage young people make up 5% of the 10-17 year old population in Leicester City (2001 census) and 6% of the youth justice population. They make up 7% of all Medium ROSH cases, 0% of all High ROSH cases and 6% of the MAPPA population. Within the Preventions programmes they make up 7% of the high ROSH cases. Chinese and other young people make up 1% of the 10-17 year old population in Leicester City (2001 census) and 1% of the youth justice population. They make up less than 1% of all Medium and High ROSH cases and are not represented in the MAPPA population. Overrepresentation of Black Young People will be examined in more detail through the Equality Impact Assessment (EIA).

The YOS is represented on the MAPPA Strategic Management Board and Operations Group and currently chairs arrangements for Quality Assurance across the MAPPA system, which includes Serious Case Reviews. The YOS has been responsible for chairing MAPPA level 2 Risk Assessment and Management Panels. The Responsible Authorities will take on a centralised coordination and chairing function from April 2008 in line with updated guidance. The YOS will still hold information sharing meetings in relation to cases at Level 1. YOS managers will continue to be in attendance at Level 2 and Public Protection Panel meetings.

During 2007-08 19 young people were subject to MAPPA arrangements, a slight reduction on the two previous years. 6 of these young people were level 1, 12 level 2 and 1 at level 3. Four were registered sex offenders, including 2 subject to Final Warning, 9 had served 12 months or more for a violent or sexual offence and 6 were deemed dangerous for other reasons. There were no Serious Further Offences committed by MAPPA offenders during the past three years. All but one young person in the MAPPA system was male and white young people were over represented compared to the general and youth justice population.

Where a risk of harm is identified the congruence rate with ROSH assessment and Risk Management Plans is high. The HMIP report also noted correct identification of risk level in the vast majority of cases. There are occasional deficits in terms of risk screening sometimes not being fully undertaken on low risk cases but systems are in place to identify this quickly. Risk Management Plans are not always reviewed at three monthly intervals as they should be; again plans are in place to ensure managers can rapidly identify these cases. ROSH quality is generally adequate but cases of poor completion were highlighted through inspection and a recent audit by the YJB. Assessments of risk and dangerousness in Pre-Sentence Reports are rigorously quality assured and this was commented on in the recent inspection report.

A rolling programme of risk training and refresher training is in place with several staff trained by the YJB as trainers. The Preventions teams also have access to this training as do staff in key roles in the police BCU and accommodation providers. MAPPA training is also available for managers and practitioners provided by the Responsible Authorities. Further joint training is planned with CYPS front line staff in 2008/09 to improve joint agency understanding and working in the management of risk and safeguarding issues.

The YOS has completed two Local Management Reports in relation to Serious Incidents involving harm to others during the last year. Both reports were accepted by the YJB as adequate and the action plans were judged appropriate. The YOMB received reports on these cases and work is underway to ensure learning is shared across relevant agencies in respect of SIR recommendations, through the YOMB. The YOS presents an

annual report to the LSCB in partnership with the County YOS highlighting key lessons from serious incidents.

C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Management Board fails to promote YJB/YOS risk of harm agenda at a strategic level within parent agencies.	Identify a member of the YOMB from a MAPPA Responsible Authority to take lead on risk issues.	YOMB understand the ROSH agenda and are proactive in making multi-agency plans to promote public protection.	Chair of YOMB (AB)	TBC
ROSH procedures are not implemented consistently and accurately across the YOS and Prevention programmes.	Ensure that appropriate systems are in place for training and management oversight of risk issues including completion monitoring and quality assurance.	ROSH procedures are implemented consistently and accurately across the YOS and Prevention programmes	ADHoS, YOS	TBC
Black and White young men continue to be over represented as high ROSH.	Ensure all service development, including commissioning of prevention activity, and training builds on current good practice around diversity. Complete EIA	The gap between the number of black and white young men in the general population, YJ system and high risk of ROSH, narrows.	Diversity lead (HoS)	TBC
New MAPPA procedures reduce the effectiveness of risk management for eligible youths.	Ensure YOS are represented in the change team and quality assurance group for MAPPA and promote youth issues.	New MAPPA procedures are effective and improve risk management for eligible youths.	ADHoS, YOS	TBC

C4.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Risk Assessment and management skills.	Primary: Case Managers, Prevention Workers Secondary: Interventions and specialist staff, staff in partnership agencies, particularly accommodation providers.	ROSH initial training and refresher for all staff. MAPPA training for Case Managers.	TBC	TBC
Skills in understanding how	All YOS and preventions staff.	Diversity training events.	TBC	TBC

11/08/2008

diversity issues impact on perceived and actual risk. Increasing staffs' ability to reflect on their own practice and to constructively challenge discrimination.		Attendance at Black Cases Forum.		
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C4.4 YJB risk to future delivery assessment comments

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SECTION C5 - SAFEGUARDING

C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

Local services to improve outcomes for children and young people at risk of requiring safeguarding have been judged as good in the recent Joint Area Review of Children's Services whilst the Local Safeguarding Children Board (LSCB) is rated as outstanding. The Head of Service is the Named Senior Officer (NSO) for YOS on the Leicester, Leicestershire and Rutland LSCB. The YOS Deputy Head of Service co-chairs a quarterly City and County YOS Safeguarding Working Group also attended by City and County Safeguarding Service Managers to oversee the implementation of safeguarding arrangements within the YOS. The YOS is a member of the Children and Young People's Service 'Staying Safe' theme group chaired by the Head of Service for Safeguarding, and staying safe from the impact of crime is a priority in the local CYPP.

The YOS Deputy Head of Service attends meetings of the Social Care and Safeguarding Children's Management Team to progress YOS safeguarding issues and review joint working arrangements. The YOS Deputy Head of Service attends a quarterly joint YOS and Children and Young People's Service Manager Working Group to review procedures for vulnerable and looked after children, and to promote the safeguarding and welfare of young people known to YOS. This group will oversee a delivery plan aiming to reduce the numbers of looked after children who are offending and re-offending where numbers are relatively small (21 Young People, 2.2%). Planned actions include the production of a revised policy and procedure for looked after children to compliment existing protocols whilst conducting a detailed review of most recent actions and decisions in regards to prosecution decisions and YOS supervision of looked after children.

All YOS staff are required to undertake the LSCB Introduction to Safeguarding Training as part of their induction. In addition staff are required to undertake 'Safeguarding Children a shared responsibility' training during their first year. Safeguarding training is also delivered as core training to all YOS volunteers and Panel Members. The YOS has delivered bespoke safeguarding briefings for YOS staff in conjunction with County YOS and Safeguarding Managers to raise the profile of safeguarding responsibilities to further embed practice for YOS staff and Prevention officers. Safeguarding and vulnerability remains a core element of the YOS training plan and HMIP improvement plan for 2008/09. Detailed case sampling demonstrates 98% congruence with VMP in place and 63.5% congruence with quarterly plan updates. A quality assurance process has been introduced to allow operational managers to review VMP completions leading to a 22% increase in VMP since its introduction in 2008.

The YOS has completed a section 11 Audit for the LSCB, in accordance with the Children Act 2004 to promote safer recruitment and working practices within the organisation. The YOS ensures that all staff and volunteers working for the service are subject to Enhanced Criminal Record Bureau (ECRB) checks. The YOS has invested additional resources with the Human Resources Department in 2007 to ensure that all staff including partner agencies, obtains ECRB renewals every three years.

The recent HMIP Inspection noted assessment of young peoples needs including risk and vulnerability factors were undertaken as soon as possible with support packages being readily available at the first opportunity to the courts. The YOS has reviewed the provision of services to HM Courts on Saturdays and assumed responsibility for delivery of services from the Emergency Duty Service to address safeguarding needs and further improve the quality of assessment and service delivery at weekends.

The YOS has worked to improve access and visiting arrangements to young people subject to Detention and Training Orders and has raised

concerns with individual Young Offender Institute (YOI) Governors and the Regional YJB Manager concerning the dispersal of young people significant distances away from Leicester, and the associated impact on family and YOS visits and re-settlement. The YOS has jointly reviewed the provision of services for young people leaving custody with Social Care and Safeguarding and Legal Services following the Munby Judgement and formulated revised procedures for assessing need of young people leaving custody.

Substance Misuse is recognised as a safeguarding issue within YOS that is often linked to a range of associated risk factors. The YOS has two dedicated substance misuse workers partly supported through partnership funding and the YOS is the single largest agency provider of substance misuse services to young people within Leicester.

