

LEICESTER CITY YOUTH JUSTICE PLAN
2002/2003 – 2004/2005

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LEICESTER CITY YOUTH OFFENDING TEAM
YOUTH JUSTICE PLAN 2002/03 –2004/05 (DRAFT)

The Context

Leicester is vibrant and diverse city in terms of its population and culture. There has been a considerable investment in the development of the city both by the private and public sector. Government funding has been substantial and which has led to the creation of a rang of initiatives, (Children's Fund, New Deal, SRB, JAZ, EAZ Crime & Disorder etc).

Since its establishment in April 2000, the Youth Offending Team has had to respond rapidly and effectively to a variety of changing and challenging new agendas at both the national and local level. New strategic partnerships for the delivery of children's services, the creation of the National Probation Service, and the imminent re-organisation of the health services have required the Youth Offending Team to adapt practices and develop new strategic links to ensure that its services are linked effectively. Locally, the modernising agenda including the strategy for revitalising neighbourhoods which is currently being introduced in Leicester will have further implications for how the team positions itself.

Developments have come about also as a result of new streams of funding from the Youth Justice Board and also from some local partnerships. This means that the Youth Offending Team has now almost doubled in size. Over the last year stronger links with the voluntary sector have been made. The two new mentoring schemes, (one with Leicestershire Community Projects Trust and one with Leicester Racial Equality Council) and a multi-agency partnership with the YMCA are imaginative projects which have been realised through Youth Justice Board Funding. The Youth Offending Team is also working closely with Victim Support - particularly the role that they can play in the delivery of the Referral Order Scheme.

Equality

The Youth Offending Team and its Management Group are committed to ensuring equality of access to all its services by young people, their families, victims and communities in Leicester. They acknowledge in particular, the cultural diversity of the population of the City. They will seek to ensure that this is reflected within the workforce and that services provided are culturally relevant.

The Youth Offending Team recognises the duty that it has to ensure that its services conform to the requirements under the Race Relations (Amendment) Act 2000, and is aware of the forthcoming code of practice which public organisations will need to adopt.

Census information to be published in 2003 is likely to indicate that more than 50% of young people aged 10-17 in Leicester will be from minority ethnic populations. This will have significant implications for practice and service delivery which the Youth Offending Team will need to consider.

Introduction

This is the third Youth Justice Plan for Leicester City. The two previous Plans (1999-2000 and 2001-02) were both commended by the Youth Justice Board, acknowledging that the firm commitments made by partner agencies to establish the Youth Offending Team in year one had been consolidated in its second year and that it was well placed to provide the required Youth Justice Services. The Youth Offending Team is committed to providing challenging and quality service in all areas of its work

This Youth Justice Plan is due to be submitted to the Youth Justice Board by 1st March 2002. The Plan is a requirement for the Local Authority under the Crime and Disorder Act 1998 and in October last year, the Youth Justice Board issued guidelines for its preparation. This new plan has a significantly different format and focus from the two previous ones. The main changes are summarised below:-

1. The Plan is to detail strategies for the medium term (2002/03 – 2004/05). Detailed local targets to be set for 2002-03, with a framework of local and national objectives for the subsequent two years.
2. The Plan has to demonstrate how Leicester will respond to the priorities which the Youth Justice Board has set nationally for Youth Offending Teams with the continuing overall aim of preventing and reducing offending. The Plan needs to evidence outcomes by linking the information requirements to 13 new performance measures and their supporting targets.
3. Using the aggregated ASSET data, the Plan must detail how agencies and partnerships will provide services to reduce offending and how these performance measures will be met.
4. The Plan should reflect the growing emphasis on co-ordination, integration and delivery of children's services, and how these will achieve a greater chance of improved outcomes.
5. The Plan must be informed by consultation with a range of stakeholders involved with Criminal Justice and Children's Services, local Crime Reduction partnerships and local people and politicians. Feedback from service users and their families should also be sought both on the quality and effectiveness of the services provided.
6. Performance data will no longer be included in the Plan. This will be sent separately to the Youth Justice Board, but continue to be disseminated at the local level to a range of partner agencies.

Consultation On This Youth Justice Plan

There has been extensive consultation with a wide range of stakeholders. This Plan has been informed by the comments and views from a wide range of individuals and organisations.

It has been presented to the YOT Management Group on two occasions, the Leicester City Council Directors' Board and Leader's Briefing. It has been circulated to the Crime and Disorder Partnership and to members of the Area Criminal Justice Strategy Committee. It will be presented to the Leicester City Council Cabinet in March.

There has been widespread consultation with YOT staff. This was followed by a stakeholders event for a number of partner agencies, from the statutory and voluntary sector, Magistrates, local politicians, CPS, Defence Solicitors, Youth Justice Board and YOT staff. Feedback has indicated that it was an engaging, informative and participative event, enabling partners to add value to the YOT Plan and recognise how the YOT can contribute to their strategic plans.

The Youth Offending Team actively seeks comments from young people and their families on the range and quality of services that they receive. Comment cards are displayed in the waiting area. A questionnaire to assess satisfaction levels was carried out last year with some positive and constructive feedback. A further survey, plus exit questionnaires for all service users will be carried out later this year.

Format Of The Plan

The Plan is divided into two sections. The first section details the YOT's performance in 2001-02 and the extent to which it met its objectives. These were all locally set targets designed to meet the six national objectives of the youth justice system.

This analysis of performance has been utilised to plan how youth justice services will be delivered over the next 3 years. These include the partnerships with other agencies which will enable the YOT to meet the targets of the new 13 performance measures set nationally by the Youth Justice Board. These new measures reflect the Youth Justice Board priorities for all Youth Offending Teams. They are a mixture of process, outcome and partnership measures designed to:-

- < improve the quality of services (5, 6, 7, 8, 9 and 10).
- < to increase the effectiveness of Youth justice services(1, 2, 3 and 4).
- < to develop and extend services (11,12 and 13).

Section Two of the Plan describes the structure and composition of the Team and the management and staffing arrangements. The resources being made available by partner agencies and other sources are detailed together with an assessment of how these will be used in the most effective manner to the performance measures and contribute to the delivery of the 6 principal objectives of the Youth Justice System.

Summary of Review Of Performance 2001 – 2002

The Youth Justice Plan 2001-02 included 44 local targets to contribute to the successful delivery of the 6 principal objectives of the Youth Justice System. Of these 44, 38 were either fully or substantially achieved, 5 not achieved and 1 had to be delayed.

In particular Leicester YOT:-

- **Contributed to speeding up youth justice**
 - Completed 332 PSRs and 105 stand down reports in line within National Standards timescales.
 - Provided 85% of all “serious enough” reports by stand down or specific sentence reports.
 - Saved 1510 adjournment days through the provision of reports on the day.
- **Achieved excellent results on bail supervision**
 - 100% of young people on bail supervision attended all Court appearances
 - 87% of offenders on bail supervision did not re-offend on bail
- **Established and developed 6 group work programmes**
 - Including anger management, victim empathy, vehicle offenders, robbery reduction , life skills and a careers education programme
- **Incorporated restorative justice principles into our work**
 - Completed 11 restorative conferences
 - Consulted 45 victims (all of whom were satisfied with our service)
 - Set up 24 reparative placements (including 3 located in minority ethnic organisations)
- **Successfully attracted new funding for the YOT to develop in partnership new programmes.**
 - Intensive Supervision and Surveillance Programme (in partnership with the County YOT and the Youth Advocate Program).
 - Minority ethnic Mentoring Plus Programme (in partnership with Leicester Racial Equality Council)
 - Literacy and Numeracy Mentoring Programme (in partnership with Leicestershire Community Projects Trust)
 - Accommodation for young offenders (in partnership with YMCA, Leaving Care Team and the Housing Department.)
 - Advice and information shop (in partnership with Barnardos and other agencies).
 - Easter and Summer Splash Programmes (in partnership with Arts and Leisure Department and 2 youth projects in Mowmacre and Belgrave).

- **Progressed strategies to increase access to education and mental health services**
- **Developed a closer working relationship with the Junior Attendance Centre**
- **Supervised the successful completion of 94% of parenting orders**

Specific challenges that remain relate to the reduction in the use of custodial sentences, remands and reducing the offending by Looked After Children. These will be taken forward in 2002.

SECTION ONE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001/02

- 1. The swift administration of justice so that every young person accused of breaking the law has the matter resolved without delay.**
- 2. To confront young offenders with the consequences of their offending.**
- 3. Interventions which tackle the particular factors which put a young person at risk of offending.**
- 4. Punishment proportionate to the seriousness of offending.**
- 5. Encouraging reparation to victims by young offenders.**
- 6. Reinforcing the responsibilities of parents.**

SECTION ONE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE ONE (National and Local) The swift administration of justice so that every young person accused of breaking the law has the matter resolved without delay.				
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
a)	Provision of Pre Sentence Reports and other Court reports.	Reducing time from plea to sentence of young people.	95% (232) (general population) and 100% (140) (PYOs) prepared within National Standards timescales of 15 and 10 working days.	Achieved. The YOT now produces reports in almost 100% of cases to national standards timetables. YOT has worked with PA Consulting and partner agencies to resolve problems over mis-identification of PYOs particularly from Police and by Courts. The YOT have entered into dialogue with the Crown Court where listing issues cause difficulties – in these cases YOT still seeks to have reports written within national standards timescale. For more details see performance measure 9.
b)	Provision of Specific Sentence Reports	Reduce adjournments for PSRs.	Increase provision of SSRs to 50% (216) of all Court report requests in the Youth Court.	Mostly achieved. In 2002 YOT completed 332 PSRs and 105 stand down reports (24% of all reports, but 85% of all serious enough adjournments). Stand-downs commenced in February with a dedicated officer being available to the Court to conduct enquires. Around 12% of stand-downs have been on PYOs representing a total saving of 1510 adjournment days (based on 15 working days for non PYOs and 10 days for PYOs). The opportunity to make use of stand down reports has been well received by the Youth Court and work is ongoing to ensure all benches use this facility with the assistance of the Court Users Group. For more details see performance measure 9.

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
c)	Provision of Specific Sentence Reports	Reduce delays from plea to sentence in the Crown Court.	20% of reports required for the Crown Court to be produced as a SSR.	Mostly achieved. YOT has entered into a dialogue with the Crown Court and are able to provide an officer to complete stand-down reports on request. The vast majority of Crown Court cases are “so serious” and therefore not appropriate for a stand down report, but the option is available. YOT seeks to ensure that PSRs response to supervision information is available to the Court to enable sentencing to take place without delay. For more details see performance measure 9.
d)	Bail Supervision Scheme	Young people attend Court on required date and do not re-offend on bail.	80% (33) reduction in offending by young people subject to the scheme 95% (38) attendance on required Court date. Extend supervision and support to evenings and weekends.	Achieved. In 2001 39 young people were placed on BSP. 34 (87%) have successfully completed BSP without re-offending. 100% Court attendance has been achieved. A group work programme for clients on BSP runs on Monday evenings. Funding identified to appoint further BSP worker to provide supervision during evening and weekends to start this year. For more details see performance measure 4.
e)	Bail Information and Assessments to Courts.	Reduce secure remands and remands to custody.	Reduction in secure remands and remands to custody by 20% (24).	Achieved: Bail information is provided in 100% of cases where CPS opposes conditional bail. Remands to the secure estate in 2001 totalled 78 (6.5%) of all remand decisions. In 2000 7.9% of remands were to the secure estate equating to 98 remands over a full year period (In 2001 the equivalent reduction of 20 remands were achieved). However 55% of remands involving custody, BSP and RTLAA were custody. Work is ongoing to strengthen BSP. For more details see performance measure 4.

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
f)	Provision of information to Police to execute warrants on Persistent Young Offenders.	To reduce delays in dealing with PYOs.	All requests for information on known PYOs supplied by YOT within 24 hours of receiving request.	<p>Delayed: Civilian enforcement officers will take over responsibility for the enforcement of warrants from April 2002. Discussions have been concluded and staff briefed with regard to the provision of YOT information including risk assessments. At any one time approx. 25 warrants are outstanding, most of whom are not PYOs. A system is in place for executing breaches as soon as warrants are enforced to prevent any further delay.</p> <p>For more details see performance measure 4</p>
g)	Provision of information on success rates of Bail Supervision Scheme.	Increase confidence of sentencers in effectiveness of the Bail Supervision Scheme.	Information supplied quarterly to Youth Court Users Group, and Youth Court Magistrates' Panel.	<p>Achieved: Established methods of communicating through regular contributions to Court users groups and panels. New developments including increased provision of BSP in evenings and weekends have been communicated to Court Users within a newsletter.</p> <p>External BSP evaluator has completed research questionnaire involving all Youth Court Magistrates and Court users to assess satisfaction with BSP and will make recommendations to the YOT and partner agencies in March 2002.</p> <p>For more details see performance measure 4</p>

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
h)	Increase levels of engagement and understanding of young people and their parents/carers in the Court process.	Reduce unnecessary delays in Court.	Joint Police/YOT review of information pack provided at time of charge. Translations available in 5 main languages.	Achieved. Information leaflet available to young people at Police Stations. Appropriate Adults follow up cases in which they have had dealings and ensure offender and parents are aware of the Court date and the importance of attending.
i)	Monitoring remand and sentencing decisions.	Identify areas of discrimination in relation to race and gender.	Provision of information of remand and sentencing decisions by race and gender to Youth Court User's Group and Youth Court Magistrates' Panel.	Achieved: Detailed synopsis made available to the Court through newsletter and through YOT contributions to city Crime Profile which will be made available to the Court. No statistically significant discernible pattern by race although certain ethnic groups over represented in custodial disposals for certain offences (including robbery). Females over represented in Supervision Orders. For more details see performance measure 4
j)	Police decisions.	Reduction in numbers of young people detained overnight in Police Stations.	Joint Police/YOT/EDT review of practice. Increase number of transfers to local authority accommodation by 50% (100).	Partially achieved: 13 PACE beds used in 2001 – marginal increase on 2000. Action plan agreed and in process to train EDT appropriate adults and custody sergeants to ensure that PACE beds and/or BSP considered on all young people whom Police intend to refuse bail. Work will be ongoing in 2002. For more details see performance measure 9

SECTION THREE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE TWO: (National and Local) To confront young offenders with the consequences of their offending			
ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
a) YOT Retail Theft Initiative.	Ensure understanding by young offenders subject to interventions following Final Warnings of the impact of their offending. Reduce social and economic costs of crime.	Reduce incidence of similar offending by young offenders referred to scheme by 50% (baseline information to be collected during 2001).	Achieved. Baseline established. 25 young people have successfully completed the retail theft programme in 2001. Recidivism analysis has commenced on this cohort and data will be available 12 months after completion of the programme. For more details see performance measure 3.
b) Establishment of groupwork programme meeting effective practice criteria.	Improve pro-social behaviour among participants and reduce offending.	100% PYOs and those young offenders subject to Supervision and Probation Orders, and those released following Detention and Training Orders (where appropriate) assessed as medium/high risk of re-offending referred to programme.	Achieved. Reorganisation of programmes within the probation service has led to a reduction in referrals by the YOT to programmes. In place YOT has developed their own programmes including ISSP, a victim empathy programme, Fast Focus offenders programme (in partnership with a motor project) and an ongoing anger management programme. Case managers assess all young people for these programmes as appropriate. The YOT has researched and developed a life skills cognitive behavioural group for offenders on lower tariff orders. For higher risk offenders the YOT have developed a vehicle offender's programme and, with funding secured from the Crime and Disorder Partnership, a cognitive behavioural robbery programme. For more details see performance measure 1, 2 and 6.