The YOS has presented four serious incident reports to the YOMB in cases that meet the serious incident criteria identifying a key summary of actions. The Deputy Head of Service is consulting with the LSCB regarding the most appropriate mechanism for monitoring key findings in relation to shared lessons from regional and national reviews of serious incident reports.

C5.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Vulnerability issues not sufficiently embedded by YOS practitioners contributing to young peoples vulnerability	Ops Managers provided with ASSET completion and congruence data for staff supervision	Increased congruence rates between ASSET and VMP	YOS Performance Manager	Ongoing 2008/09
Offending and re-offending by LAC remains above PAF C18 national average	YOS/CYPS Service Manager Group to prioritise reduction as JAR/HMIP Action Plan	Further reductions in LAC and offending are achieved	YOS Manager and Deputy HOS HOS CYPS fieldwork through YOMB	Ongoing 2008/09
YOS Offending and re-offending rates remain above national average contributing to increased vulnerability	Improved accuracy of new recidivism cohort for 2008 and adoption of NI 19 through LAA and SLP priorities	Reduction in Offending and re-offending by young people known to YOS	YOS Performance Manager	Ongoing 2008/09
Continued dispersal of young people across the secure estate impacting on vulnerability, access and visiting	YOS continue to address with YJB and YOI establishments. New EM facility planned for Glen Parva	Improved access to young people in secure estate to meet ETE, health and re-settlement needs	YOS EST Manager	Ongoing 2008/09
Vulnerability needs assessed by YOS Officers are not able to be met by CYPS and partners	Monitoring of vulnerability actions plans through YOS and YOMB	Access to mainstream support services is provided in appropriate cases	YOS Manager and CYPS	Ongoing 2008/09

			Head of Fieldwork (YOMB)	
C5.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Vulnerability issues not sufficiently embedded by YOS practitioners contributing to young peoples vulnerability	Vulnerability training for new YOS staff and refresh training for existing staff as part of YOS training plan	Increased congruence rates between ASSET and VMP	YOS Performance Manager	Ongoing 2008/09
Offending and re-offending by LAC remains above PAF C18 national average	Joint briefing between YOS and CYPS on LAC & Offending and restorative justice	Further reductions in LAC and offending are achieved	YOS Manager and Deputy HOS HOS CYPS fieldwork through YOMB	Ongoing 2008/09
YOS Offending and re-offending rates remain above national average contributing to increased vulnerability	YOS staff training on KEEP and 'what works' coupled with awareness of local programmes	Reduction in Offending and re-offending by young people known to YOS	YOS Performance Manager	Ongoing 2008/09
Continued dispersal of young people across the secure estate impacting on vulnerability, access and visiting	Joint training for staff within the secure estate offered by YOS. Ongoing resettlement training for YOS staff	Improved access to young people in secure estate to meet ETE, health and re-settlement needs	YOS EST Manager	Ongoing 2008/09
Vulnerability needs assessed by YOS Officers are not able to be met by CYPS and partners	Joint inductions for YOS and CYPS DAS staff to promote understanding of assessment systems and service signposting	Access to mainstream support services is provided in appropriate cases	YOS Manager and CYPS Head of Fieldwork (YOMB) YOS DAS Service Manager	Ongoing 2008/09
C5.4 YJB risk to future delivery assessment comments				

SECTION C6 – PUBLIC CONFIDENCE

C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

The YOS aims to ensure that public confidence is addressed by ensuring that those who present the most risk of offending or causing harm receive increased levels of intervention. The YOS Prolific and Priority Offender Strategy sets out a number of requirements for the management of PPO cases to ensure that these individuals receive a premium level of service which is commensurate with their risk and need.

The use of the Youth Justice Scaled Approach to support the introduction of the new sentencing framework will further contribute to public confidence by appropriately targeting intervention and resources according to risk and need. See [Section D1](#) for details of how the YOS is preparing for the Scaled Approach and the implementation of the new sentencing framework.

The YOS are working with the Youth Support Service and Antisocial Behaviour Unit to deliver a new 3 year Challenge and Support Project building upon existing good partnership work to reduce ASB and nuisance youth behaviour. This programme should further support public confidence in the CJS and contribute towards relevant National Indicators including NI 17 (Perceptions of anti-social behaviour), NI 21 (dealing with local concerns about anti-social behaviour), and NI 22 (Perceptions of parents taking responsibility for the behaviour of their children).

The YOS has contributed to the Criminal Justice System's 'Inside Justice Week' event for a number of years, giving members of the public and other professionals the opportunity to learn more about the work of the YOS and how we work effectively with other agencies. Recent activities have included a Court Open Day and a careers event hosted by Leicester University for students wishing to volunteer and work in the Criminal Justice System. The YOS Deputy Head of Service is currently taking the lead on YOS involvement for the upcoming 'Inside Justice Week' event for 2008, with a planned public open day at the YOS in November 2008.

The work of the YOS is currently supported by 78 volunteer panel members who are fully trained and commit at least two hours a month to engage with young people in a supportive and non-judgemental way. The panel members receive regular support and ongoing training at both a local and regional level. Panel members provide an important outreach function for the YOS in promoting confidence and positive messages regarding youth crime.

The YOS are working with colleagues in the DAAT, Community Safety Team and Community Services to promote positive messages regarding Safer and Stronger Communities and the work of the City Council at a neighbourhood level. The YOS received positive local media coverage following recent publication of the HMIP report.

The YOS has been involved in a range of media activities to promote positive images of young people and public confidence in the criminal justice system through celebrating success events, summer college activities and youth participation work. The YOS has a participation strategy that is integrated into the wider work of the city council through the positive contribution work of the Every Child Matters agenda. Young people are provided with active opportunities to support the work of the YOS including the recruitment of the new Head and Deputy Head of Service.

Following validation of both the full audit of YOS National Standards compliance covering October to December 2007 and the 'mini audit' covering February 2008 the overall National Standards compliance is currently rated at 86.7%, resulting in a maximum score of 5 out of 5. This comfortably exceeds the National (76%), East Midlands (80.5%) and Family Group (70.4%) averages. This high level of compliance demonstrates the effective delivery of the required level of interventions and the appropriate actions following non-compliance.

As part of the YOS inspection approximately 100 young people were surveyed in order to provide a service user's perspective. The majority of the young people expressed that they found YOS staff were really interested in helping them, and treated them fairly and with respect at all times. Additionally the majority stated that as a result of the involvement of the YOS things had got better for them and they were less likely to re-offend.

A number of parents and carers were interviewed as part of the inspection process. Of these the majority found the YOS to be helpful and informative, and most were offered help and support with their parenting skills. Overall almost all stated that things had got better for themselves and their child or young person as a result of work with the YOS. Almost all parents and carers expressed complete satisfaction with the work of the YOS.

The recent HMIP inspection report identified that all court reports were assessed as being of the appropriate type and prepared within the national standard timescale. The reports were described as being "objective, impartial, free from discriminatory language and stereotype, balanced, verified and factually accurate". Most reports were considered to contain a clear proposal for sentence. Additionally the inspection report identified how our comprehensive bail support packages and supervision services (including ISSP and remand fostering) had gained the confidence and support of sentencers.

The YOS, through the Head and Deputy Head of Service, is represented on the Local Safeguarding Children Board and other strategic boards including LCJB, Safer Leicester Partnership (strategic and performance), Integrated Services Hub (0-19) and Departmental Equality Group. The YOS is completing an Equality Impact Assessment on the Youth Justice Planning Framework as part of a corporate equality process.

The work of the YOS has been promoted at a local political level with the Council portfolio holder and cabinet lead for Safer and Safer and Stronger Communities who has been involved in a range of events including on site visits to meet young people and panel member award ceremonies. Weekly briefings are provided to the Council portfolio holder including youth crime issues and progress against both national and local priorities.

The YOS is represented on the MAPPA Strategic Management Board and Operations Group and currently chairs arrangements for Quality Assurance across the MAPPA system, which includes Serious Case Reviews. MAPPA training is also available for managers and practitioners provided by the Responsible Authorities. See [Section C4](#) for further details of YOS MAPPA arrangements.

The YOS has engaged 31% of victims (45 out of 143) in restorative processes for the most recent reporting quarter (January to March 2008) against the YJB target of 25%. The YOS has scored 100% for victim satisfaction for 2007-08 (85 out of 85), against the YJB target of 85%.

C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Low public confidence in criminal justice system undermines local confidence in YOS	YOS to work with LCC Partners to communicate Safer And Stronger	Improved local satisfaction ratings in fairness and	YOT Manager	2008/09

	Communities achievements YOS to continue to work with partners through LCJB to promote public confidence in CJS	effectiveness of CJS		
Increased rates of offending by FTE or re-offending by young people known to YOS	Implementation of scaled approach, APIS and enforcement procedures	Reduced offending by FTE and re-offending by young people known to YOS	YOT Manager	2008/09
Increased rates of BCS crime types including violent crime by young people	Work with Safer Leicester Partnership to target resource allocation	Reduction in violent crime and gang related activity by young people	YOT Manager	2008/09
Increase in reported nuisance and anti social behaviour by young people	Deploy additional targeted resources through Challenge & Support Project	Identification and engagement with young people at risk of ASB and enforcement action where appropriate ISO/ASBO	YOT Early Intervention Manager	2008/09

C6.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Low public confidence in criminal justice system undermines local confidence in YOS	Media and Communications training for YOT Manager and frontline Managers Participation in partnership events to promote public confidence in CJS	Improved local satisfaction ratings in fairness and effectiveness of CJS	YOT Manager	2008/09
Increased rates of offending by FTE or re-offending by young people known to YOS	Briefings for frontline YOS staff and Police to sign post at risk young people to relevant services	Reduced offending by FTE and re-offending by young people known to YOS	YOT Manager	2008/09
Increased rates of BCS crime types including violent crime by young people	Briefing for YOS staff on specialist programme resources for violent crime and gang activity	Reduction in violent crime and gang related activity by young people	YOT Manager	2008/09
Increase in reported nuisance and anti social behaviour by young people	Briefing for YOS staff and partners on CSP and Conference to promote services	Identification and engagement with young people at risk of ASB and enforcement action where appropriate ISO/ASBO	YOT Early Intervention Manager	2008/09

C6.4 YJB risk to future delivery assessment comments

SECTION C7 – IMPROVING VICTIM SATISFACTION

C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

The YOS achieved a 100% victim satisfaction rate in 2007/08 (85 of the 85 victims) compared to a target of 85% victim satisfaction. This represents a significant increase in the number of actual victims contacted from 22 victims in 2006/07 and follows the employment of a dedicated victim contact officer in June 2007.

The victim contact officer has also significantly increased the number of impact statements taken from victims and shared information with their consent to strengthen victim impact work with young people. The findings from the WAVES survey, published in early July 2008, report that only 36% of victims surveyed recalled been given the opportunity to complete a Victim Personal Statement (VPS) and of those, only 54% did so. At Leicester City YOS, of the 106 victims contacted from June 07 to March 08, 102 of these made post conviction Victim Impact Statements to the YOS Victim Liaison Officer. This has enhanced the implementation of direct and indirect restorative justice initiatives which were suggested in the statement and implemented by practitioners at YOS. The use of the victim impact statements has been extended to be included in the Victim Awareness Group work to enhance young people's understanding of victim impact.

The Local Criminal Justice Board (LCJB) monitors compliance with the Code of Practice for Victims and the YOS were assessed as fully complaint, and will continue to report performance on this measure.

YOS seconded police officers continue to contact vulnerable victims of serious crime to ensure that they feel safe when young offenders are due for release from custody. The YOS has recently embarked on a joint collaboration with the local Victim Support service to ensure volunteers who work with victims are provided with appropriate information and knowledge regarding young people's community supervision and reparation work arrangements to provide updates and further re-assurance to victims.

22% of victims engaged with restorative justice processes in 2007/08 (117 out of 544) compared to a YJB target of 25%. This compares well with the East Midlands average of 16%, but less well with the national (25%) and family (23%) group averages. The YOS offer a wide range of reparation placements, acknowledged as strength by HMIP in their recent report.

The YOS has worked closely with the City Council and its partners to maintain the profile of community based reparation work and this has been promoted through a range of community outreach events including activities for Inside Justice Week. Reparation placements are fully assessed for suitability matched to victims views where available and the diversity needs of the young person.

In 2007, there were no episodes of victims participating in direct restorative justice processes at Leicester YOS. From January to June 08, 6 victims

were supported to attend Panels, a further 3 were represented as part of shuttle mediation, and a further 4 requested and received direct reparation. The YOS will strive to build on this by continuing to advocate the benefits to victims of attending Panel's, and engaging in direct and indirect restorative justice processes, which, from self-reports at YOS have increased victim's resilience to the effects of crime, confidence in the criminal justice system and re-empowered victims.

The YOS has developed an action plan in relation to the HMIP recommendations that will be monitored through the YOMB and LCJB.

C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Lack of access to Police victim impact statements for PSR authors	Head of Service to liaise with the LCJB to take forward this action on a strategic and force wide basis.	PSR's will include victims views on impact and possible disposal to assist sentencers.	Head of Service	March 09
Victim Contact Officer post is not sustainably funded	Head of Service and Early Interventions Manager to identify appropriate funding stream.	The appointment to a permanent position of the Victim Contact Officer.	Early Interventions Manager/HoS	March 09
Explicit in the findings of HMIP was that there were only a "few" good examples of good victim awareness work being carried out with children and young people.	Training is being developed, in partnership with Leicestershire Probation, to provide up to date and central resources where all victim work/tools/information can be readily identified and accessed.	Uniformed/structured consistent delivery to all YPs on orders of victim work.	Early Interventions Manager/Victim Contact Officer	Dec 08

C7.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Implementation of WAVES Survey	Staff Briefing on key WAVES findings as they relate to YOS	Improved witnesses and victims experience	Early Intervention Manager	Ongoing 2008/09
Increasing victim contact on Final Warning disposals.	Staff briefing on victim contact recording	High levels of victim contact are achieved	Early Interventions Manager	Ongoing 2008/09
Increasing direct and indirect victim involvement in restorative justice processes	Staff training on restorative justice and victims awareness to be delivered	Increased victim involvement in restorative justice processes	YOS Operational Managers	Ongoing 2008/09
Sustaining high levels of victim satisfaction	Monitoring and reporting victim satisfaction through YOMB and LCJB	High levels of victim satisfaction are maintained	Early Intervention Manager	Ongoing 2008/09

C7.4 YJB risk to future delivery assessment comments

SECTION D – BUSINESS CHANGE AND INNOVATION

D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

Leicester's Local Criminal Justice Board (LCJB) has moved quickly to form a CJSSS youth implementation group where the YOS is represented by the operational manager who is responsible for all its Court work. The group chaired by HMCS via its Director of Legal Services and is served by an experienced project manager who has already overseen the introduction of CJSSS Adult into Leicestershire courts. The group has met on several occasions which has enabled the project manager to complete an overall gap analysis and Action Plan. The group has set an implementation date of 6th October 2008 in all Youth Courts.

The YOS currently receives Court Lists 2 - 3 working days prior to court appearances enabling court officers and case managers some preparation time which is built into court officer's workload. The YOS has a good record of utilising recently prepared PSR's as well as updated information and Standown Reports to facilitate sentencing at the first hearing where appropriate. Leicestershire Police has almost completed work on developing the 'wiring up' of the local Criminal Justice System and will soon be ready to test its ability to supply information with regard to Reprimands, Final Warnings and Charges via Secure Email. This will be a vital change to enable the YOS to provide standown or verbal updates on cases currently subject to an existing or recently expired order. Likewise the court lists are also planned to be distributed via secure email during the course of 2008/09. The YOS has an excellent record of providing PSR's to court within National Standard timescales and also of completing standown reports/verbal updates particularly where PYO's are appearing. It is not thought that additional-staffing will be required but some reconfiguration is anticipated in the run up to implementation, of CJSSS in early October.

At present there is an average of one case per month referred back to the police by the Crown Prosecution Service to consider the imposition of a Final Warning and the impact of this upon the courts performance will need to be minimised following implementation of CJSSS.

At the time of writing the issue of the review of victim contact processes is being led by the Head of Service. Locally the police in Leicestershire do not prepare victim impact Statements and the effect of this was recognised in the recent HMIP inspection report which noted that "reports did not include an assessment of the victim wishes related to Reparation and Restorative Justice Processes".