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
c)	Direct/Indirect reparation.	Ensure young offenders have the opportunity to make amends for their behaviour.	100% community orders to include element of either direct or indirect reparation.	Achieved: All PSRs and supervision plans address reparative activity. As a minimum standard all community orders include element of victim empathy on either one to one or group programme. 35 direct contacts have been made with victims including 11 restorative conferences and 37 direct reparation or indirect reparation placements. For more details see performance measure 2 and 6.
d)	Effective enforcement of all Court orders	Improve levels of compliance with Court orders by young people. Increase confidence of Courts, victims and communities. Reduce the fear of crime.	100% of missed appointments assessed within 1 working day as acceptable/unacceptable. 100% of cases of non-compliance breached within National Standard timescales.	Ongoing: Team training events held to promote National Standards and provide training around breach procedures. Protocol in place that acceptable absences must be agreed and counter-signed by line manager. YOT has introduced internal case sampling and has negotiated with Nacro to provide an independent review of performance in relation to National Standards. For more details see performance measure 1 and 2.
e)	Implementation of start and exit questionnaires	Young people to assess effectiveness of the intervention and their likelihood of re-offending.	All young offenders asked to complete an exit questionnaire designed to measure changes in attitude and behaviour.	Mostly achieved. All young offenders are asked to complete What Do You Think Document. This is currently being adapted for use as offenders near the end of their order. Existing group work programmes including parenting group, retail crime programme, anger programme and victim empathy group utilise exit evaluation. These consistently demonstrate achievement of learning aims. For more details see performance measure 2 and 8.

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
f)	Implementation of programme for Asian and Black young offenders	Ensure that culturally relevant interventions are provided that will assist changes in attitude and behaviour.	100% Asian and Black offenders offered specific programme.	<p>Achieved. YOT have worked in partnership with Leicester Racial Equality Council to devise and successfully bid for YJB funded mentoring plus programme for minority ethnic offenders. All minority ethnic offenders will be assessed for this programme. Project workers have been recruited and a steering group established, referrals to commence in March 2002.</p> <p>All minority ethnic young people in custody are referred to the Black Prisoners Support Group.</p> <p>YOT employs two specialist officers (Race relations Act exempted): an Asian and an African Caribbean YOT officer who have been involved in planning interventions and staff training. Offenders referred for a PSR have the ability to express a preference for PSR writer, and a Black cases panel will be revitalised. A robbery programme partially funded by Crime and Disorder Partnership is being established as a result of disproportionate young black people convicted of this offence. Programme to start in March 2002.</p> <p>For more details see performance measure 2.</p>

SECTION ONE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE THREE: (National and Local)		Interventions which tackle the particular factors which put a young person at risk of offending		
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
a)	Supervision of young offenders who are also Looked After.	Improve the life chances of young people Looked After.	To reduce offending by young people Looked After continuously for 12 months or more by a further 10% (3) and those Looked After for shorter period by 20%.	Not achieved. 209 children aged 10+ LAC for more than 12 months in 2001. 30 - 14% committed an offence (including reprimand or Final Warning). This compares with 11.3% in 2000, although this figure excluded reprimands and Final Warnings. YOT has arranged to work together with LAC residential managers with regard to offending in children's homes, prosecution policies and the provision of a link Police Officer from the YOT for children's homes. For more details see performance measure 1 and 2.
b)	Prompt assessment of specific education needs.	Increase access to educational provision, and thereby to improve education attainment.	All young offenders at risk of exclusion referred to exclusions reference group. Reduce timescales from release from custody to placement admissions (baseline information to be collected). Provision of relevant education information on 100% (96) young people sentenced to Detention and Training Orders within 5 days of sentence.	Achieved. All permanently excluded young offenders automatically referred to the exclusions reference group. Group decides if school should be asked to re-instate pupil, or other provision should be established. Those whose school place becomes un-viable due to custodial sentence also referred. Ongoing work in place within the YOT to ensure that this referral is made at the earliest opportunity. Baseline information on delays in readmission to education after custody established. Protocol in place that education information should be provided in every PSR on school age offender. This forms the basis of information for DTO board. Student Support Service now routinely attend DTO exit boards to speed up provision of post custody education. For more details see performance measure 10 and 11.

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
c)	Careers/ Connexions Service Assessment.	To increase access of 16-17 year olds to employment/training provision.	100% 16-17 year old young offenders referred to Careers Service for assessment and interview in line with YOT/Careers Service protocol.	Achieved: All 16 – 17 year olds not already in appropriate education, training or employment referred through education officer to Careers Service. All supervision plans address education, training or employment issues. YOT and Careers have initiated “ROLL” - an 8 week careers education group work programme for offenders jointly staffed by the two agencies. An agreement is in place with the Learning and Skills Council to work together to ensure young offenders are offered suitable training/employment. For more details see performance measure 11
d)	Preventative work with children at risk of offending	Increase primary school attendance in line with Education Development Plan	Links established by YOT Education Worker with Primary School sector.	Partially achieved. Due to the low numbers of primary school pupils known to the YOT at any one time links are made on an individual basis with primary schools by the YOT education workers as needs are identified. YOT education welfare officer has been involved in staffing truancy sweeps in partnership with Police/education department and following up cases identified as linked to the YOT.
e)	Assessment of mental health needs of young people referred to the YOT.	Improve access to mental health services, based on assessed need (100 assessments undertaken 2000).	Mental Health assessments to be undertaken on all young offenders where needs indicated through ASSET.	Achieved: Mental health workers have assessed, and directly worked with 53 offenders and provided consultation on a further 26. A number of young offenders have been fast tracked on to specialist services (psychology and psychiatry) provided by Child & Adolescent Mental Health Service Young People’s Team. YOT assisting with data collection for research study BY Leicester University on unmet health needs of young people in criminal justice. For more details see performance measure 13.

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
f)	Accommodation resources for 16-17 year olds.	Increased numbers and range of accommodation resources available.	Undertake audit of current provision of available accommodation and identify gaps. Joint Housing Department/Voluntary Sector/YOT accommodation referral system to be established.	Achieved: YOT has employed 2 sessional staff members to complete an audit including interviewing staff and young people. Gaps identified particularly in provision of accommodation for 16 and 17 year olds. Strategy developed with YMCA, Leaving Care and Housing as using YJB and other funding to provide 6 supported beds. Access to citizenship programme for young offenders including those leaving custody and on bail. YOT Accommodation Officer appointed February 2002 with brief to develop in partnership on housing strategy for vulnerable young people. For more details see performance measure 12.

ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
g)	Services for young drug misusers	Increased direct service provision and access to specialist services. Reduction in offending by young people misusing drugs.	<p>Assessments undertaken on 100% of drug misusing young offenders. Direct services provided or referral to specialist services on all young offenders with specific drug misuse by specialist drugs worker. (Baseline information to be collected during 2001).</p> <p>Achieved: All service users screened using ASSET assessment tool. Those with identified drug misuse needs referred to drugs worker in team. YOT currently only has one half time drugs worker so capacity to do direct work limited, with the worker providing consultation and assisting with referrals to specialist services.</p> <p>The YOT specialist drugs worker has worked with the DAT to provide 2 days training to all practitioners on drug assessment and treatment issues in order to raise their capacity to work with all service users to Tier 1 and 2 levels.</p> <p>Since commencing the appointment in a 4 month period from July 2001 the half time drugs worker has worked directly with 16 service users and indirectly with 25. This would equate to baseline 328 contacts by a FTE in a one year period.</p> <p>A further full time substance misuse worker has been recruited and will commence in early 2002. YOT Manager member of DTTO steering group. Protocol for YOT DTTO cases agreed with Probation 1 DTTO made on YOT case.</p> <p>For more details see performance measure 2, 3 and 8.</p>

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
h)	Implementation of Citizenship Development Programme	Reduce offending by young people and increase their inclusion in main stream society.	5 young people during the course of their order to have participated successfully in the scheme without re-offending.	Not achieved. This development has been placed on hold as funding was not secured. The proposal is being reviewed and will be reactivated when appropriate funding is identified. For more details see performance measure 10.
i)	Reducing Teenage Pregnancy Strategy	Improving life chances of young women known to the YOT.	Completion of research study to identify physical and sexual health needs of young offenders. Establish baseline information on teenage pregnancy numbers within the YOT.	Achieved: Research study by Warwick University ongoing. Links have been developed with local Teenage Pregnancy Steering Group and YOT officer is to be trained to lead intervention on the physical and sexual health needs of service users. 3 offenders became pregnant during the course of their order in 2001. For more details see performance measure 2.

ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
j)	Attendance Centre Development Project	Integration of Attendance Centre Programmes with YOT provided youth justice services.	<p>100% (44) action plan reports to include assessment of suitability for Attendance Centre requirement.</p> <p>90% (90) young people referred to Attendance Centres to commence orders on first available session following Court appearance.</p> <p>Link YOT officer nominated to exchange information (including breach) between YOT and Attendance Centre.</p> <p>Achieved. The YOT has only completed 5 Action Plan Reports. APOs are generally made either after a stand down report or full PSR. 32 stand down reports have proposed APO and all of these have addressed attendance centres as a sentencing option. Not all PSRs that propose an APO address the issue of ACO and this is a matter than is being addressed within the YOT.</p> <p>88 Attendance Centre Orders have been made. Following an agreement with the Attendance Centre, the YOT instruct service users to attend on the first available session. The Attendance Centre runs weekly which means that all orders commence within 5 days of sentence.</p> <p>The YOT has agreed to prosecute all uncontested breaches. The Court team manager acts as the link worker with the officer in charge of the Attendance Centre on breach and other matters.</p> <p>Joint work by YOT manager and Attendance Centre Manager (part of YJB pilot) undertaken to ensure integration of services in view of proposed transfer of management arrangements to the YOT.</p>

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
k)	Integrated sentence management between YOT and secure providers	Reduce re-offending by young people released from Detention and Training Orders and Section 53 sentences.	10 days attendance at HMYOI Onley/YOT by YOT/Prison staff respectively to promote joint working practices.	Not achieved. HMYOI Onley has not been able to release staff, or to accommodate YOT staff. Possible YOT secondments raised with Governor, but Onley has not progressed this. For more details see performance measure 10.
l)	Development of Mentoring Scheme	Reduction in re-offending by those young people assessed as high risk of re-offending and subsequently referred to Mentoring Scheme.	70% (9) young people allocated a mentor do not re-offend during 12 month period following a Final Warning.	Achieved. 19 young people allocated a mentor following a Final Warning. 2 young people re-offended to date therefore 90% successful completion. (NB Baseline information almost complete). For more details see performance measure 3.

SECTION ONE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001-02

OBJECTIVE FOUR: (National and Local) Punishment proportionate to the seriousness of offending			
ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
a) Satisfaction level of sentencers with Pre Sentence and other Court reports.	Improve confidence of sentencers in YOTs ability to provide effective and challenging supervision programmes in the community.	Quality improvement of Pre Sentence Reports and Court Reports through audit and training. 20% (19) reduction in custodial sentences passed by Leicestershire Courts.	Achieved. YOT has introduced a PSR quality assurance protocol. Court manager has completed PSR quality sampling. PSR satisfaction survey of Magistrates prepared for the new year. YOT has devised a template for stand down reports and received positive feedback from Court stakeholders on the quality of these reports. YOT has combined with County YOT to employ Nacro to provide 4 days PSR quality improvement training for 30 PSR writers. Reduction in custodial sentencing has not been achieved. YOT has introduced ISSP from September 2001 and is developing a range of group work programmes. YOT is maintaining ongoing dialogue with Magistrates to increase confidence in robust community alternatives to custody. For more details see performance measure 9.

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
b)	Final Warning Interventions	To ensure effective targeting of young people at greater risk of re-offending.	Establish a range of interventions including mentoring offered following effective assessment of risk and need.	Achieved. YOT has worked with Interventions Team to establish a mentoring service and a wide range on interventions related to criminogenic needs identified by ASSET.(Victim empathy, offence focussed work, referrals to Careers, reparation etc.) Retail Crime Programme established and all those on Final Warnings for retail theft referred to this programme. For more details see performance measure 3.
c)	Establish joint working group to plan implementation of Referral Orders.	Identify demand and resources required for Referral Orders.	Working group established. Training for YOT staff undertaken Recruit panel members.	Achieved. Joint City/County steering group established. Referral Order co-ordinator appointed along side co-trainer and appointment of clerical support. 40 Panel members recruited. Training commenced January 2002, YOT staff briefed (to be completed by February 2002). For more details see performance measure 2.
d)	Community penalties	Increase proportion of community sentences made by the Courts and thereby reduce proportion of custodial sentences.	Increase by 20% (20) Supervision, Probation and Combination Orders.	Mostly achieved: Average of 44 new community orders per quarter in 2000 and 52 per quarter in 2001 – a 20% increase. Unfortunately custody rates have not fallen proportionally. For more details see performance measure 9.
e)	Monitoring of sentencing decisions in Leicestershire Courts	Identify patterns of sentencing in relation to ethnicity and gender.	Provision of information to Youth Court User's Group and Youth Court Panel. Comparison of sentencing decisions with other identified areas with high minority ethnic populations.	Mostly achieved. Sentencing decisions communicated through Youth Court Panel, Youth Court User's Group and newsletter. YOT has contributed detailed information to Crime Profile of Leicester City, which will be shared with these groups. Includes ethnic and gender data. Comparisons have been made with YOTs from family authorities on custody rates. This has confirmed high local use of custody both remand and sentence. For more details see performance measure 2 and 4.