Overall the YOS is well positioned to implement CJSSS youth and in particular has access to its database (CareWorks) at its Local court and has purchased Laptop computers for the use of its court officers and bail information staff. In January this year Leicester HMCS moved to 5 days per week youth court sitting arrangements which has removed the need for youths to appear before adult magistrates court and ensuring that unproductive court appearances are eliminated. This new arrangement should put the introduction of CJSSS youth in a good position to significantly increase the percentage of youth cases resolved at the first hearing in 2008/09.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Increased use of Stand down reports reduces assessment	Congruence of stand down report with Asset assessment and risk	Increased use of stand down reports increase speed of sentencing without	Gerry Moloney, Duty and Court Team	10 Oct 2008

11/08/2008

quality and impacts negatively upon sentencing patterns and outcomes for BME young people.	documentation to be reviewed and systems for pre-hearing verification of key information to be introduced.	impacting negatively on outcomes.	manager	
Electronic transfer of information from police is delayed.	Close partnership working with police and YJB on PENY project.	Pre-hearing information is transferred from police to YOS in a timely way by secure electronic format.	Tine Juhlert, ISM	10 Oct 2008
Victim's views are not represented at the sentencing stage.	Work with police on completion rates of Victim Impact Statements.	Victim's views are represented at the sentencing stage.	Julie Fox, EIP manager	1/1/09

D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Completion of high quality stand down reports	Duty and Court Team staff	Formal training on new report format and pre-hearing verification of information.	Gerry Moloney, Duty and Court Team manager	10 Oct 2008

D4 YJB risk to future delivery assessment comments

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SECTION D – BUSINESS CHANGE AND INNOVATION

D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach

Recent Asset quality assurance work by the YJB has shown that the YOS performs well against regional and national comparators with 20% sampled assessments rated as excellent compared to 2.5% regionally and 2.3% nationally and 10% good compared to 5% regionally and 7.5 nationally. No ASSET were deemed unacceptable although 20% were poor compared to 35% regionally and 38% nationally. This result indicates that the training delivered locally is effective, although greater follow up is needed to ensure all learning is implemented and built upon. Regional APIS training funded by the YJB will be promoted to practitioners and operational managers. The YOS has supported the completion of PCEP by staff above the YJB funded places and this has had an impact upon assessment quality. Case managers are generally confident in their assessments and able to reflect on their own practice.

The YOS has predicted an increase in the demand for stand-down reports with the implementation on CJSSS and a staff training programme is being put into place to address this. The development of further links with other criminal justice agencies will be essential in this process and the YOS is well placed to implement the next stage of this work. Risk and Safeguarding refresher training is part of the YOS training plan for the year and staff from partner agencies will be trained alongside YOS staff, for example police officers and those providing accommodation for young people. The YOS is confident of being able to release staff for YJB-funded training on Youth Justice: The Scaled Approach and the YRO if given sufficient notice of dates to plan contingencies.

Rates of completion of Asset, vulnerability and ROSH documents are monitored on a monthly basis and independent inspection, YJB audit and internal QA processes quality is generally good. Manager's are beginning to quality assure at least one Asset and ROSH per practitioner each month with discussion about the feasibility of quality assuring all initial Assets alongside the PSR or Panel Report. The YOS recognises that continual improvement is needed in this area prior to and after the implementation of the Scaled Approach.

The YOS currently operates a tiered system with a case management team leading on MAPPA and PPO work and all custody cases and CRO, CPRO and Supervision Order cases held by suitably qualified officers. The YOS is in the process of considering how the current structure may need to be adapted to reflect the increasing complexity of case management, the need to ensure effective delivery of interventions and the development of locality based services across the city. New systems for managing MAPPA cases are currently being put into place that will increase the collective responsibility for high-risk offenders. PPO cases are managed through multi-agency referral meetings and a Local Offender Management Panel with a wide membership.

Inspection and audit show that resources follow risk and that in most cases interventions match assessed need and criminogenic factors. Policies round risk of harm and Premium Service for PPOs help drive appropriate dosage levels for intervention and National Standards are viewed as a minimum requirement for low risk cases and YJB returns have indicated a high compliance with NS levels across the service. A strong culture of enforcement action exists across the YOS. This positions the YOS well to introduce the Scaled Approach.

The YOS has a range of interventions including ISSP, RAP, Group Work, health services, substance misuse, education and mentoring, drug testing, remand fostering, reparation and group work alongside individual programmes. The use of IT based resources for intervention is currently being explored with a pilot website already commissioned. There is a well-established Remand Foster scheme and the YOS are currently scoping the need for intensive fostering. DTTOs are currently provided as a contribution in kind from the local Probation Trust and this will form the basis of future negotiation on drug testing requirements. There are no significant capacity problems in any of these programmes at present, although historically there have been some within ISSP and RAP at times of high demand.

The December 2008 HMIP Inspection of the YOS and Prevention's programmes noted that the service had a range of interventions available for children

and young people at risk of offending and for those that had offended but recommended that staff should have an increased knowledge and understanding, and the correct skills, to deliver interventions that could be effective with children and young people.

All the intervention plans inspected were sensitive to diversity issues and plans were noted to address the likelihood of re-offending in the vast majority of cases. Prevention plans were assessed not to sufficiently address the RoH to others in 58% of cases. For Community Orders the judgement was that planned interventions sufficiently addressed the RoH to others in all cases. In the community phase of custodial sentences interventions met RoH considerations and supported the achievement of the intervention plan objectives in 93% of cases. Custody phase plans were less focused on RoH considerations were only clearly met in 44% of cases. These issues are being addressed through the HMIP Improvement Plan that will be monitored by the YOMB.

The inspection found that interventions related to the identified ETE needs were offered to the child or young person by the educational specialists in all cases. The content of the interventions promoted ETE learning opportunities and attainment in respect of statutory mainstream (100%), statutory other (100%), 16+ education & employment (92%) and 16+ employment (67%). During the inspection, examination of the delivered interventions with children and young people who had offended revealed positive demonstrable changes in their attitude (more than half of the cases inspected) and behaviour (half of the cases inspected).

The YOMB are highly skilled in change management with most of the organisations having been through major changes during the past five years. Most YOS managers have completed management training and two have completed project management training (PRINCE2) with two senior manager's having completed assessed academic courses which include change management and transformational leadership components. The experience of the recent inspection and the reaction of all stakeholders both pre and post inspection indicates a good capacity to manage change.

The YOS has been a regular contributor to Magistrates training for many years and opportunities exist for a dialogue with Magistrates about how we can work together on the forthcoming changes arising from the Criminal Justice and Immigration Act 2008. The YOS does not have a clear pathway for discussion with the Judiciary although plans are currently in progress to try to establish dialogue with a joint meeting planned with the Head of Service.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Asset and ROSH assessments are not accurate and consistent resulting in poor targeting of the scaled approach.	Ensure that appropriate systems are in place for training and management oversight of assessment and risk issues including completion monitoring and quality assurance.	Asset and ROSH assessments are accurate and consistent resulting in effective targeting of the scaled approach	Performance Manager (AC)	TBC
YOS structures do not support the introduction of the YRO and Scaled Approach.	YOS reviews suitability of structures taking into account end-to-end offender management model and the development of locality-based services.	YOS structures support the introduction of the YRO and Scaled Approach.	HoS, (DT)	TBC
YOS service level agreements with partners do not support the introduction	All SLAs are reviewed to ensure service provision allows delivery of YRO requirements.	YOS service level agreements with partners support the introduction of the YRO and Scaled Approach.	HoS, (DT)	TBC

11/08/2008

of the YRO and Scaled Approach.				
Magistrates and the Judiciary do not understand the YRO and Scaled Approach leading to inappropriate sentencing.	Arrange meetings and training for the Youth Bench and resident Judge on how the YOS will deliver on the YRO and Scaled Approach in the local environment.	Magistrates and the Judiciary fully understand the YRO and Scaled Approach	Court Manager (GM)	TBC

D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Knowledge in relation to YRO and Scaled Approach	All YOS staff.	Free staff to attend YJB training events.		TBC
Assessment skills	Primary: Case Managers, Prevention Workers	Support PCEP attendance Support through supervision and appraisal and coaching by management. Support attendance at regional and local training on risk and assessment.		TBC

D4 YJB risk to future delivery assessment comments

SECTION D – BUSINESS CHANGE AND INNOVATION				
D1 Describe the proposed business change or innovation – Workforce Development				
Due to the new local focus and improved workforce development infrastructure in youth justice services, YOTs will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.				
D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
Insufficient funding for OU training for YOS Practitioners	YOS Manager to discuss partnership contributions to training budget for 2009/11 YOS IS Manager and Performance Manager to co-ordinate delivery of OU training modules with lead Operational Manager for training	Increase numbers of YOS staff completing YJB induction and PCEP.	YOS Operational Manager for training	2009
D3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
IT skills to undertake online training	YOS staff	Key staff to be identified as Mentors to support new staff in completing OU training	YOS Operational Manager for training	2009
D4 YJB risk to future delivery assessment comments				

SECTION E1 – WORKFORCE DEVELOPMENT

E1.1 Assess the extent to which the YOT Workforce Development Strategy has helped the YOT partnership to effectively manage risks to future delivery

The YOS has a training budget of £15k and supports both internal staff training and development and YJB supported training for the Professional Certificate in Effective Practice (PCEP). All new staff are encouraged to undertake the PCEP and over half of current YOS case managers have completed the training. PCEP will continue to be prioritised with two further cohorts planned for October 2008 and February 2009, whilst consideration will be given by the YOMB to ensuring appropriate resource allocation to maintain funding beyond March 2011.