SECTION ONE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001-02

OBJECTIVE FIVE: (National and Local) Encouraging reparation to victims by young offenders			
ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
a) Improving contact with victims.	Victims offered opportunity to engage in the YOTs work with offenders. Monitor victims' satisfaction levels with service provided.	Reparation Orders; 80% of non-corporate victims identified, contacted and offered opportunities for involvement (excluding those who have already indicated that they do not wish to be involved). Exit questionnaire to monitor satisfaction level provided to all victims engaging with restorative justice based mediation, with 70% of respondents responding satisfied with outcome.	Achieved. 55 reparation orders completed this year. 35 victims consulted (95%). 100% of victims who responded to YOT victim satisfaction survey reported that they were satisfied with nature of YOT contact although only 67% satisfied with Reparation Order as an appropriate sentence for the offence. For more details see performance measure 5 and 6.
b) Restorative Justice	Increase restorative conferencing interventions on orders supervised by the YOT.	To offer 10 Restorative Justice Conferences between victims and offenders facilitated by the YOT. Referral protocols established with Leicestershire Mediation Service. 20 cases referred to Leicestershire Mediation Service for victim offender mediation. Resourcing requirements identified.	Achieved. 11 Restorative Conferences undertaken with service users involved with their victim(s). Exit questionnaire demonstrates victims satisfied with outcome. Restorative conferences held for Final Warnings, reparation and Supervision Orders. Referral protocols with Leicester Mediation established. YOT has not been able to refer anticipated number of offences due to difficulty identifying appropriate resources. Funding has now be identified and referrals will recommence. For more details see performance measure 2, 5 and 6.

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
c)	Reparation activities	Increased understanding of victims' experiences by young offenders. Increased number and range of reparation placements available.	Victim empathy group established at least 1 per month. Database of Reparation placements available to the YOT. Placements to be diverse taking account race, gender, disability, sexual orientation and other considerations. 10% of all placements to established within minority ethnic organisations or communities. Identification of approved session adviser.	Achieved. 4 session victim empathy group programme developed, piloted and internally evaluated in last quarter. Will now be mainstreamed and run monthly. Database of 24 reparation placements established, 3 of these are with minority ethnic organisations. Other equality considerations identified on an ad-hoc basis. Worker appointed as sessional supervisor with capacity to co-ordinate reparation placements in evenings and at weekends. For more details see performance measure 2, 3, 5 and 6.
d)	Partnership with Victim Support	Agreement with Victim Support covering the nature of YOT contact with victims and YOT referrals of victims to Victim Support.	Protocol in place.	Achieved. Protocol in place. Victim Support and YOT have produced a leaflet for victims including Victim Support details. Victim Support represented on Referral Order steering group and has agreed to accompany victims to panel meetings where requested. For more details see performance measure 6.
e)	Victim Personal Statement Scheme	Greater awareness by young offenders of the impact of their crime on victims.	All VPS to form basis of work on victim perspective (where victim willing).	Partially achieved. Victim Personal Statements have only recently been introduced locally. Approximately 1 statement per month has been used in the Youth Court. For more details see performance measure 2, 5 and 6.

SECTION ONE
REVIEW OF PERFORMANCE
NATIONAL AND LOCAL OBJECTIVES 2001-02

OBJECTIVE SIX (National and Local) Reinforcing the responsibilities of parents				
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
a)	Parenting Programmes	To offer a range of services designed to assist parents/carers discharge their responsibilities effectively.	Individual or groupwork programmes to be proposed in all Court reports on 16 year old offenders and below.	Achieved. All PSRs address issue of parenting. 36 orders have been made. 9 of these are Youth Court Orders, the balance education based orders. A additional 3 parents attended voluntarily. All but three parents have completed groupwork programme. Alternative arrangements, including one-to-one sessions have been made for remainder and for parents not made subject to an order. The ISSP programme is working particularly closely with parents as a key focus. The Parenting Programme is currently being independently evaluated on behalf of the YJB. For more details see performance measure 7.
b)	Looked After Children	Develop more effective planning and services for young people in the public care who are also young offenders.	(Where Social Services hold parental responsibility) Social Worker to attend Court/provide relevant information to sentencers on progress of Looked After children who have offended. YOT Police Officers to contribute to programmes on offending behaviour with LA children in residential care.	Not achieved: Data collection system not in place to record numbers of looked after children attending Court without a social worker available to assist the Court. This issue has been addressed is included in the YOT/Social Services protocol. Programmes on offending behaviour within residential homes have not been activated in this year. For more details see performance measure 1 and 2.

	ACTION/SERVICE STRATEGIES	OUTCOMES INTENDED	THE TARGET(s)	PROGRESS
c)	Attendance at Court by parents/carers	Improve engagement between sentencers and parents to promote greater involvement in subsequent supervision process.	Increase by 20% attendance at Court by parents/carers where an appropriate adult request has been received. (646 requests received, monitoring of attendance to be established).	Not achieved. Monitoring arrangements not in place. Where possible, parents are contacted by the YOT after a PACE request to emphasise the importance of attending Court with their child. For more details see performance measure 2 and 7.

LEICESTER CITY YOUTH OFFENDING TEAM
REVIEW OF TRAINING PROGRAMME 2001-02

TYPE OF TRAINING		STAFF TO BE TRAINED	METHOD OF DELIVERY	PROGRESS	
1	PSR and reports quality improvement	YOT Practitioners	In-house/East Midlands Regional Training Event	1 2 3	12 Practitioners attended 2 day training on PSR quality improvement delivered by Midlands Probation Training Consortium. Best Practice shared in team meetings. Positive feedback on PSR quality from sentencers including commendation from High Court Judge
2	Children In Need Assessment Framework	YOT Practitioners	Social Services Training Dept./YOT Team Manager	1	YOT practitioners and team managers have attended several training events
3	Connexions personal advisor	Relevant YOT Practitioners	Multi-agency	1 2 3	Practitioners and manger have attended Connexions seminars. Education YOT worker is member of local training group to implement multi-agency training on Connexions, and also delivers Careers Service "ROLL Programme". As local implementation of Connexions has been put back to September 2002, the modular training will be introduced in 2002.
4	Equality and Diversity in a multi-agency organisation.	All YOT Practitioners	External Trainer – 2 day event	1 2 3	4 days training for all YOT staff delivered in February 2002. Seminar on Race Relations Amendment Act, McPherson and other relevant legislation attended by all YOT staff in October/November 2001. Equal Opportunities YOT group establishing an action plan to advise on best practice on equality issues.
5	YJB Core Modular Training Restorative Justice	New YOT Practitioners	Consortium of East Midland YOTS and HMYOI Onley	1 2	All new practitioners have attended 3 days YJB modular training, co-ordinated by HMYOI Onley between October – December 2001. Staff have attended a variety of training events on Restorative Justice.

	TYPE OF TRAINING	STAFF TO BE TRAINED	METHOD OF DELIVERY		PROGRESS
6	Developing Effective Practice in group work with young people.	YOT Practitioners	Internal/External (including input by Probation Service)	1 2 3 4	<p>1 Expertise of YOT practitioners has been shared to develop group work programmes on victim empathy, pilot young women's group, and anger management.</p> <p>2 Cognitive behavioural group work programme. currently being developed by YOT primary mental health worker for use by practitioners.</p> <p>3 Negotiations with Tipp Theatre Company to purchase " Joe Blagg" programme based on effective practice. Staff to be trained by March 2002.</p> <p>4 Staff trained to delivery Vehicle Offender Programme from March 2002.</p>
7	I.T. Business Objects & Reports	YOT Manager and Operational Managers	External Provider	1	IT officer trained. YOT manager and team managers to receive training in early 2002 subsequent to upgrade of programme.
8	Adolescent Sex Offenders	Primary Mental Health Worker/Designated YOT Practitioners	External/internal	1	9 YOT practitioners attended 2 days training delivered by clinical consultant on Young Sex Abusers/Assessments. Further 2 days training on Interventions to be undertaken by same staff group in January 2002. These are multi-agency training events involving YOTs/FSU and Social Services staff.

TYPE OF TRAINING		STAFF TO BE TRAINED	METHOD OF DELIVERY	PROGRESS	
9	Referral Orders	YOT Practitioners	Collaborative training planned using	1	Briefing to all YOT practitioners provided in October 2001. Further follow up and specialist training to be provided in February 2002 by Referral Order Co-ordinator and trainer. YOT staff to also attend Panel Members training in January/February 2002.
10	Operational Management	Operational Managers	YJB/OPM	1 2	3 team managers have attended OPM modular training events. 1 manager intending to continue to certificate level. All team managers have either undertaken Leicester City Council "First Line Management" training, or will undertake in 2002.
11	Drugs and Substance Misuse	YOT Practitioners	Addaction Young Person's Drugs worker	1 2	All practitioners have attended 2 day training event delivered by Alcohol Advice/Addaction in October 2002. Drugs worker has provided individual/team briefings on assessment of substance misuse to Tiers 1 and 2.
12	Development of presentational skills	Relevant Court staff, Team Managers, Restorative Justice Development worker	External	1	Training, including Power Point, undertaken by relevant Court, restorative justice staff and team manager.
13	Financial Management/ Best Value	YOT/Team Managers/Admin Officer	External	1	YOT manager, team managers and IT/Administration Officer have attended local and external training events.
14	Support Services	Clerical Staff	City Council	1	Clerical staff have attended a variety of relevant clerical/administration/Health and Safety training events.
ADDITIONAL TRAINING					
15	Engagement with Victims/Restorative Justice	All YOT Practitioners	Internal	1	All practitioners have attended a 1 day training event delivered by YOT restorative justice development worker.
16	ISSP	All YOT Practitioners	Youth Advocate Program/internal	1	All practitioners in Leicester and Leicestershire have attended briefings on ISSP delivered by ISSP/Youth Advocate Program.

The 13 Performance Measures for the Youth Offending Team

Measure One: Prevention

Reduce the involvement of young people in the recorded crime categories of:

- vehicle crime by 30% by 2004;
- domestic burglary by 25%, with no YOT area having a rate more than three times the national average by 2005; and
- robbery in the YOT areas within the principal cities, by 14% by 2005.

Measure Two: Recidivism

Achieve a 5% reduction in re-offending rates of subsequent cohorts compared to the first cohort (reported on, after 12 months in January 2002) by 2004 with respect to each of the four populations:

- Pre Court;
- Nominal Penalties (Discharges, Fines, Bind Over, Compensation Orders, Referral Orders, and Reparation Orders);
- Community Penalties;
- Custodial Penalties.

Measure Three: Final Warnings

- Ensure that 80% of Final Warnings are supported by interventions by 2003/04.
- Interim targets 2001-02 – 60%, 2002-03 – 70%

Measure Four: Use Of Secure Facilities

Reduce the use of the secure estate for:

- remands to 30% of the total number of remand episodes involving Bail Supervision, Remand to Local authority Accommodation, Court Ordered Secure Remand, Remand in Custody by 2004/05; and
- custodial sentences to no more than 6% of the sentences imposed by 2004/05.

Measure Five: Use of Restorative Processes

Ensure restorative processes are used in the majority of disposals by 2004.

Measure Six: Victim Satisfaction

Ensure that 70% of victims by 2004, who have been either consulted or who have participated in restorative processes, are either satisfied or very satisfied with the outcome.

Measure Seven: Parental Satisfaction

Ensure with respect to parenting programmes:

- least 70% of parents starting parenting programmes (voluntary and statutory) complete them; and

- ❑ 70% are satisfied, or very satisfied, with the programmes to which the YOT has provided access.

Measure Eight: ASSET

Ensure ASSET is completed for all young people subject to both:

- ❑ community disposals (Final Warnings, Referral Orders, Reparation Orders and Community Penalties) during the assessment and the closure stages; and
- ❑ custodial sentences at the assessment, transfer to the community and the closure stages.

Measure Nine: Pre Sentence Reports

Ensure 90% of reports prepared for Courts are submitted within the time scales prescribed by National Standards;

Measure Ten: Detention and Training Orders

Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within the time scales prescribed by National Standards.

Measure Eleven: Education, Training, and Employment

Ensure 90% of young offenders supervised by YOTs are in full time education, training or employment by 2004.

Measure Twelve: Accommodation

Ensure:

- ❑ all YOTs to have a named Accommodation Officer; and
- ❑ all young people either subject to community interventions or on release from the secure estate have satisfactory accommodation to go to.

Measure Thirteen: Mental Health

All young people by 2004 who are assessed by ASSET (and once available using the Mental Health Assessment Tool available to YOTs in September 2002) as manifesting:

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

PERFORMANCE MEASURES 1 and 2
PREVENTION OF OFFENDING AND RE-OFFENDING

These measures require the YOT Partnership to:

One: reduce the involvement, when compared to the baseline figure provided for the calendar year 2001, of young people, who are “usually resident” in the YOT area, who receive a “substantive outcome” for one of the following offences:

- < **vehicle crime** by 20% by 2003, and by 30% by 2004
- < **domestic burglary** by 8% in 2003, 16% in 2004 and by 25% in 2005
- < **robbery** in the YOT areas, within the principal cities, by 14% by 2005

Two: achieve a reduction in re-offending rates with respect to each of the following four populations:

- < **Pre Court** (Reprimands and Final Warnings);
- < **First Tier Penalties** (Discharges, Fines, Bind Over, Compensation, Referral, and Reparation Orders);
- < **Community Penalties** (Attendance Centre, Action Plan, Supervision, Community Rehabilitation, Community Punishment, Community Punishment and Rehabilitation, Drug Treatment and Testing, and Curfew Orders);
- < **Custodial Penalties** (Section 92 and Detention and Training Orders).

by: 3% in 2003 and 5% in 2004

Performance Review 2001/02

Leicester YOT exhibits patterns of crime that are close to the national average, with violent offending being slightly higher than the national average and burglary and drug related offences being slightly lower. The Leicester Crime Profile (December 2001) states that overall recorded crime in the city is falling which matches a national trend. Drawing on comparative trends over time, Leicester has been more effective at reducing vehicle crime and has enjoyed a higher decrease in the number of recorded offences than the country as a whole. Leicester also compares favourably with other community safety partnerships in the family grouping in terms of vehicle crime and domestic burglary. YOT workloads in terms of the numbers of young people supervised have increased by 41% in the year.