The YOS continues to develop a more systematic approach to training linked to supervision and appraisal and has developed a training matrix for all frontline staff and managers identifying priority training for professional practice development. Induction training is provided to all new staff and volunteers comprising of core elements including risk, health & safety and safeguarding. Partner agencies also contribute towards induction training to support multi-agency referral and assessment. The YOS has extended induction briefings to new YOMB members and elected council members. YOS duty and CYPs duty staff will attend joint familiarisation events in 2008. An operational manager represents the YOS as training link manager for the YJB regional training advisor and the city council staff development unit. The YOS are represented on the Human Resources Performance Group for Children and Young People to ensure that YOS contributions are made to local Children's Workforce Development.

The YOS are currently supporting two staff to undertake sponsored social work training and provide approximately five Diploma in Social Work (DipSW) placements per year for Leicester University and De Montfort University students. There are currently three trained practice teacher assessors at YOS who support students on placement and provide peer mentoring and support to newly qualified staff. The YOS has agreed to work with Nottingham Trent University to provide four additional short term placements to Youth Justice Students in April 2009 and two long term placements in 2010 as part of its commitment to the development of a national qualifications framework.

Operational Managers are encouraged and supported to complete ILM Management training and two managers are currently completing ILM 5. The Head of Service completed a Diploma in Management Studies in 2007 with study leave provided by the YOS whilst an Operational Manager has completed ILM 7 training. All managers are required to complete a range of essential core skills training including recruitment and selection, managing diverse teams, supervision and appraisal, health and safety, risk and safeguarding.

Specialist training is provided in-house to YOS practitioners by seconded and specialist staff including substance misuse, mental health, basic skills, risk and MAPPA training. The YOS work closely with statutory partners to ensure that training provision is integrated to meet priority areas of development. The YOS has provided joint training with the Police in respect of reducing first time entrants, and joint training with the Social Care and Safeguarding division in respect of safeguarding issues for YOS practitioners. Priority training identified from the 2007/08 Youth Justice Plan has been delivered as follows: PSR refresh training, Core ASSET refresh training, Learning Styles and Motivational Training, Risk Assessment Refresh Training, Black Cases forum training, Careworks upgrade and refresh training. The YOS continue to develop practitioner training on ETE with a further programme due to be rolled out August/September 2008.

The overall workforce breakdown of the YOS by Ethnicity is: 22% Indian (20 staff), 62% White British (57 staff), 3% White Irish (3 staff), 8%

African/Caribbean (7 Staff), 5% Dual heritage and White European (4 staff). Gender breakdown is as follows; 38% male (35 staff) and 62% female (56 staff). See table B7. Breakdown of Management by Ethnicity is: White British 67% (6 Staff), Indian 11% (1 staff), White Irish 11% (1 staff), and White European 11% (1 Staff). Gender breakdown is as follows; 55% Male (5 Staff) and 45% female (4 staff).

The YOS induction programme is being revised following a recent staff induction survey to ensure the programme meets changing operational needs and is consistent with service priorities of assessment, risk management and safeguarding. New employees are supported to attend the YJB induction, complimented by Adults & CYPS inductions together with mandatory training in areas such as safeguarding and risk assessment. A 'buddy' system is in place to support new staff as part of their induction.

The YOS has recently reviewed supervision and appraisal policies and procedures to ensure that they are consistent with best practice guidance and aligned to training and professional development needs. A new training need pro forma has been designed in consultation with staff to ensure key priorities such as managing risk, diversity and safeguarding issues are recorded in a systematic way. The appraisal pro forma now includes a matrix which is then used for the purposes of identifying future training needs. The YOS are working with the City Council to further reduce sickness absence as part of a programme of improving organisational efficiency whilst all managers have received support in capability processes.

The YOS has 80 Panel Member volunteers who are representative of the diverse communities of the City in terms of age, gender and ethnicity. Retention is sustained through offering good supervision, training and acknowledgement of services as well as good communication and information sharing. The YOS offer a comprehensive training programme following the YJB Panel Member guidance, partly facilitated by Panel Members. Group and individual supervision is offered, together with meeting with YOS staff and managers. They are consulted on changes and improvements on the effective delivering of Panels. A Panel Member conference on the theme of Equality and Diversity was organised with an attendance of 60 panel members.

Development opportunities are disseminated to all staff and progression is supported through supervision and appraisal. Seconded workers maintain links with their agencies through on going professional development needs assessed by joint appraisal. Social Workers and Nurses are supported with training to keep up their registration and Practice assessor courses for Social Worker are encouraged. Professional Qualification within relevant professions is supported as well as placements being offered to students who have an interest within the field of Youth Justice.

The YOS will be proactive in ensuring that all relevant employees are supported to attend the YRO and scaled approach training in 2008/09 prior to implementation of the criminal Justice and Immigration Act 2008. The YOS are fully participating in a regional review of ASSET quality and will be ensuring that all case managers are supported to undertake APIS training in 2008/09, as part of the local APIS Improvement Plan. The YOS Performance Manager works with Operational Managers to quality assess APIS with regular sampling of Asset through supervision. A revised gate keeping pro forma is in place for all PSR's and BME cases are provided with additional peer scrutiny through the Black Cases Forum.

E1.2 Identify risks to workforce development and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
No full time workforce development officer (WDO)	Identify funding	If there was a full time WDO this would ensure that staff are receiving training, inductions contributing toward professional development and improved outcomes.	Head Of Service	2009
Administrative Support	Ensure that there is adequate support from admin	Ensures the smooth running of this area of work. Able to keep records up to date and disseminate information	Admin manager/Deputy Head of service	2009
Ability to provide adequate staff cover to facilitate high levels of training need in 2008/9.	Have a realistic timetable in order to be able to deliver	If able to deliver will impact on practice and outcomes	Training Manager and all managers	ongoing
Staff retention As well as the makeup of the workforce	Audit number of staff that have left since completing the PCEP Why certain sections of the community are not represented	A committed diverse workforce contributes to a healthy working environment, meeting targets and also talk up the YOS. Staff motivation and moral would be high	All Managers	Audit by Feb 08
E1.3 YJB risk to future delivery assessment comments				

SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

E2.1 Comments from risk to future delivery assessment from YOT management board chair

The YOS has continued to perform well in 2007/08 sustaining an overall performance Level 4 (73%) compared to the Family Group average of 68%. The YOS scored a maximum of 5 (87%) for National Standards compliance in 2007/08 compared to the Family Group average of 70%. The validated YOS EPQA score for 2007/08 is 84% compared to Family Group average of 74% resulting in a score of Level 4 out of 5.

The HMIP Inspection Report published in May 2008 judged the YOS as good in six out of eight areas and noted that there was a high level of commitment from partners to resource the YOS with both finance and staff. Areas for improvement identified by HMIP have been assimilated into an Improvement Plan with short term recommendations already implemented and reported to YOMB and longer term objectives incorporated into the Youth Justice Planning Framework delivery plans.

The DCS as chair of the YOMB will continue to ensure that YOS priorities are reflected in the CYPP and emerging Comprehensive Area Assessment with several key partnership planning days already in place to review the CYPP and LCYPSP priorities in line with Leicester's 25 Year Vision and Every Child Matters. The YJPF supports the 25 Year One Leicester Vision and is fully integrated into the Children and Young People's Plan priorities and the Safer Leicester Partnership Strategic Assessment that will inform the Comprehensive Area Assessment.