1376 Leicester young people aged 10-17 offended in 2001 which represents 4.3% of the total 10-17 population. A total of 2657 offences resulting in a reprimand, warning or conviction were recorded against this age group in 2001. YOT data demonstrates that 86.6% of offences were committed by males, the balance (13.4%) by females. Age and ethnicity profiles are detailed in the table below.

AGE	OFFENCES	ETHNICITY	OFFENCES
17	25.6%	White	69.8%
16	25.2%	Mixed	2.3%
15	21%	Asian/Asian British	10.8%
14	13.7%	Black/Black British	6.2%
10-13	15%	Chinese/Other	5.9%
		Unknown	5.1%

The main offences are outlined in the table below:-

Offence Type	Number of offences recorded against youths in 2001	Percentage of all recorded youth offending 2001	Estimated number of offences recorded against youths in 2000*	Percentage of all recorded youth offending 2000
Other (predominantly motoring)	749	28.2%	401	25.2%
Theft/handling	614	23.1%	390	24.5%
Violence	334	12.6%	215	13.5%
Criminal damage	302	11.4%	223	11.7%
Public order	204	7.7%	97	6.1%
Burglary	124	4.7%	107	6.7%
Vehicle theft	124	4.7%	61	3.8%
Robbery	45	1.7%	46	2.9%

*estimated on a pro rata basis from data collected April – December 2000.

Data in the table above relating to 2000 must be treated with a high degree of caution in that YOT data collection systems were less refined. The YOT collected data for 9 months in the year 2000 and offences are estimated on a pro-rata basis. This may account for the appearance of a significant rise in the number of offences measured in 2001. The Leicester Crime profile demonstrates a reduction in recorded crime whereas the YOT measure detected offences resulting in a conviction, warning or reprimand against youths. The table above demonstrates a slight fall in 2001 in the proportion of offences of burglary recorded against young people, and small reductions in offences of theft, handling, violence and robbery and burglary, and an increase in other offences (predominately motoring offences), vehicle theft and public order offences.

It is anticipated that the 10-17 year-old population from minority ethnic backgrounds will exceed 50% of the total in the 2001 census. Given these factors it is perhaps surprising that the number of racially aggravated offences processed through the youth Court in 2001 was just 12 (less than 0.6%). The 2001 Crime Profile of Leicester demonstrates that those under the age of 18 are both the most likely victims and perpetrators of racial harassment. The Police recorded 640 incidents of racial harassment in 2001, a 16% increase on the previous year. The prevalence of racial harassment is a factor that the YOT is responding to and race awareness work will be developed as an important element of any supervision.

In order to commence an analysis of recidivism, a cohort of all young people offending between October and December 2000 was identified as required by the Youth Justice Board. The YOT has negotiated with the Police and Probation to access re-offending data on young people who have turned 18 and therefore this analysis is based on the complete cohort e.g. 418 young people.

The baseline recidivism rate for this first cohort is as follows:

	Population	Re-offended	Re-offending Rate
Pre Court	165	39	23.6%
Police Reprimand	112	25	22.3%
Final Warnings (Without Intervention)	11	6	54.5%
Final Warnings plus Intervention	42	8	19.0%
Therefore intervention by the YOT/Interventions Team successfully reduced re-offending as Final Warnings with intervention had the lowest re-offending rate in this population.			

	Population	Re-offended	Re-offending Rate
First Tier Penalties (discharges, fines, bind-overs, compensation orders, reparation)	51	31	65.2%
Conditional Discharge	27	18	66.6%
Fine. Bind Overs, Conditional Discharges.	19	12	63.1%
Reparation Order	6	2	33.3%
Number re-offending same or more seriously		23	45.1%

	Population	Re-offended	Re-offending Rate
Community Penalties (Action Plan Order, Attendance Centre Order, Supervision Order, S.O. and Conditions, CRO, CRO and Conditions, CPO, CP and RO, DTTO)	69	42	60.8%
Action Plan Order	10	5	50%
Attendance Centre Order	29	17	58.6%
Supervision Order	9	7	77.7%
Supervision Order + Conditions	3	2	66.6%
Community Rehabilitation Order	7	3	42.8%
Community Rehabilitation Order + Conditions	0	0	N/A
Community Punishment Order	9	7	77.7%
CPRO	2	1	50%
Drug Treatment and Testing Order	0	0	N/A
Number re-offending the same or more seriously		34	49.3%

	Population	Re-offended	Re-offending Rate
Custodial Penalties	18	13	72.2%
Number re-offending the same or more seriously		9	48.4%

At this stage, it is difficult to draw meaningful conclusions from this data, as in Year 1 the YOT has had to implement a range of new orders, and therefore reduction in offending, although of primary importance, had to be set in the context of ensuring that all orders could be properly delivered. Where the YOT has provided a direct intervention as part of a Final Warning, re-offending reduces by 35.5% to 19%. With community penalties, the seriousness of re-offending (where the YOT has provided supervision has reduced

However, with the second cohort identified in October – December 2001, we will be aiming more strategically to achieve the required 3% reduction in offending. Comparison between the two cohorts indicates that 71 (23%) more young people were referred to the YOT in the relevant quarter (October – December 2001). Of significance is the increase of these young people in the court system – 77 (55%) with a corresponding decrease of 6 (3.6%) cases receiving a pre-court disposal. There has been an increase in all community penalties e.g. twice the number of fines, reparation and Action Plan Orders etc, but custodial sentences have decreased by one third (18 to 12). However, improved data recording systems in 2001 need also to be taken into account when assessing the significance of variation between the 2 cohorts.

Leicester YOT with Leicestershire YOS introduced the Intensive Supervision and Surveillance Programme (ISSP) in September 2001 to target the most serious and persistent offenders. Working with Youth Advocate Program, an American Scheme with a successful track record in this area of work, an innovative 24 hour/7day per week service is provided, using paid mentors (advocates). Staff have been recruited, referral mechanisms established and partnerships agreed with a diverse range of programmes available. Now fully operational, ISSP will be a key part of our strategy towards our crime reduction targets with up to 30 PYOs on the scheme at any one time. Offenders are initially supervised for a minimum of 25 hours per week and will be electronically monitored. To date, 15 ISSP recommendations have been made to the Court, resulting in 10 Orders, the remainder receiving custodial sentences.

Ryan, aged 15, had a prolific offending history of burglaries, assaults, shoplifting and criminal damage. He had not attended school for 18 months and rarely stayed at home. In September 2001 he received a 12 month Supervision Order with ISSP and a Curfew Order. With supervision and an advocate, Ryan has returned to school on a daily basis, attended anger management classes, offence focussed groups and victim awareness classes. He successfully completed a 10-week Life Skills course at APEX, receiving an outstanding report, and is participating in activities within his local community. 5 months later, he is now in a less intensive phase of the programme and communicates more easily with his family and teachers. He complies fully with the curfew and has never missed an appointment with his advocate. Most importantly he has not re-offended to date.

The YOT co-ordinated two Easter and two summer Splash projects in partnership with Leicester City Council Arts and Leisure Department and 2 youth projects in Mowmacre and Belgrave. Over 50 young people, either known to the YOT or identified as at risk of offending attended the projects, which ran over the duration of each vacation. Analysis supplied by Leicestershire Police indicates reductions in criminal damage and burglary offences in the location of the schemes during their periods of activity. The Police and other partner agencies have indicated that they will actively support further programmes planned for Easter and Summer 2002.

Vehicle Crime

Police data reports that Leicester has had a degree of success in reducing vehicle crime in the 12 months to March 2001. The Crime Profile records a 12% reduction of vehicle crime compared to the previous 12 months (national average decrease 7.2%). Vehicle theft represented 18% of all recorded crime in Leicester (7468 incidents) of which 72% were theft from a vehicle and 28% theft of a vehicle. In 2001 the YOT recorded 124 offences of vehicle theft, representing 4.6% of all recorded offending by young people. Other motor offences such as, driving whilst disqualified, no insurance (and related offences) equated to a further 375 (14%) offences. 22 (23%) of all DTOs in 2001 were related to vehicle offences. Many of these DTOs are for short periods: A snapshot analysis of custodial sentences in one quarter demonstrated that 52% (10 out of 19) of DTOs of 6 months or less were for vehicle related offending. It is of particular concern to the YOT that 3 of these young offenders had no history of YOT supervision prior to receiving a custodial sentence.

In response to the prevalence of vehicle related offending often leading to short custodial sentences, The YOT has worked with partner agencies including Leicestershire YOS, Leicestershire Police, Leicestershire Fire and Rescue and a local motor project to develop a robust 8 week group work programme for vehicle offenders. This commenced in February 2002. The YOT is confident that this initiative will contribute towards a reduction of offending, although it should be noted that specific Police operations around vehicle offending should increase detection rates and prosecutions.

Burglary

A total of 124 offences of burglary were recorded against young offenders in 2001. 52 (42%) offences were domestic burglary and these were attributed to 40 young offenders (some committing more than 3 domestic burglaries). Leicester has slightly less than the national average domestic burglary and is at the forefront of innovative approaches to tackling this offence. The YOT Manager is a member of the steering group of the Burglary Reduction Initiative - a Police/Probation programme for prolific burglars. The Crime Profile demonstrates that there were 5650 incidents of burglary in Leicester in the 12 months to March 2001 which represents a 21% reduction on the previous year. The Police have set local targets for burglary reduction, seeking a 25% overall reduction by 2005 and this is to be a P.S.A target. The YOT ISSP programme will address the fact that a small number of young offenders are responsible for a disproportionate number of domestic burglaries and intervene on all risk factors.

Robbery

The Leicester YOT is not classed as a principal city but robbery is of concern to the YOT, Leicestershire Police and the community. The offence usually attracts a custodial sentence. The YOT recorded 45 robbery offences in 2001, resulting in 12 custodial sentences. Of the 12 young people (58%) were from minority ethnic backgrounds and the YOT is conducting a fuller analysis of this indication of disproportionate custodial sentencing. Funding from the Crime and Disorder Partnership has been secured to train staff and develop a group work robbery reduction programme (Joe Blagg, which is intended to become an accredited programme). A high proportion of robbery offences involve mobile phones and the recent pronouncements on sentencing for this type of offence, may well increase custodial sentences, at least in the short term. Crimebeat has secured a substantial grant from the

Children's Fund to work preventatively with young people at risk of offending in this and other ways. This ambitious project includes a large scale professional theatre event for at risk children in Leicester (aged 8–13) to examine the reality and consequences of crime and anti-social behaviour.

Theft

The YOT has implemented a retail theft initiative as part of its contribution to the Crime and Disorder Partnership Young Offenders Sub Group action plan. The programme is delivered with contributions from the Police, Careers Service, retail trade and Prison Service and 25 young people successfully completed the 2 sessions in 2001. In 2001 it was targeted at offenders subjected to reprimands and Final Warnings. The programme was evaluated positively by the City Council Community Safety Unit and a recidivism cohort identified. Funding has been secured from the partnership to extend this group work programme to all YOT orders (including Referral Orders) where retail theft is an issue

Violent Offending

In 2001 the YOT recorded 334 offences of violence (12.5% of all offending). One intervention has been the ongoing use of a 15 hour Anger Management groupwork programme. Staff from the Leicester YOT have developed an anger management programme in consultation with Geese Theatre Company, a cognitive psychologist and the voluntary sector. The manual, written by a Leicester YOT operational manager has been published by UK Youth and in 2001, YOT staff contributed to dissemination and training events attended by over 250 YOT practitioners across England and Wales. A total of 5 group work programmes ran in Leicester in 2001, attended by 27 young offenders. There is a capacity for 12 young offenders on each programme and the balance of 33 spaces has been made available to the student support service, and youth service to refer young people with an established pattern of aggressive behaviour not currently on the caseload of the YOT. In addition YOT staff ran a specialist group programme for 13 young women.

Looked After Children

Offending by Looked After Children (LAC) is of ongoing concern. In a 12 month period to October 2001 13.4% of the 403 aged 10-17 offended. This is a 1%+ increase on last year's proportion although the figure now includes reprimands and Final Warnings. The YOT is working with the LAC Service to review their residential homes prosecution policy and identify preventative measures. A YOT Police Officer will be linked with each residential home to identify services and assist with behavioural concerns within each establishment. Re-offending rates for those remanded to the Care of the Local Authority (RTLAA) in 2001 indicates that 10 (37%) were charged during a remand period. Clearly those remanded are high risk and have complex needs. It is encouraging that in the last quarter of the year 11 RTLAAAs were made by the Court with just one person being charged with a further offence. The appointment of a senior practitioner accommodation officer with responsibility for the Remand Fostering service will further strengthen links and provision of services to young people remanded to Local Authority Care.

Substance Misuse

In partnership with Addaction, the YOT has access to a half time seconded specialist drugs worker. The secondee has worked with the DART (Drug Action Response Team) to provide 2 days training to all practitioners on drug assessment and treatment issues to raise awareness of risk issues and capacity to work with all service users to Tier 1 and 2 levels. The work load of the drugs worker indicated a baseline of 328 individual referrals in a full year period. Offences directly related to drug possession or supply equated to 63 (2%) of all offences. However an assessed need for preventive or direct work to reduce the risk of drug related offending, (particularly acquisitive crime) has been clearly identified by the YOT. In response to the identified need the YOT has appointed a full time specialist substance misuse worker who will commence employment in February 2002. Funding for the post has been made available by the YJB with additional funding from Leicester Communities Against Drugs. The postholder will work directly with those with substance misuse issues and develop the YOTs strategic approach to substance misuse including contributing to the Drug Action Team Young Persons Substance Misuse plan and the DART multi-agency young persons service.

High Risk Cases

The YOT has been a key member in the establishment of interventions for children using sexually abusive behaviour (CUSAB) in 2001. Just 17 (0.6%) sexual offences were recorded, but the seriousness of the offences and the need for accurate and clear risk assessment, alongside issues of reporting, prosecution and vulnerable victims necessitates that high priority is given to the offence. In partnership with the County YOT, selected YOT staff have attended 4 days external training on effective assessment, intervention and risk management with young sex offenders delivered by a national leader in the field.