The local partnership has signalled the importance it attaches to preventing offending and re-offending by young people through ensuring NI 19 is a priority in the Local Area Agreement, and securing strategic prioritisation through the wider Community Safety Programme Board. The YOMB will work with the YOS Manager to ensure robust monitoring arrangements for NI 19 are supported by evidence of continued improvements in local priority areas including reductions in violent crime, gang related behaviour and reported anti social behaviour. Early indications from April – June 2008 suggest the significant reductions in reducing first time entrants by 37% in 2007/08 are being sustained and the YOMB will continue to support this joint APACS priority through the LCJB and LCYPSP. The over representation of black and dual heritage young people will continue to be closely monitored through regular reporting to YOMB whilst progress achieved over a number of years in reducing both the number of remand and custodial episodes will be championed by YOMB members.

The YOMB welcomes the prioritisation given to enhancing more robust community based alternatives to custody and improving services to young victims outlined in the recent Youth Crime Action Plan and will be working with strategic partners to ensure a coordinated and full response to the government proposals.

Performance management by the YOMB will be further strengthened in 2008/09 through nominated members acting as a champion for the six key YOS national indicators. The YOMB will continue to seek evidence of quality assurance processes through regular reporting through the YOS Manager as the new YJPF framework is embedded in the coming year, whilst compliance with best value and monitoring cost effectiveness will be aided by an enhanced financial management reporting framework currently being developed.

E2.2 YJB risk to future delivery summary comments

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E2.3 Review and sign-off

Name:	Sheila Lock		Job Title	Interim Chief Executive Leicester City Council	Date	
Name:	Andrew Bunyan		Job Title	Interim Corporate Director Children & Young People's Services	Date	
Name:	Tim Rideout		Job Title	Chief Executive Leicester City Primary Care Trust	Date	
Name:	Matt Baggott		Job Title	Chief Constable Leicestershire Constabulary	Date	
Name:	Heather Munro		Job Title	Chief Probation Officer LLR Probation Service Trust	Date	
Name:	Rosemary Beard		Job Title	Chief Executive Leicestershire Connexions	Date	

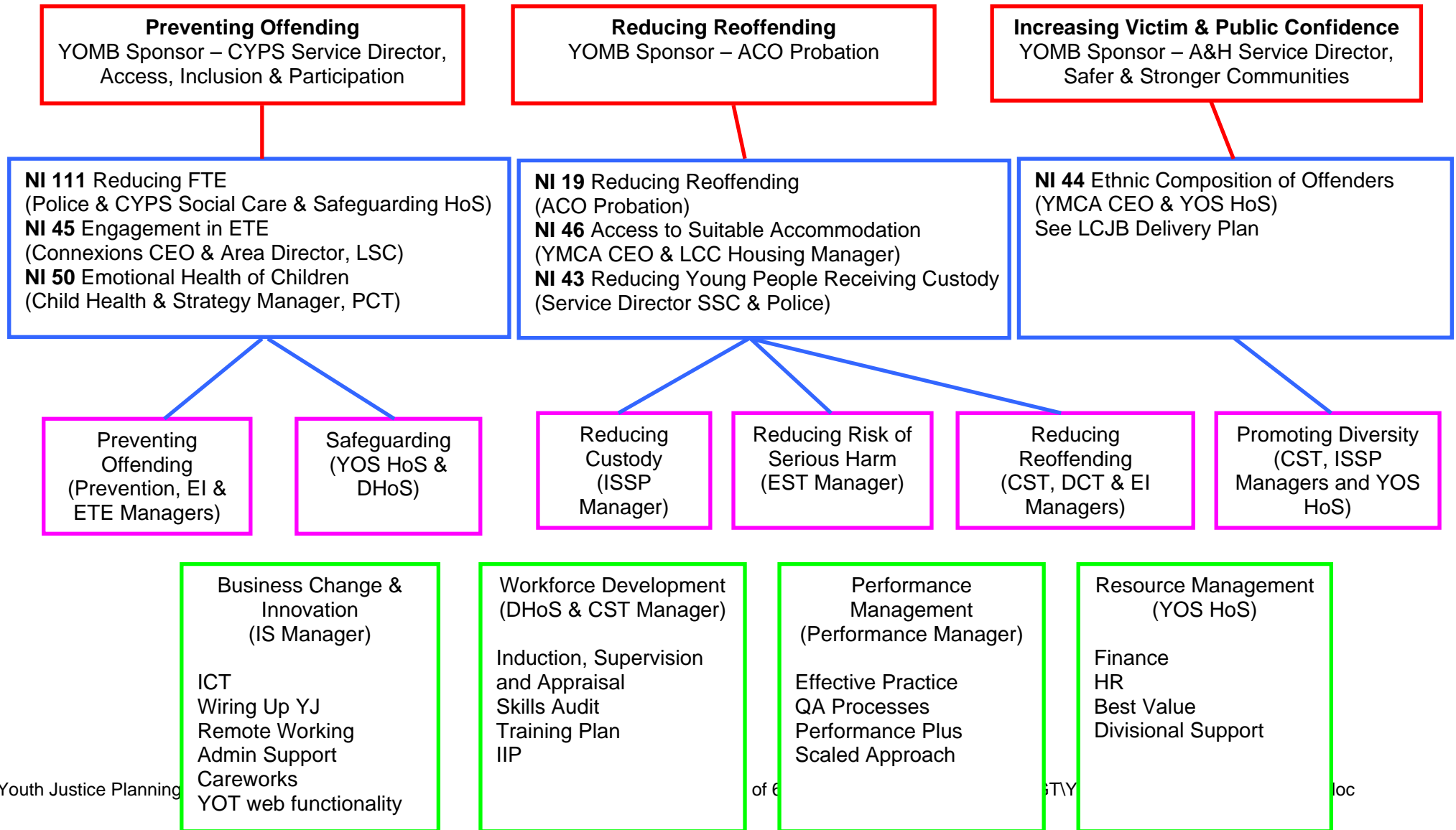
SECTION F – LESSONS LEARNT FROM COMPLETING THE YOUTH JUSTICE PLANNING TOOL
F1 What were the most valuable features of the youth justice planning framework and tool?
F2 What could have been developed further?
F3 What else would you like to be included in next year’s youth justice planning framework?
F4 Do you have any other comments?