The YOT has established a protocol for referrals to the Public Protection Panel for young people exhibiting particularly dangerous behaviour. 2 young people were referred by the YOT to the Panel in 2001.

Enforcement

There has been a 50% increase in breach proceedings in 2001.

< 2000	19 cases
< 2001	48 cases

This has to be set in the context of increase in workload this year. However, the current enforcement practice reflects greater adherence to National Standards, following training for all staff.

**PERFORMANCE MEASURES 1 and 2
PREVENTION OF OFFENDING AND RE-OFFENDING - STRATEGY 2002/05**

This measure relates to the national objective of providing interventions which tackle the particular factors which put a young person at the risk of offending, and the overall aim of the youth justice system.

ACTION/SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1. Track second recidivism cohort and other selected cohorts.	Demonstrate reduction of re-offending in line with YJB targets. Track second recidivism cohort and other selected cohorts. Monitor re-offending rates and inform service delivery	Track all offenders reprimanded, warned, sentenced or released from custody between October and December 2001. Monitor recidivism cohorts from pilot and other group work programmes including retail theft programme, vehicle offender's programme, and robbery programme. Staff trained on key elements of effective practice. Quality Assurance systems in place.	Ongoing Ongoing	Police Plan Probation Plan Crime and Disorder Strategy
2. Effective community groupwork interventions.	Provide comprehensive range of group work programmes. Increase confidence in community sentences by demonstrating reduction of re-offending, Ensure all young people assessed for structured programmes, including increased use of group-based delivery.	Assess all vehicle offenders at risk of custody for vehicle offender's programme. Develop and run 4, 8-session group work programmes in partnership with Leicestershire YOS, the Police, Fire Service and Motorvate motor project. 25 offenders to complete the programme. In partnership with TIPP Theatre Company, train members of staff and partner organisations in Joe Blagg robbery programme. Assess all convicted of robbery for the programme, deliver 3 programmes. 12 people to successfully complete the programme.	December 2002 December 2002	Crime and Disorder Strategy Leicestershire Police Probation Plan Leicestershire Fire and Rescue Service Court Users Group Leicestershire Community Projects Trust TIPP Theatre Company

	In all cases, monitor completion and recidivism rates and report to Court User's Group, Crime and Disorder Partnership and other relevant organisations.	All young offenders convicted of violent offences referred to Probation Service programme for violent young adult offenders.	From April 2002	Probation Plan
		Sustain level of Anger Management Programmes, (5, 15-hour programmes) delivered in partnership with Leicestershire Community Projects Trust. 30 young people to successfully complete the programme.	December 2002	Leicestershire Careers and Guidance Service
		Sustain level of Retail Crime Programmes (2, 2.5-hour sessions) delivered in partnership with Leicestershire Police and Careers and Guidance and the Retail trade. Assess all offenders warned or charged with retail crime for the programme. 30 people to successfully complete the programme.	December 2002	Leicestershire Careers & Guidance
		Assess all offenders on Final Warnings, Referral Orders or Action Plan Orders for "Lifeskills" programme, led by education psychologist and primary mental health workers. 3 programmes to run in the year, 12 people to complete the programme.	December 2002	
		Assess all offenders to the victim empathy group work programme. Deliver 6 programmes in the year. 36 young people to successfully complete the programme. Train staff in motivational interviewing to secure offender compliance with groupwork programmes.	December 2002 December 2002	Victim Support

ACTION/SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
3. Target persistent offenders through ISSP programme	Reduce persistent and seriousness offending through intensive supervision matched to criminogenic risk factors.	30 ISSP orders, including target of 20 young people engaged in offences of vehicle crime, violence or domestic burglary. Programme or advocate to provide minimum of 25 hours supervision per week with additional electronic surveillance / monitoring as appropriate.	December 2002	Crime and Disorder Strategy Probation / Police Plan (Burglary Reduction Initiative)
4. Address incidents of racial harassment as highlighted in the Leicester Crime Profile.	Deliver intervention to improve young offenders awareness of race issues	Develop material, including on ASSET "What do you think tool?" for YOT practitioners to use in supervision sessions with all young offenders.	December 2002	Crime and Disorder Strategy Leicester Racial Equality Council
5. Effective Risk Management and interventions	Reduce re-offending and risk of harm to the public.	Train all staff, and all new staff in risk management procedures and assessment as appropriate utilising YJB trained trainers. Refer appropriate cases to Public Protection Panel and Children Using Sexually Abusive Behaviour partnership for consultation. Commission Nacro to audit risk assessments, risk management, interventions and compliance with national standards. Incorporate key findings into YOT practice and procedures.	December 2002 Ongoing By December 2002	YJB commissioned Training Programme Probation Plan CUSAB
6. Develop effective mentoring programmes	Deliver specialist interventions related to assessed needs.	Assess all minority ethnic young offenders for "Catalyst" - minority ethnic mentoring plus programme. Assess all offenders for literacy / numeracy mentoring programme.	From April 2002 From April 2002	Leicester Racial Equality Council Leicestershire Community Projects Trust

ACTION/SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
7. Prevent and reduce drug related offending	Provide earlier identification of risk and education services to young offenders	In line with Young Person's Substance Misuse Plan, train new staff in drug assessment and awareness issues. Minimum of 200 young offenders to be referred to specialist YOT substance misuse staff for consultancy or direct work.	December 2002	Young People's Substance Misuse Plan
8. Effective interventions with Looked After children	Reduce offending by Looked After Children	Review policy for prosecutions in residential care with the Looked After Children's Service. Identify a YOT Police Officer to act as a link with residential homes and advise on preventative programmes. Contribute to specific development identified by Quality Protects management Action plan. Provide ongoing training to Remand Foster Carers in management of complex behavioural needs	By December 2002	Quality Protects MAP Behaviour Support Plan
9. Supervision and enforcement in accordance with (new) National Standards.	More effective supervision and appropriate enforcement action taken.	Staff trained in new National Standards requirements. Enforce orders in line with National Standards in 85% of all cases. Nacro to provide baseline and assessment of practice in relation to National Standards, and YOT to act on recommendations. Train staff in assessment, supervision and principles of effective practice using YJB trained trainers.	Within 6 months of publication of new standards June 2002 December 2002	Probation Plan
ACTION/SERVICE	OUTCOME	THE TARGETS	TIMESCALES	LINKAGES

STRATEGY	INTENDED			
10. Reduce offending and anti-social behaviour in school holidays	Enhance citizenship skills and divert young people away from crime.	Run further Splash schemes in Easter and Summer in conjunction with Arts and Leisure and other partners. A minimum of 50 young people either known to the YOT or at risk of offending to attend. Refer appropriate Year 11 young people to Connexions summer activities programme.	October 2002 October 2002	Crime and Disorder Strategy Connexions
11. Work with prevention initiative	Prevent offending by those at risk of offending and re-offending	Contribute to Crimebeat Children's Fund programme including theatre event to demonstrate reality and consequences of offending, including mobile phone offences.	December 2002	Crimebeat Policing Plan Children's Fund
12. Sustain and build strategic partnerships	Produce closer working relationships and develop new partnerships and funding opportunities	Contribute to Crime Reduction Partnership, Drug Action Team, Behaviour Support groups, Burglary Reduction Initiative, Connexions Partnership, Children's Fund, Housing initiatives with the overall aim to prevent and reduce offending. Develop new partnerships including SRB and new opportunities within Crime and Disorder Strategy revised priority groups to develop joint approaches to prevention of youth offending.	By December 2002 By December 2002	Crime and Disorder Strategy DAT Plan Revised Behaviour Support Plan Connexions Probation Plan Policing Plan Children's Fund Children's Planning Partnership

Links with other Services and Partnerships

Achieving these prevention and recidivism targets requires collaborative work undertaken by all agencies and partnerships committed to preventing and reducing offending by young people. The Crime and Disorder strategy with its priorities in reducing vehicle crime, robbery and burglary will be a conduit through which the YOT will contribute to these targets. Similarly the Police have targets and revised Ministerial priorities which reflect YOT targets on the reduction of re-offending. The DAT Plan provides clear linkages in its plan to reducing substance misuse by young offenders.

As indicated above, many agencies across the statutory and voluntary sector have significant roles to play in the prevention of offending and re-offending. The Connexions Service will become fully established in 2002 and will become a key partner, particularly through the development of the Personal Advisor role, providing access to education and training, and also through incentives such as the Connexions card. The YOT will be represented at strategic and operational levels during the development of the Connexions Service.

These local targets will contribute to 2 of the 6 national objectives for Youth Justice Services, namely “Interventions which tackle the particular factors which put a young person at risk of offending”, and “Confronting young offenders with the consequences of their offending”.

PERFORMANCE MEASURE 3

FINAL WARNINGS

Ensure that 80% of Final Warnings are supported by interventions by 2003/4.

Performance Review 2001/02

2001 data demonstrates that 476 reprimands and 196 Final Warnings were issued by the Police in the year. Of the 155 Final Warnings conducted in 2001, 116 (75%) did not re-offend and both participated and complied with an intervention. 39 (25%) were closed without intervention, largely because the young person did not co-operate with the assessment process. The Youth Offending Team is attempting to address this by increasing the number of home visits to engage parents more effectively in the process. The YOT has however, achieved more than the required interim target and is therefore confident that it will meet the 80% target by 2003/04.

An analysis of the recidivism cohort (53 Final Warnings, 42 with intervention) after 12 months demonstrates a re-offending rate of just 19% (6) in cases with intervention. The importance of intervention is clearly illustrated by a recidivism rate of 54% (6) amongst those who refused or were not assessed for intervention. The combined recidivism rate for Final Warnings is 26.4%. This compares favourably with research findings of Sheffield University (November 2001) that nationally 30% of those given Final Warnings would be expected to re-offend within 12 months. 158 (31%) of all pre Court decisions were on young women. This compares to a post Court cohort of just 10%. Ethnicity details for the pre Court population are:

363	(70%)	White
82	(16%)	Asian
48	(9%)	Black.

These percentages are reflected in the post court population.

Leicestershire Police has an established practice of warning young people at the earliest opportunity, with subsequent referrals to the YOT within 24 hours. The YOT is providing assessments within the required 5 working days and this enables offence focused work to commence at an early stage. The YOT and Police meet regularly to review practices and in general the system works efficiently. Compliance rates may improve if Youth Justice Board guidance recommends bail for a pre-assessment by the YOT, but some of the impact of immediate intervention may be lost as a result.

65% of the Final Warning interventions closed in 2001 were undertaken by volunteers, recruited and trained by the 2 volunteer co-ordinators of the Interventions Team and which supports both the City and County YOTs. A mentoring scheme has been established for those cases assessed as high risk of re-offending, and the YOT referred 17 Final Warning cases for mentoring in 2001. Interventions include offence focused work (e.g. anger management), victim empathy sessions, letters of apology, supervising short periods of reparation, substance misuse education and

referrals to access further education or careers advice. In addition to indirect reparation, the YOT in conjunction with the Interventions Team undertook 4 Restorative Justice Conferences in 2001.

An initial ASSET is completed on all Final Warnings (other than those who have not engaged). Training has also been provided to volunteers and YOT staff to ensure that closure ASSETs are completed to a high standard. The early identification of mental health problems has been a notable feature in Final Warning ASSETs. These have been followed through as appropriate by the YOT case manager, primary mental health worker or Interventions Team. 2 of these young people accessed Tier 3 mental health services. YOT education staff and the substance misuse worker (particularly where alcohol misuse has been identified) have also worked closely with young people receiving Final Warnings.

The YOT has established a Retail Crime Initiative as part of its Crime and Disorder reduction action plan. 25 young people subject to either reprimands or Final Warnings have successfully completed this 2-session group work programme. The cohort is being tracked, and an analysis of recidivism will be reported on in the next Plan. The programme is delivered by YOT staff, representatives from local retail businesses and HMYOI Glen Parva (Prison Me, No Way programme), the Police and Careers Service. To ensure that the programme is based on effective practice, the Community Safety Unit in the City has completed an evaluation which has been extremely positive.

Amrit is a 16 year old girl, who was given a Final Warning for a shop theft in March 2001. Amrit had not been attending full-time education for past two years, and her relationship with her parents had broken down. She had also absconded from home on a number of occasions.

Amrit completed the Retail Theft Programme, and later wrote a letter of apology to the store. She also agreed to work with a Mentor regarding her relationship breakdown with her parents and her school attendance.

Eight months on, Amrit has not committed any further offences. She is working on her relationship with her parents and is back at school. Amrit has continued to work with her Mentor, and in conjunction with the school have arranged for Amrit to undertake a childcare work experience.

**PERFORMANCE MEASURE 3
FINAL WARNINGS STRATEGY 2202-05**

This performance measure relates to the national objective of encouraging reparation to victims by young offenders.