Glossary

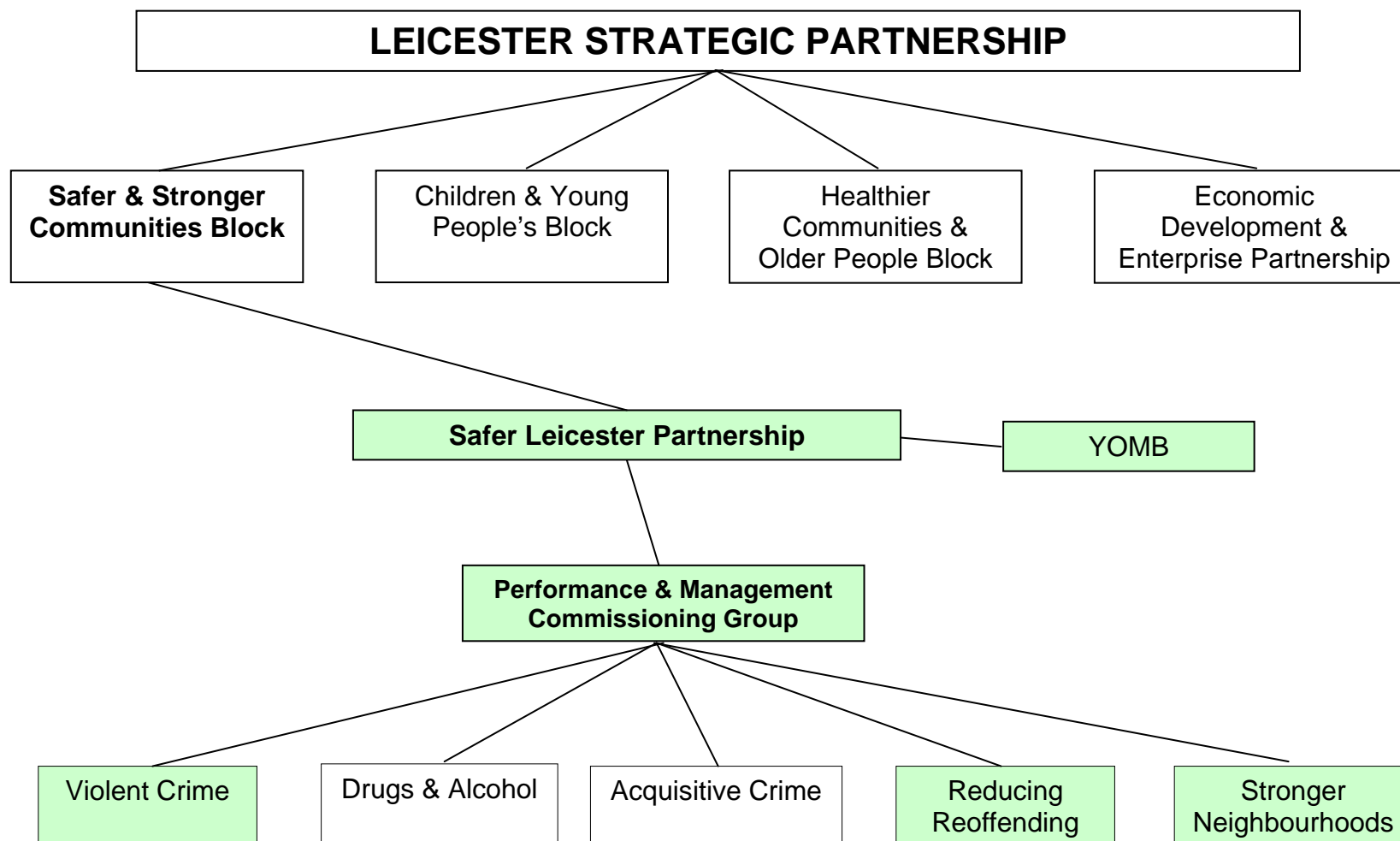
APA	Annual Performance Assessment	JCB	Joint Commissioning Board
APIS	Assessment, Planning, Intervention and Supervision	KPI	Key Performance Indicator
ASSET	Standard Youth Offending Team assessment tool	LAA	Local Area Agreement
ASB	Anti-Social Behaviour	LAC	Looked After Children
ASBO	Anti-Social Behaviour Order	LCJB	Local Criminal Justice Board
BCF	Black Cases Forum	LCYPSP	Children and Young Peoples' Strategic Partnership
BCU	Basic Command Unit	LSC	Learning Skills Council
BME	Black Minority Ethnic	LSCB	Local Safeguarding Children's Board
CAA	Comprehensive Area Assessment	MAPPA	Multi-agency Public Protection Arrangements
CAMHS	Child and Adolescent Mental Health Service	NI	National Indicator
CDRP	Crime and Disorder Reduction Partnership	OBTJ	Offences Brought To Justice
CJSSS	Criminal Justice: Simple, Speedy, Summary	ONSET	Standard Prevention assessment tool
CPN	Community Psychiatric Nurse	OU	Open University
CYPS	Children and Young People's Service	PCEP	Professional Certificate in Effective Practice
DAAT	Drug and Alcohol Action Team	PCT	Primary Care Trust
DCSF	Department for Children Schools and Families	PDR	Performance Development Review
DTO	Detention and Training Order	PPO	Prolific and Other Priority Offender
EDT	Emergency Duty Team	PSR	Pre-Sentence Report
EIA	Equality Impact Assessment	PVE	Preventing Violent Extremism
EPQA	Effective Practice Quality Assurance	PYO	Persistent Young Offender
ETE	Education, Training and Employment	RAP	Resettlement and Aftercare Programme
FTE	First Time Entrants	ROSH	Risk Of Serious Harm
HMCS	Her Majesty's Court Service	SLP	Safer Leicester Partnership
HMIP	Her Majesty's Inspectorate of Probation	VMP	Vulnerability Management Plan
HoS	Head of Service	YISP	Youth Inclusion and Support Panel
ISSP	Intensive Supervision and Surveillance Programme	YJB	Youth Justice Board
ICT	Information Communication Technology	YMCA	Yung Men's Christian Association
ISH	Integrated Services Hub	YOMB	Young Offender Management Board
IT	Information Technology	YOS	Youth Offending Service
JAR	Joint Area Review	YRO	Youth Rehabilitation Order