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1. The application of Restorative Justice Principles to all Final Warnings.	<p>Increased involvement of victims (where willing) in decision making process.</p> <p>Enable young offenders to take responsibility for the consequences of their behaviour.</p>	<p>All Final Warnings to include an assessment for restorative conferencing, direct or indirect reparation.</p> <p>Increase levels of victim contact by 25%. Exit questionnaires (delivered in partnership with Victim Support) to demonstrate that 70% of victims are satisfied with outcome of YOT intervention.</p> <p>Complete 10 restorative conferences.</p>	By December 2002	Interventions Team, Policing Plan, Victim Support Probation Plan
2. Increase use of reparation / community payback.	Increased opportunity for young offenders on Final Warnings to make amends for their behaviour.	<p>Interventions Team / YOT to assess all offenders for direct / indirect reparation.</p> <p>Increase quantity and variety of placements through ongoing linkages with Leicester City Council, voluntary sector and other organisations.</p>	On-going	Interventions Team, Leicester City Council
3. Extend Retail Crime Programme.	Increased opportunity for offenders made subject to reprimands or Final Warnings to complete offence focused programme.	<p>Run 4 programmes in the calendar year.</p> <p>Provide additional training for group work facilitators from YOT, Interventions Team and other partner agencies.</p>	On-going	Interventions Team, Crime & Disorder Partnership Young Offender's Subgroup, Policing Plan

**PERFORMANCE MEASURE 3
FINAL WARNINGS
STRATEGY 2202-05**

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
4. Provide high quality initial and closure ASSETs	Interventions accurately focussed on criminogenic needs of offender.	<p>100% of start and closure ASSETs completed.</p> <p>Training provided by YJB trained, trainer to Interventions Team on closure ASSETs.</p> <p>100% of ASSETs with score of 2 or more for education, employment, mental health (including fast track referrals if acute need) or substance misuse referred to relevant specialist YOT officer for intervention.</p> <p>Develop protocol with Connexions Service to cover Final Warnings referrals and co-work with Personal Advisors.</p>	<p>On-going</p> <p>September 2002</p> <p>September 2002</p> <p>October 2002</p>	<p>Interventions Team Behaviour Support Plan</p> <p>Careers & Guidance / Connexions</p> <p>DAT plan</p> <p>Health Plan</p>

**PERFORMANCE MEASURE 3
FINAL WARNINGS
STRATEGY 2202-05**

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
<p>5. All Final Warning interventions conducted in accordance with National Standards and principles of effective practice.</p>	<p>Maximize effectiveness of intervention and reduce the risk of re-offending.</p>	<p>Commission Nacro to undertake national standards review and implement recommendations on the quantitative and qualitative aspects of Final Warning interventions.</p> <p>All YOT staff trained on effective practice in Final Warnings. Training provided by YJB trained staff.</p> <p>All young people reprimanded or warned for sexual offences, referred for joint assessment and work with CUSAB (children Using Sexually Abusive Behaviour).</p> <p>Establish with Police systems for prior assessments in the light of any YJB guidance.</p>	<p>December 2002</p> <p>September 2002</p> <p>Ongoing</p> <p>Within 6 months of guidance received.</p>	<p>Policing Plan</p>

Linkages with other Services and Partnerships

To ensure that interventions in Final Warnings are effective and relevant, the YOT works with a number of agencies, Police, Careers, Education, Prison and the voluntary and private sector. This is a key area of preventive work to reduce future re-offending. Analysis of the pre court recidivism cohort has indicated a substantial reduction in re-offending by those young people given a Final Warning plus intervention.,

This performance measure will contribute to specific National Objectives for the Youth Justice system confronting young people with the consequences of their offending, the swift administration of just and punishment proportionate to the seriousness of offending.

PERFORMANCE MEASURE 4

USE OF SECURE FACILITIES

Reduce the use of the secure estate for:-

Remands to 30% of the total number of remand episodes involving Bail Supervision, Remand to Local Authority Accommodation, Court ordered Secure Remand and Remand in custody by 2004/05.

Interim targets have been set as:-
50% by 2002-03
40% by 2003/04

Custodial Sentences (Detention and Training Orders and Sections 90-93) to no more than 6% of the sentences imposed by 2004-05.

Interim targets have been set as:
8% by 2002/03
7% by 2003/04

Achievement of this measure clearly presents a considerable challenge to Leicester Youth Offending Team There is a significant amount of work that the Team is currently undertaking and planning to develop over 2002-05, to contribute to the successful delivery of this objective, but it will also require all youth justice agencies to share this as a common goal, consider their current practices and work effectively together.

Analysis of Youth Justice Board published data in 2001 indicates that the Leicester Youth Court is in the top 10 nationally in its use of secure facilities. It also has a high ratio of custody to community sentences.

Remands – Performance Review 2001

In 2001, there were 146 remand decisions involving bail supervision, remand to Local Authority Accommodation, court ordered secure remand and remand to custody. Of these 78 (53%) involved the use of the secure estate thus 3% above the target for 2002/03. Although the use of the secure estate for remands remained broadly the same as for 2000, there was a significant reduction in the use by the Courts of remand to Local Authority Accommodation.

	SECURE	RTLAA	BAIL SUPERVISION
2000	55%	24%	20%
2001	53%	19%	27%

Magistrates and the Crown Prosecution Service indicated at a YOT consultation event on the draft Youth Justice Plan that there is a perception that young people made subject to RLAA are often returned home and then lack appropriate supervision. This misperception clearly needs to be addressed with Social Services and the Courts

39 young people were made subject to the Bail Supervision Scheme. 5 young people re-offended whilst on the programme, indicating that 34 (87%) successfully completed their bail period.

Of the 29 young people remanded to Local Authority Accommodation, 10 re-offended during this period, therefore 66% successfully completed this remand period. A 100% attendance at court was recorded by bail supervisees, and 96% of remands to Local Authority Accommodation.

The YOT has also provided additional support on a voluntary basis to a number of “reside where directed” cases.

Clearly the number of young people who continue to be remanded to the secure estate is a matter of concern. Accurate and comprehensive bail applications which include thorough risk assessments are essential to improve performance in this area. Reasons for this level of usage appear to relate to:-

- < The high frequency with which the Police refuse bail following charge and low transfer rate to Local Authority Accommodation under PACE. Of 281 occasions in 2001, only 13 (4.6%) resulted in transfer to Local Authority Accommodation. This issue is under discussion with Police and the Emergency Duty Team (Social Services), but will form part of the remit of the wider criminal justice group to examine Police and Court decision making processes.
- < Seriousness of charges – high number relating to robbery, violence against the person, burglary.
- < Concerns about drug associated offending.
- < High number of 16-17 year olds without stable accommodation at the time of their first Court appearance.
- < Loss of some remand foster carers, and the remand fostering officer to local recently established private fostering agencies and therefore a reduced number of foster care placement available.

Other areas of concern relate to:

- i) Disproportionate use of secure facilities for dual heritage and Black young people, 21 (27%) minority ethnic young people of whom 18 (86%) were either dual heritage or black.
- ii) The disruption to education provision particularly and its longer term consequences following short custodial remands.

**PERFORMANCE MEASURE 4
USE OF SECURE FACILITIES - REMANDS -STRATEGY 2002-05**

This measure relates to the national objective – punishment proportionate to the seriousness of offending

ACTION/ SERVICE STRATEGY	OUTCOMES	TARGET	TIMESCALE	LINKS
1. Specifically target 2 nd potential remand to custody cases.	Increase number on bail supervision by 10.	Reach and maintain interim YJB target for 2002-03 of 50%.	By December 2002	Quality Protects MAP Probation Plan
2. Additional appointment of bail supervision officer to monitor, behaviour and provide supervision in evenings and weekends.	Reducing offending on bail supervision and RLAA.	Increase number of Bail Supervision cases by 5 and RLAA by 5, with subsequent decrease in use of secure facilities.	By December 2002	Youth Justice Agreement
3 Information to sentencers/ Police/ CPS on success of BSP in reducing offending on bail and ensuring young people attend Court on appropriate date. Information also on disproportionate representation of minority ethnic young people.	Increase proportion of Bail Supervision cases.	Reduce secure remands to YJB targets.	50% by 2002-03 40% by 2003-04 30% by 2004-05	Youth Justice Agreement
4 Incorporate key messages from external and internal evaluations of BS Programmes into action plan of local programme.	Increase effective practice within programme.		Following publication of evaluations	YJB Effective Practice Guidance.

**PERFORMANCE MEASURE 4
USE OF SECURE FACILITIES - REMANDS
STRATEGY 2002-05**

ACTION/ SERVICE STRATEGY	OUTCOMES	TARGET	TIMESCALE	LINKS
5. Promote use of YMCA bail bed as additional resource for BSP.	Increase use of BSP and reduce remands to secure facilities.	50% reduction in use of secure facilities by 2002/03 40% reduction by 2003/04 and 30% by 2004/05.	From April 2002	Housing/ Supporting People
6. Appointment of accommodation officer	Increased remand fostering placements and other appropriate accommodation provision.	i) Accommodation Officer input. ii) 3 additional remand fostering beds, and 2 additional bail beds from statutory/voluntary sector	By April 2002 By December 2002	Housing/ Supporting People Quality Protects MAP
7 Promote use of ISSP at bail stage	Increase proportion of ISSP cases commenced on bail – Baseline information 1:10.	50% reduction in use of secure facilities by 2002/03.	By December 2002	Probation Service Plan
8. Referral to specialist YOT drugs worker at remand stage of cases where drugs indicated as contributory to offending.	Courts to have confidence in high quality of assessment and intervention services available on bail.	50% reduction in use of secure facilities by 2002/03 40% reduction by 2003/04 and 30% by 2004/05.	From April 2002	Young Person Substance Misuse Plan
9. Establishment of criminal justice agencies (including sentencers) working groups. (Police, CPS, Courts, YOT, Defence Solicitors).	Examine relationship and practice of Police decisions, use of remand secure facilities and custodial sentences.	50% reduction in use of secure facilities by 2002/03 40% reduction by 2003/04 and 30% by 2004/05.	From April 2002	Youth Justice Agreement

Sentences – Performance Review 2001-02

In 2001, 101 custodial sentences (95 DTOs and 6 Section 90-93) were passed on Leicester young people. This is an increase of 28 from 2002/01 (DTOs increased by 30 and Section 90-93 decreased by 2). This represents an overall custody rate of 11.9% and therefore considerable work needs to be undertaken during the next 3 years to achieve the target of 6%.

From YOT analysis of custodial sentences between April – June 2001 19 (68%) out of 28 custodial sentences were for 6 months or less. Driving offences accounted for 9 (47%). Of these sentences, 3 of the young people concerned had had no previous experience of supervision by the YOT.

The main offences leading to custodial sentences were

Violence against the person	22	21.7%
Robbery (7/12 minority ethnic = 58%)	12	11.8%
Burglary	11	10.9%
Other (predominantly motoring crime)	15	14.8%
Theft/Handling	12	11.8%

Comparison using Youth Justice Board data, of the use of custody across similar unitary authorities to Leicester, (plus Leicestershire which shares a joint sentencing panel) highlights Leicester as a particularly high user of custody. Reasons and issues relate to:

- < Seriousness of offending and culture of custodial sentencing for specific offences e.g. robbery.
- < Lack of stable accommodation, and therefore greater perceived risk of re-offending.
- < A perception among some sentencers that greater education and training provision is available in custody than in the community.
- < Persistency of offending, and rapid determination of PYO status as a consequence of fast tracking and sentencing on each case.
- < Concerns of substance misuse related to offending.
- < Additional concerns relate to the disproportionate representation of some minority ethnic young people sentenced to custody. 23% (23) of all custodial sentences on minority ethnic young people of whom 57% (13) were either dual heritage or black.

The YOT has sought every opportunity over the last year to engage with sentencers, CPS, Legal Advisors, Police and Defence Solicitors to promote confidence in use of community penalties. This has been through presentations to the Youth Court Panel on Bail Supervision, ISSP and custody/remand rates. Presentations have also been made to the Youth Court User's Group, Legal Advisors, Defence Solicitors, District Judges and information provided to the resident Crown Court Judge. A newsletter providing information on successful completions, ISSP and sentencing patterns has recently been produced for sentencers which will be updated at 6 monthly intervals. The YOT is also providing a significant input into the Youth Justice Board Magistrates Training between January – March 2002.

**PERFORMANCE MEASURE 4
USE OF SECURE FACILITIES - CUSTODIAL SENTENCES
STRATEGY 2002-05**

ACTION/SERVICE STRATEGY	OUTCOMES	TARGET	TIMESCALE	LINKS
1. Fully establish ISSP programme and target those at greatest risk of custody.	50 young people commence ISSP.	Reduce custodial sentences to 8% by 2002/03 and 7% by 2003/04 and 6% by 2004/05	By September 2002	Education, BSP, Police Plan Probation Plan
2. Train staff and deliver 2 robbery reduction programmes (Joe Blagg).	Additional programme (which will be YJB accredited) to strengthen SO and CROs for offenders convicted of robbery.	Increase ratio of community penalties to custodial to national averages.	By December 2002	C & D Strategy, Police Plan Probation Plan
3. Train staff and deliver 4 vehicle offending programmes.	Provision of robust and challenging programme to strengthen SO and CROs.	Increase ratio of community penalties to custodial to national averages.	By December 2002	C & D Strategy, Police Plan Probation Plan
4. Establishment of working group of criminal justice agencies (Police, Courts, CPS, Defence Solicitors, YOT, sentencers and Social Services). Explore use of PA Consultants to assist. Invitation to Annabella Scott from the YJB to address YOT/ Magistrates on appropriate use of secure facilities.	Promote greater confidence among sentencers in use of new orders, new programmes and enforcement procedures. To promote understanding of YJB objectives. Examination of decision making processes at Police, remand and sentencing occasions to improve performance.	Reduction in use of secure facilities for remand and sentence to YJB targets.	By December 2002	Youth Justice Agreement, Quality Protects MAP, Police Plan Probation Plan

**PERFORMANCE MEASURE 4
USE OF SECURE FACILITIES – CUSTODIAL SENTENCES
STRATEGY 2002-05**

ACTION/ SERVICE STRATEGY	OUTCOMES	TARGET	TIMESCALE	LINKS
5 YOT staff to be trained/ briefed on new accredited programmes delivered by Probation Services.	Increased level of referrals to and successful completions of cognitive behaviour programmes.	Reduce custodial sentences.	By December 2002	Probation Plan (A New Choreography)
6 Implement Referral Order and monitor use of custodial sentences. Information to sentencers on development of the order.	Sentencers are confident that the Referral Order will be effectively supervised and enforced.	Reduce custodial sentences for first time appearance at Court. (Baseline information to be established in 2002/03).	From April 2002	Housing LC Act Youth Justice Agreement
7. Education provision for young offenders.	Increased access (25 hours) to range of education provision by school aged young offenders and 16 hours for 16 years+.	Ensure that by March 2003, 80% and by March 2004, 90% of young offenders are in either, full time education, training or employment.	By 2004	Education Victims/Police/Probation Connexions
8. Agree YOT contribution to Connexions Service and their contribution to YOT.	Appropriate YOT staff trained as Personal Advisors and other staff briefed and Connexions staff trained in YOT issues.	Ensure that by March 2003, 80% and by March 2004, 90% of young offenders are in either, full time education, training or employment.	By 2002	Connexions

Links with Other Services and Partnerships

Analysis of ASSET data indicates, not surprisingly, that young people receiving custodial sentences have the highest needs in terms of poor educational attainment, unstable lifestyles, poor thinking skills, substance misuse and mental health difficulties. Many of these young people receive short sentences and therefore little is done to address these needs during their period of detention. The 5 young women who received a custodial sentence in 2001 were all placed in institutions more than 100 miles from Leicester which created additional problems in maintaining family ties.

Reducing the use of custodial sentences requires the Courts, and all Criminal Justice agencies, plus Education, Housing, Social Services and Connexions to work together.

The agreement also to establish a criminal justice working group to examine and improve decision making processes at all stages from charge to sentence will hopefully ensure that custodial sentences are only passed where the risks posed by the offender cannot be effectively managed in the community. It will also ensure that punishment is proportionate to the seriousness of offending and greater consistency nationally in sentencing patterns.

PERFORMANCE MEASURES 5 AND 6

USE OF RESTORATIVE PROCESSES AND VICTIM SATISFACTION

- < Ensure restorative processes are used in 60% of disposals by 2003 and in 80% by 2004.
- < Ensure that 70% of victims by 2004, who have either been consulted or have participated in restorative processes are either satisfied or very satisfied with the outcome.

Performance review 2001/02

The level and nature (direct/indirect) of service provided is detailed in the table below. This highlights that the YOT is performing 8% points ahead of the Youth Justice Board target for this year. In addition a number of young people attended a victim empathy programme which will be extended in 2002. No Breach proceedings have been instigated during 2001 for failure by young people to participate in reparative activity;

Type of Intervention	Number of cases completed in 2001	Direct Reparation	Indirect Reparation	Percentage With Restorative Process
Final Warning	155	26	57	54
Reparation Order	30	9	20	97
Community Penalty*	153	0	123	80
Total	338	35	200	70

* community penalties with YOT supervision i.e. Action Plan Orders, Supervision Orders, Community Rehabilitation Orders, Community Punishment and Rehabilitation Orders.

A restorative approach is now firmly established within the YOT. Restorative processes are defined as: direct reparation (to, or directed by, the victim); indirect reparation (community based or Community Payback) or victim awareness (where part of these processes). In 2001, the YOT has worked to consolidate and add value to the restorative approach. Quality assurance processes have been identified to ensure that as a minimum standard, all PSRs consider victim impact issues and address the potential for restorative process, all supervision plans address reparation or community payback and that victim empathy work is built into all supervision cases.

All YOT practitioners have attended 2 days training on working with victims, in line with the YOT's prioritisation of restorative justice training. In 2001 the YOT has researched, written, implemented and evaluated a Victim Empathy Programme consisting of four 2-hour sessions, based on effective practice principles. This will be mainstreamed in 2002 and a checklist has been devised to ensure that practitioners consider this and other restorative interventions at the supervision planning stage of every community order.

Victim contact is initially made by Police Officers. In October 2001 the Leicestershire Police Database was installed in the YOT office to facilitate victim enquiries. Police Officers have sought to make victim contact in all Reparation Orders and in those Final Warnings where it has been indicated that an identified victim has not refused consent to YOT contact. Letters (including a leaflet outlining restorative processes) are sent usually followed by a home or workplace visit. The process involves close partnership with Victim Support who have

agreed to be involved as appropriate. The YOT has produced a leaflet for victims informing them of our work and the principles of restorative justice. This has been produced after liaison with Victim Support and includes their contact details.

A leaflet for victims who may be involved in Referral Order Panel meeting has been designed. Victim Support has agreed to prepare and support victims for Referral Panels as necessary.

The YOT has contacted 35 victims from the 30 reparation orders completed, and has devised and sent a victim satisfaction questionnaire to all victims. 100% of those who responded were satisfied with YOT involvement (although only 67% were satisfied with the sentence that the offender received at court). An agreement is in place with Victim Support to assist with the data collection process. Victims will be consulted at the closure of a case, with a quarterly report being produced and issues shared with Victim Support, the YOT Management Group, Crime and Disorder Partnership (Victims subgroup) and the Court. The questionnaire will be adapted to reflect that devised by Oxford University.

In 2001 11 restorative conferences were completed, mainly on Reparation Orders but also Final Warnings and a Supervision Order. Internal evaluation demonstrated that these have been beneficial processes for all stakeholders. Additionally a number of offenders have been referred to a partner agency, Leicester Mediation Service, to work with young offenders on victim issues and, where appropriate involvement by the victim (including restorative conferencing and shuttle mediation). Issues of funding have been resolved in 2001 and a service level agreement will be produced to increase the capacity of the partnership in the coming years. The Director of Leicestershire Mediation service is a co-opted member of the YOT Steering Group.

Case Study

Joe is a 17 year old boy, who stole a mobile phone in the street from Ismail another 17 year old, he had never met before. He received a Reparation Order at Leicester Youth Court. Joe was willing to meet with Ismail to explain and apologise for his behaviour. Ismail was nervous, but interested in hearing the apology. After much preparation a restorative conference was set up and an interpreter brought in as Ismail's parents spoke limited English. Ismail and his parents were able to let Joe know just what the effects of his behaviour were on them as a family. Joe was able to give an account of his actions and to express his remorse. The family accepted that Joe was in no position to compensate financially for the phone and were happy to accept that Joe would undertake reparative work in the community instead. At the end of the meeting Ismail announced that he had forgiven Joe and hoped in future the boys would feel able to be friendly to each other if ever they passed in the street.

Joe completed his reparation hours at a furniture workshop for Shelter, who were so impressed with Joe's work that they offered to help him with enrolling on a joinery course at a local FE college.

Most Final Warnings are referred to Leicester Interventions Team who, in liaison with the case manager, have undertaken some victim contact. As a minimum standard most offenders write letters of apologies to their victims which are posted if YOT enquiries establish that the victim (individual or corporate) agrees to receive them (see also performance measure 3).

The YOT has established a Retail Crime Initiative – the most frequent corporate victim. Four programmes have run this year and 25 people (mainly on Reprimands, Final Warnings or Reparation Orders) have successfully completed this two-session programme. The group is run in conjunction with Police Officers and a representative from the retail trade to enable young people to fully consider victim issues.

The YOT have established an Early Intervention Team including Police Officers equipped to make victim enquiries. A specialist Restorative Justice Development Officer has been in post for 18 months and a further post was created in 2001 to consolidate the development of restorative approaches and to directly supervise reparative placements (including evenings and weekends) as necessary.

A database of reparation/community payback placements has been established across a wide range of statutory, voluntary and private sector organisations. Risk assessments and briefing on restorative principles have been completed with 24 placements, 3 of which are with minority ethnic organisations (temples and community organisations). Other placements are developed on an ad-hoc basis as best fits the offence, offenders circumstances and victims' wishes. Placement examples include City Housing Department, City Parks section, voluntary furniture restoration/recycling project, charity shops, youth clubs, a minority religious organisation and an minority ethnic community centre. The YOT has the capacity to provide Community Payback for all appropriate community orders and is confident that this can be extended to Referral Orders. Positive feedback, in line with restorative justice philosophy, has been received by most placements. Only one of the 37 Reparation Orders made to date has been breached following non-co-operation by the offender.

Internal staff briefings have been held on community payback and incorporation of reparation into all supervision plans. This forms part of the induction for all new staff. A template has been developed to assist case managers with this task.

In line with National Standards and the victims charger, appropriate cases have been referred to the Probation Service, Victim Enquiry Unit. Provision of information and feedback processes have been agreed within the YOT/Probation Service protocol.

**PERFORMANCE MEASURES 5 AND 6
USE OF RESTORATIVE PROCESSES AND VICTIM SATISFACTION
STRATEGY 2002-05**

These performance measures relate to the national objective of encouraging reparation to victims by young offenders and confronting young offenders with the consequences of their offending.

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1 .Integrate restorative approaches into Referral Orders	Sensitive involvement of victims in decision making process Young people understand the impact of their offending on their victims. Increase public confidence in restorative approaches.	All Referral Order Panel members to receive training on restorative justice principles. Victim Support to assist with preparation and attendance at panels by victims as appropriate. Courts to be advised of any issues relating to the length of the order with respect to victim involvement.	March 2002 From March 2002	Victim Support Leicestershire Mediation Service Court Users Group
2. Direct mediation – provision of constructive mediation between victim and offenders.	Increase the number of victims and young people who benefit from face to face contact at all stages of YOT intervention	100% of supervision plans address victim issues – including the appropriateness of direct contact with victim. Refer all appropriate cases referred to YOT Police Officers to make initial victim enquires. Home visits in partnership with Victim Support where appropriate. To complete 20 Restorative Conferences. To complete service level agreement with Leicester Mediation Service and refer minimum of 20 cases for specialist work including shuttle mediation.	From April 2002 From April 2002 December 2002	Policing Plan Victim Support Leicestershire Mediation Service Probation Plan

**PERFORMANCE MEASURES 5 AND 6
USE OF RESTORATIVE PROCESSES AND VICTIM SATISFACTION
STRATEGY 2002-05**

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
3. Victim's satisfaction.	Provide overview of victim satisfaction and act on any issues raised. Increase victims' level of satisfaction with service received.	Revise current victim questionnaire in line with YJB guidance. To seek 6 monthly feedback. Report issues to Crime and Disorder Partnership Victims Subgroup, Steering Group and Court Users Group and develop service as indicated. To achieve target of at least 70% of respondents being satisfied or very satisfied by YOT intervention.	September 2002 December 2002 On-going	Victim support Crime and Disorder Partnership Court Users Group Probation Plan
4. Develop generic and specific victim awareness programmes for offenders.	Provide effective victim awareness intervention for all offenders including the specific offences of retail crime, vehicle offending, robbery, and racially aggravated offences.	Assess all offenders made subject to YOT supervision for a Victim Empathy Programme (group or individual). To run the groupwork programme a minimum of 4 times in the year. Extend the remit of the Retail Crime Programme for community penalties (theft). Victim sessions incorporated into all group work programmes (Robbery Reduction, Understanding Anger and Vehicle Offenders Programmes). Work with the Leicestershire Mediation Service Conflict Resolution In Schools Programme to develop a victim awareness package associated with race issues and racial harassment . All YOT supervised young people to receive one session on race issues.	From April 2002 From April 2002 From April 2002 By December 2002	Crime and Disorder Partnership Probation Plan Leicestershire Mediation Service Conflict Resolution In schools programme

**PERFORMANCE MEASURES 5 AND 6
USE OF RESTORATIVE PROCESSES AND VICTIM SATISFACTION
STRATEGY 2002-05**

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
<p>5. Reparation / Community Payback</p> <p>Provide challenging programmes alongside the principles of restorative justice.</p>	<p>Maximise the benefit to the individual victim or community of direct or indirect reparation.</p> <p>Ensure reparation is meaningful to the offender by linking the reparative activity to the circumstances of the offence or young offender.</p>	<p>Complete a survey of reparation providers/offenders and report on outcomes of reparation placements.</p> <p>Continue to recruit, retain and support a variety of reparative placements using the principles of restorative justice including the Arts and Leisure Park Ranger Service.</p> <p>Continue to utilise restorative justice specialist to develop and maintain placements reflective of Leicester's ethnic profile.</p> <p>Work with Leicester SRB areas (crime hotspots) to devise community payback schemes related to offences of particular concern to the local community.</p> <p>Work with the Probation Service to assist their planned development of restorative work.</p>	<p>December 2002</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2002</p>	<p>Probation Plan</p> <p>Arts and Leisure Department</p> <p>SRB Management Committee</p> <p>Probation Plan</p>

Links with other Services and Partnerships

Strong partnerships have been established with Victim Support and Leicestershire Mediation Service and protocols exist between the YOT and each agency. Victim Support is making a substantial contribution to the development of the Referral Order Scheme.

The YOT will contribute to the Victim and Racial Harassment priority groups identified in the new Crime and Disorder Strategy.

The YOT will also work with the Probation Service in applying restorative justice principals in their service areas and sharing good practice in relation to work with victims.

PERFORMANCE MEASURE 7

PARENTAL SATISFACTION

Ensure with respect to parenting programmes:-

- < At least 70% of parents starting parenting programmes (voluntary and statutory) complete them and
- < 70% of parents are satisfied or very satisfied with the programmes to which the YOT has provided access.

Performance Review 2001-02

Services to parents of young people referred to the YOT are provided both on an individual and groupwork basis. Parenting groupwork programmes are provided by the Centre for Fun and Families, a Leicester based voluntary organisation. The Centre has received Youth Justice Board funding to assist both the City and County YOTs to develop services to parents. The programme, which adopts a cognitive behavioural approach, has been well regarded and subscribed to over a number of years. A collaborative arrangement is in place to train staff and deliver programmes with Leicestershire Youth Offending Service, the Education Department and Social Services Intensive Support Teams across the City and County. Referrals to the programme are a mixture of both voluntary and Court ordered cases.

In 2001, 37 parenting orders were made on Leicester parents of these, 9 (24%) were made as a result of criminal proceedings, and 28 (76%) from education proceedings. In addition, 3 parents were referred by the YOT to the programme on a voluntary basis.

4 programmes were delivered in 2001, and the completion rate was extremely high. Only 3 (8%) parents failed to complete the course and the reasons given were inappropriate referrals because of problems which required more specialist intervention. Overall, there was a completion rate of 92%, well above the Youth Justice Board target.

Exit questionnaires are provided at the end of each programme designed to indicate the level of parental satisfaction. From an analysis of responses in 2001-02, 80% of parents indicated that they had found the programme constructive, helpful and supportive. The chief reason given was the opportunity to share experiences, learn from each other, and develop communication and other skills. These responses were expressed equally by parents who attended on either a voluntary or statutory basis. Initial hesitation and reluctance amongst those who were ordered to attend apparently diminished significantly as the programme continued and parents discovered that they had experiences and problems in common.

Comments From Parents Completing Parenting Course

“Our son’s behaviour seems to have improved by 90% since I’ve learned to understand how he thinks and how to deal with it”

“Lines of communication that had broken down have been reopened and we no longer feel alone with our problems”

“Normally I would have lost my temper. Now we try to solve the problem. The course was excellent, I couldn’t fault it”

The development and delivery of programmes are monitored quarterly by the Parenting Policy Group attended by the Centre for Fun and Families, the YOTs, Education and Social Services Departments at strategic level. There is also an operational group which meets to plan programmes and train staff to deliver them. The programme has run successfully on one occasion with the assistance of an interpreter for a parent. It has also been designed to be delivered on an individual basis when necessary.