Appendix A - YOS Priorities 2008/09

Key
Strategic Priorities
NI Sponsors
YOS Delivery Plans
YOS Resources

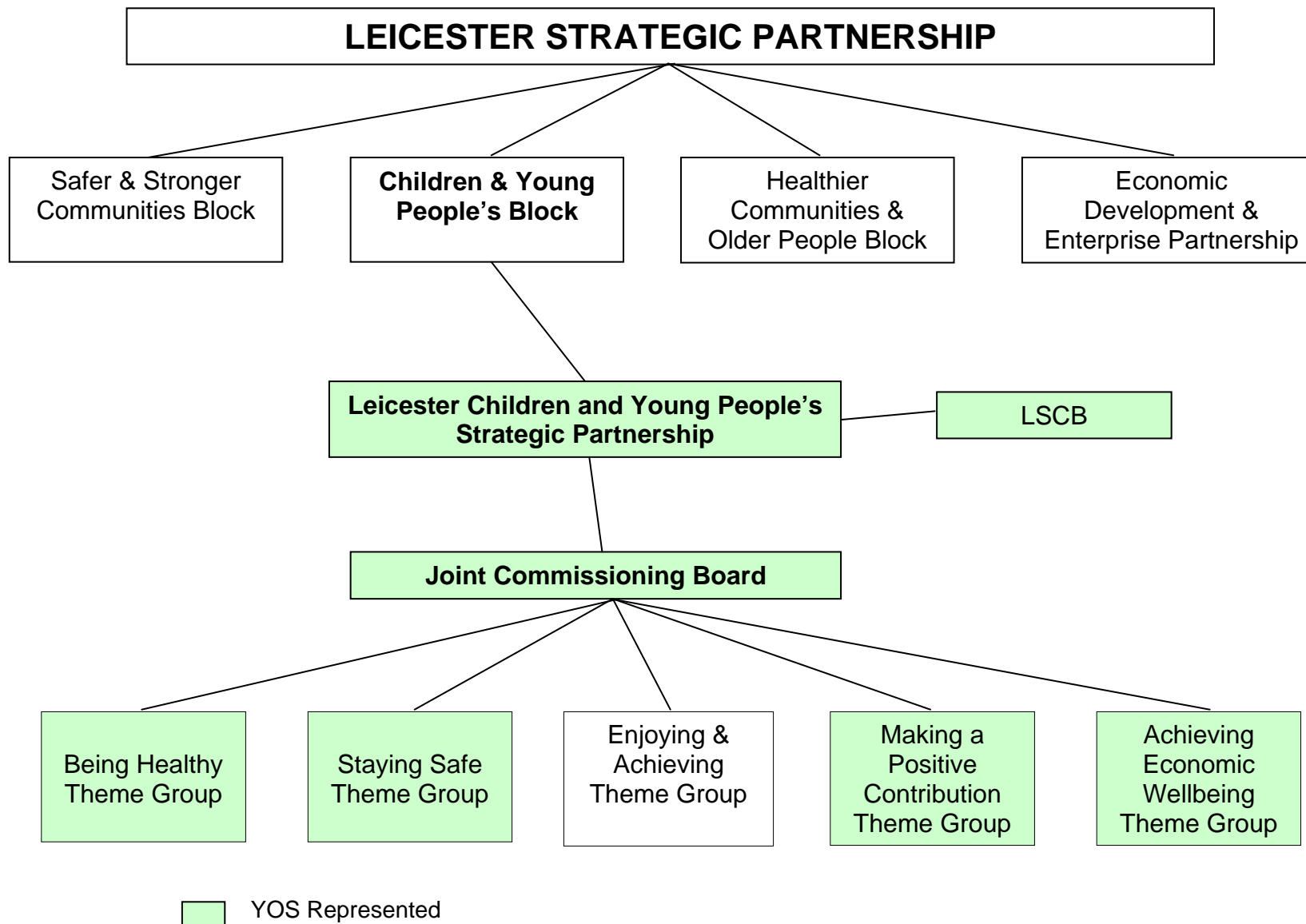


Appendix B – Safer & Stronger Communities Partnership Structure



YOS Represented

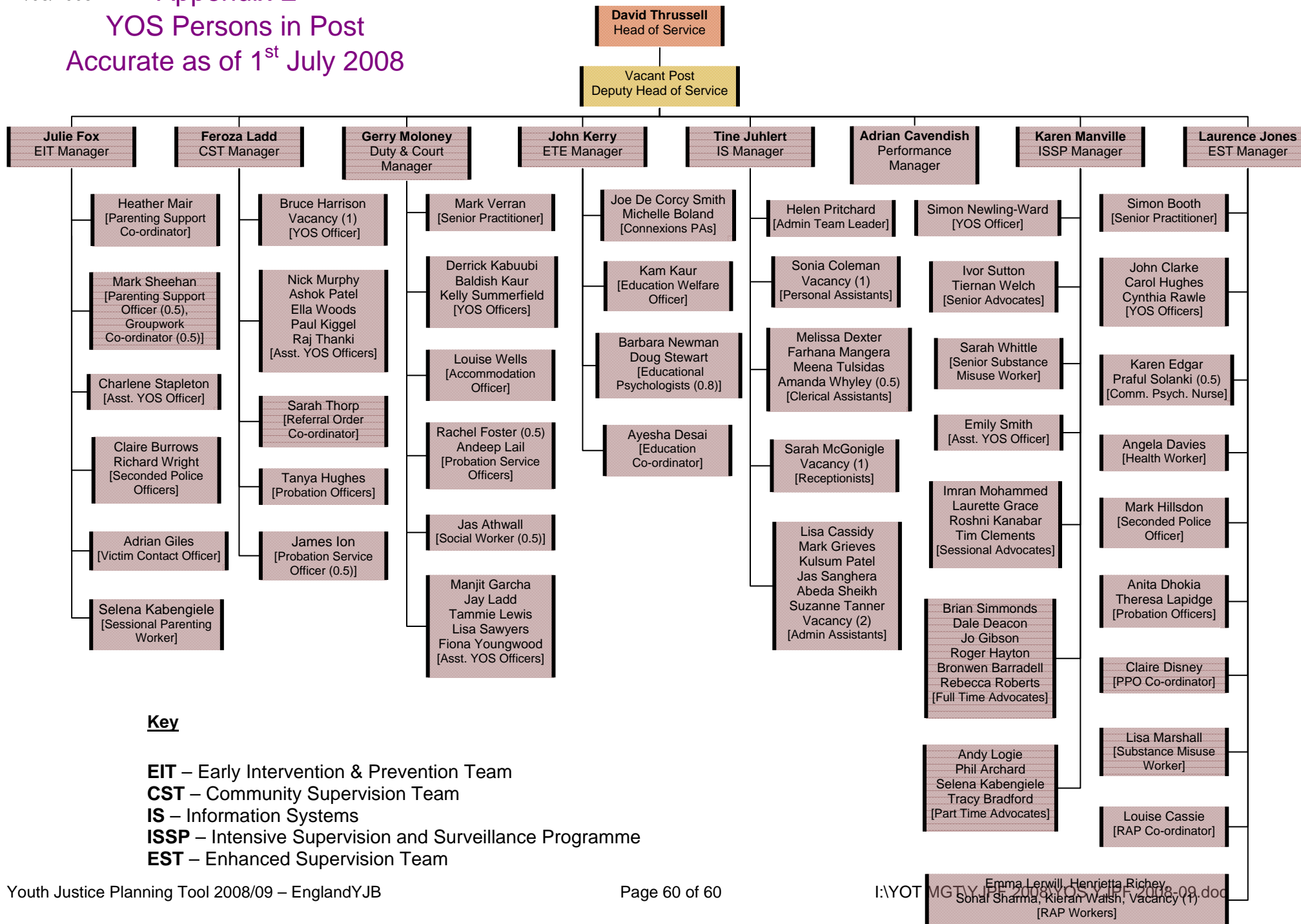
Appendix C – Children and Young People’s Partnership Structure



Appendix D Leicester City YOS KPI Summary Sheet

KPI Relates to:	Current Specific Requirement	Current			Comparison Data: Apr - Dec 07			Last Year Summary		Previous 4 Quarters			
		Current Target	Jan-Mar 08	2007-08 Overall	Family	East Midlands	National	2006-07 Target	2006-07 Overall	Jan-Mar 07	Apr-Jun 07	Jul-Sept 07	Oct-Dec 07
Final Warnings	Final Warnings with Intervention should be provided for all of young people meeting the relevant risk criteria.	100%	94.1% (16/17)	99.0% (95/96)	100%	96%	93%	95%	76% (42/55)	43% (6/14)	100% (26/26)	100% (23/23)	100% (30/30)
Secure / Custodial Remands	Less than 9% of remands (excluding unconditional bail) should utilise the secure estate.	<9%	9.6% (5/53)	17.6% (41/233)	20%	14%	16%	<30%	37% (52/139)	24% (7/29)	24% (15/63)	21% (12/56)	15% (9/61)
Custodial Sentencing*	Less than 5% of court disposals should result in a custodial sentence.	<5%	5.5% (15/273)	5.7% (55/967)	8%	6%	6%	<5%	4.7% (47/1008)	2.4% (7/288)	6.8% (16/237)	4.7% (11/234)	5.8% (13/223)
Restorative Processes	25% or more of victims should participate in a restorative process.	25%	31.5% (45/143)	21.5% (117/544)	23%	16%	25%	75%	97% (73/75)	67% (4/6)	11% (10/90)	20% (30/152)	20% (32/159)
Victim Satisfaction	85% or more of victims commenting on the restorative process must be satisfied/very satisfied	85%	100% (39/39)	100% (85/85)	97%	96%	97%	75%	100% (22/22)	100% (4/4)	100% (7/7)	100% (26/26)	100% (13/13)
Parenting	20% or more of disposals should be supported by parenting orders, parenting contracts or voluntary intervention.	20%	27.5% (42/153)	27.2% (145/534)	20%	19%	17%	10%	47% (279/598)	8% (11/140)	23% (17/74)	27% (45/170)	28% (41/137)
DTO Planning	All DTO cases should have Initial Training Plans drawn up within National Standards guidelines.	100%	100% (15/15)	100% (55/55)	86%	90%	84%	100%	95% (110/116)	100% (41/41)	100% (16/16)	100% (11/11)	100% (13/13)
Education, Training & Employment*	90% or more of cases being closed should be in suitable education, training or employment.	90%	74.5% (105/141)	71.0% (363/511)	65%	73%	71%	90%	54% (326/606)	64% (88/137)	66% (101/152)	70% (61/87)	73% (96/131)
Accommodation*	All cases being closed or transferred from custody into the community should be assessed as living in suitable accommodation.	100%	100% (157/157)	98.4% (620/630)	97%	98%	95%	100%	99% (582/586)	98% (135/137)	95% (149/157)	99% (156/158)	100% (158/158)
Acute Mental Health Difficulties	All cases manifesting acute mental health difficulties should receive CAMHS assessment within 5 working days.	100%	N/A (0/0)	100% (5/5)	96%	100%	94%	100%	67% (6/9)	40% (2/5)	100% (1/1)	100% (3/3)	100% (1/1)
Non-Acute Mental Health Difficulties	All cases manifesting non-acute mental health difficulties should receive CAMHS assessment within 15 working days.	100%	90.5% (19/21)	82.5% (47/57)	96%	96%	92%	100%	77% (43/56)	50% (7/14)	88% (15/17)	60% (9/15)	100% (4/4)
Substance Misuse Assessment	All cases considered by the YOS as requiring substance misuse assessment should receive an assessment within 5 working days of referral.	100%	94.9% (37/39)	95.4% (104/109)	95%	95%	90%	95%	91% (226/247)	92% (22/24)	90% (18/20)	96% (27/28)	100% (22/22)
Substance Misuse Intervention	All cases identified as requiring substance misuse intervention should receive intervention within 10 working days.	100%	97.0% (32/33)	99.0% (98/99)	96%	100%	95%	95%	100% (114/114)	100% (20/20)	100% (18/18)	100% (28/28)	100% (20/20)

Appendix E– YOS Persons in Post Accurate as of 1st July 2008



Key

- EIT** – Early Intervention & Prevention Team
- CST** – Community Supervision Team
- IS** – Information Systems
- ISSP** – Intensive Supervision and Surveillance Programme
- EST** – Enhanced Supervision Team