The development of parenting skills is undertaken in several ways by the YOT. All Court reports address the issue of parenting work either as a referral to the programme or to be undertaken on an individual basis. YOT officers either work with parents directly, but have also made referrals to specialist workers such as the Primary Mental Health or Education worker in a significant number of cases. Mentors recruited to work with those assessed as high risk of re-offending on Final Warnings also undertake significant work with families. A fundamental approach of the Youth Advocates Program on which the ISSP is modelled, is to engage effectively with the whole family to reduce the risks of re-offending and improve the overall level of family functioning.

**PERFORMANCE MEASURE 7 PARENTAL SATISFACTION
STRATEGY 2002-05**

This measure relates to the national objective of reinforcing the responsibilities of parents

ACTION/SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1. New YOT staff to be trained to deliver group work programmes	Increase access by parents to parenting programmes.	Ensure that a minimum of 6 programmes are delivered in 2002.	By December 2002	YOT Training Plan
2. 6 young offenders, whose parents/carers have been referred to a parenting programme, to be themselves referred to "Avoiding Conflict with Adults" programme.	To improve and develop communication skills between young people and their parents/carers.	At least 70% of parents starting parenting programmes (voluntary and statutory) and 4 (60%) young offenders referred to young people's programme, complete them.	By December 2002	Quality Protects MAP, Children's Fund Centre for Fun & Families
3. Ensure that parenting issues are addressed in all Referral Order contracts. Monitor level of referrals/ completions and satisfaction level of parents referred to the programme.	To ensure that the YOT provides access to parenting programmes and individual work to enable parents/carers to discharge their responsibilities effectively.	70% are satisfied, or very satisfied with the programmes to which the YOT has provided access.	By December 2002	Quality Protects MAP Children's Services Plan
4 Analysis of case records (ISSP = 30) (others = 30) to establish level of parenting work undertaken on individual basis and/or on programme.	To improve parenting skills by ensuring access to individual and group programmes.	All parents/carers to be offered parenting programmes..	By December 2002	Quality Protects MAP Children's Services Plan
5 Monitor the re-offending rates of young people whose parents/carers have completed the programme.	To assist parents/carers in positively influencing young people's offending behaviour.	6% reduction in offending by this group of young people.	By December 2002	Quality Protects MAP Children's Services Plan.

**PERFORMANCE MEASURE 7
PARENTAL SATISFACTION
STRATEGY 2002-05**

ACTION/SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
6 Provision of additional questionnaire to all parents completing the programme, on completion of Court order of young person, to ensure that skills/confidence in parenting have been maintained.	Ensure that parents/carers continue to discharge their responsibilities effectively and have the skills and support to do so.	70% completion rate plus relapse prevention work undertaken where necessary to ensure satisfaction level.	By December 2002	Quality Protects MAP, Behaviour Support Plan YJB Objectives
7 Ensure that key findings (especially those related to minority ethnic parents) of both local and YJB commissioned research on parenting programmes are incorporated into future design and delivery of programmes.	Improve practice in parenting work.	Meet performance target set by YJB.	On publication of research document.	YJB Effective Practice Guidance
8 Establish a system to monitor attendance at Court by parents/carers where an appropriate adult request has been received by the YOT.	To ensure parents/carers take appropriate responsibility for their young people and engage in Court proceedings.	Monitoring system in place, and baseline information collected.	By December 2002	Quality Protects MAP, Behaviour Support Plan, Objectives of Youth Justice System, Youth Justice Agreement

Links with Other Services and Partnerships

Parenting work undertaken by the YOT links with the objectives of the Children Planning Partnership and to the Quality Protects Management Action Plan. It also links with the CAMHS strategy of service provision to vulnerable families and the Young Person's Substance Misuse Plan. Additionally, the Children's Fund locally has agreed an action plan to provide a range of support services to families at risk across the City. The YOT, through its representation on these partnership groups, is able to contribute to the delivery of appropriate services. Overall, parenting services are designed and delivered adopting a range of approaches in line with meeting youth justice objectives relating to the re-enforcement of responsibilities by parents.

PERFORMANCE MEASURE 8 **ASSET**

Ensure ASSET is completed for all young people subject to both:

Community disposals (Final Warnings, Referral Orders, Reparation Orders, and Community Penalties, including ISSP) during the assessment and the closure stages; and
Custodial sentences, at the assessment, transfer to the community, and the closure stages.

Performance Review 2001/02

Performance against this target has improved during the year. However, for over half the year the IT supplier, ABM has been unable to produce a working electronic version of ASSET which has hindered its production, updating and analysis. Work has been ongoing to resolve this issue which should provide a significant improvement in both completion and consistency of ASSETs in 2002 and ensures aggregated data is reliable and accurate.

Analysis of this year's performance demonstrates that start ASSETs have been completed on all PSRs and are immediately available to the secure estate in the event of a custodial sentence. All Final Warning assessments (where the offender complied) resulted in the completion of a start ASSET. The provision of ASSETs after stand down reports – particularly in cases where the Court has sentenced to an Attendance Centre Order or Community Punishment has been below the target. The YOT provides training to the Interventions Team to complete closure ASSETs on specific Final Warning interventions and mentoring cases.

Assessment of initial ASSETs demonstrates that highest scores are recorded for the criminogenic risk factors of education, substance misuse, mental health and thinking skills. This has assisted the YOT to prioritise resources to appoint and fund a further substance misuse worker and mental health specialist. A life skills programme using a cognitive behavioural approach has also been designed.

High-risk cases as identified by ASSET, generate an internal strategy meeting or an inter-agency case conference. A protocol has been agreed to enable the YOT to make referrals to the Public Protection Panel. 2 cases have been referred in the year for consideration and approval of a risk management strategy.

**PERFORMANCE MEASURE 8
ASSET - STRATEGY 2002-05**

This performance measure relates to the national objective of providing interventions which tackle the particular factors which put a young person at risk of offending.

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1. Effective application of ASSET at start and closure stage	Interventions informed by criminogenic risk factors	<p>Start ASSETs completed on 100% of all YOT supervised cases and Final Warnings with interventions.</p> <p>100% Supervision Plans with scores of 3 or more for education, mental health, living arrangements or substance misuse referred to appropriate YOT specialist worker for further assessment and intervention.</p> <p>YOMG and practitioner groups of main ASSET findings on a 6 monthly basis use evidence from Nacro inspection on ASSET to improve practice.</p> <p>Closure ASSETs completed on 100% of all successfully completed Final Warnings and YOT supervised orders.</p> <p>Practitioners to co-ordinate the completion of start and end ASSETs for successfully completed Attendance Centre and Community Punishment Orders.</p> <p>Target 70% during 2002, 85% 2003 and 100% by 2004.</p>	<p>December 2002</p> <p>December 2002</p> <p>May 2002</p> <p>From April 2002</p> <p>From March 2002</p> <p>By 2004</p>	<p>Probation Service</p> <p>Attendance Centre Business Plan Probation Service Plan</p>

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
2. ASSET training	Staff develop consistent and accurate assessment skills to complete ASSETs at all stages.	<p>Re-fresher training on ASSET and risk assessment undertaken by all YOT practitioners.</p> <p>ASSET training provided as part of induction process.</p> <p>Training extended to appropriate Attendance Centre staff and of LCPT, LREC, Mentoring project workers.</p> <p>Specific training on new Final Warning and Bail ASSETs provided to appropriate staff.</p>	<p>December 2002</p> <p>From April 2002</p> <p>December 2002</p>	YJB Train the trainers Event
3. Use of IT systems for completion of ASSET	ASSET electronically produced and easily accessible.	Electronic ASSET difficulties resolved by ABM. Installation by ABM of Final Warning and ASSET Staff trained.	Ongoing	ABM
4. Dissemination of information	To utilise evidence in planning and delivery of future services	Performance Manager to review Aggregated ASSET data 6 monthly.	By December 2002	Quality Protects MAP Connexions Probation Plan
5. Accordance with Probation Assessment tool	Seamless service delivery based on assessment of needs for young offenders transferred to or supervised by Probation.	Analysis of ASSET/OASYS and integration of assessment process.	2002-03	Probation Plan.

Links with Other Services/Partnerships

ASSET compliance at each stage will provide reliable evidence of the needs of young offenders. These needs can frequently be met by services provided by other agencies, e.g. Education, Health, Housing etc. Information derived from ASSET therefore can be used to inform the planning and delivery of services for young offenders, and ensure that each agency works in collaboration with the YOT.

A significant number of young people are either supervised directly (Community Punishment) or transferred on other community penalties at 18, to the Probation Service. Work will be undertaken by the YOT and the Probation Service to link ASSET and OASYS appropriately, but also to take account of other relevant assessment frameworks (e.g. APIR – Connexions)

PERFORMANCE MEASURE 9
PRE SENTENCE REPORTS

STRATEGY 2002/05

Ensure 90% of pre-sentence reports prepared for the Courts are submitted within timescales required by national standards

Performance Review 2001/02

Locally Leicester Courts are processing cases involving persistent young offenders within 72 days (October 2001) just 1 day over the national target and predict that they have now met the target on speeding up youth justice. This is particularly encouraging in that Leicester Youth Court started the process from a particularly high baseline of time taken from arrest to sentence. Leicester Youth Court sits three times a week but has the capacity to run trials and emergency Courts on any weekday. The YOT has contributed to an inter-agency Youth Justice Agreement covering this and other issues and has played its part in speeding up the Youth Justice system.

There is a history of excellent working relationships between the various criminal justice agencies and the YOT has a specialist Court Duty Team who is responsible for the preparation of the bulk of PSRs. The YOT has developed a protocol with CPS that ensures that advance disclosure packages are handed direct to the YOT Court officer at the time of adjournment. A protocol also exists with the Probation Service to cover attendance at Crown Court.

The YOT Manager and/or the 2 Court Managers attends quarterly Court Users Group meetings, and also the Youth Justice Working Group which oversees any issues of delay or other practice areas e.g. with identification of PYOs.

The YOT has an excellent record in achieving the target of provision of PSRs within the required timescales (325 – 92%). 332 PSRs were written in 2001, of which 90 (27%) were on PYOs. In February 2001 the YOT utilised additional delays funding to create a specialist post to provide stand down reports. This post has now been mainstreamed into the Court Team. A protocol exists that given the appropriate use of either a stand down or specific sentence report the YOT Court office is networked to the YOT information system which enables the swift provision of information and updates to the Court. These reports are generally available within 1.5 hours. The YOT has produced a pro forma for these reports which is founded on ASSET.

In 2001, 105 stand down reports were completed, which although fell short of the target set by the YOT (and which may have been over ambitious) represents a saving of 1510 adjournment days. This service has been welcomed by the Courts, 85% of all “serious enough” reports were completed on this basis, 12% were on PYOs and 90% (102) were congruent with the proposal.

39 Pre Sentence Reports were completed for the Crown Court. The resident Judge has expressed interest in using this facility (and one such report has been prepared), but given the majority of cases are likely to attract a custodial sentence, options for its use are restricted.

Congruence rates for the year average 74% . Leicester Youth Court is a high user of custodial sentences (11.9% of all disposals), and since PSR authors will normally propose robust community based penalties, this provides some explanation. If custodial sentences are omitted, the congruence rate increases to 86%.

Sentences and other criminal justice agencies have expressed considerable satisfaction with the quality and timeliness of the YOT reports. As part of its strategy to drive down custodial rates, specific investment in PSR quality improvement training has been made. All PSR writers have attended a Nacro led 2 day training event. The YOT has subsequently introduced its own quality assistance system at both Youth and Crown Court.

Case Study

On a Monday in September a 14 year old boy was arrested for criminal damage and assault. He appeared at Leicester Youth Court the very next day. The Court heard that he was refusing to attend to school, he had a statement of special educational needs and that his mother was concerned by his deteriorating behaviour. The solicitor suggested a three week adjournment for a PSR. Instead the YOT completed a stand down within 2 hours. The boy received an Action Plan Order and reported directly to the YOT office. By Wednesday the YOT education officer was involved in addressing his educational situation and a case manager was commencing an offence analysis with the boy and identifying support for his mother.

Feedback received from High Court Judge

“It is fortunate for you that your Youth Offending Officer has written such a insightful and comprehensive report, without which you would certainly be facing a custodial sentence”.

**PERFORMANCE MEASURE 9
PRE SENTENCE REPORTS
STRATEGY 2002/05**

This performance measure relates to the national objective of the swift administration of justice

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1. Sustain PSR and stand down congruence rate	Provide the Court with accurate information and assessments to assist sentencing	Sustain congruence rate between 70 – 80 % (including custody) and in excess of 80% without custody.	December 2002	Probation Plan
2. To extend the existing stand down service at Leicester Youth Court	Reduce length of time between arrest and sentence.	Work with Magistrates to ensure that provisional assessments of seriousness allow more stand-downs to be commissioned.	September 2002	Court Users Group Youth Court Panel Probation Plan
	Enable timely intervention with offenders.	To increase the number of stand-downs by 30% (136).	December 2002	
3. Provision of Court reports at Leicester Crown Court	Reduce length of time between arrest and sentence.	Ensure that addendum reports or stand down reports are available for consideration by the Court in all cases where a delay of more than 28 days has elapsed between the completion of the PSR and sentence.	Ongoing	Youth Justice Services Agreement / Joint Performance Improvement Plan.
4. PSR Quality Assurance Programme	Compliance with National Standard Timescales.	100% of PSRs completed by working day prior to sentence where offender complies.	Ongoing	Court Users Group Probation Plan
		Where offender fails to comply, PSRs prepared on the basis of (any) existing knowledge by working day prior to sentence and stand down offered if appropriate.	Ongoing	
		Conduct user satisfaction survey with PSRs and stand downs (sentencers, clerks, CPS, defence) and share findings with Court user group and steering group	September 2002	

**PERFORMANCE MEASURE 9
PRE SENTENCE REPORTS
STRATEGY 2002/05**

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
5. PSR/SSR Quality Assurance	Improve quality of effectiveness of PSRs/SSRs.	Probation Service training material and expertise shared with YOT.	By December 2002	Probation Plan

Links with Other Services/Partnerships

The integrated strategy document for the National Probation Service “A New Choreography” highlights some key shared objectives in relation to court work. The emphasis on providing courts with good quality information to gain the confidence of sentencers and public is clearly linked.

The Probation Service also has objectives on timescales of reports and increasing the proportion of specific sentence reports.

The YOT will maintain its provision of report within required timescales, and encourage the use of stand down reports ensuring that the demand for PSRs reduces accordingly. The YOT will seek more formal feedback from sentencers, CPS, Magistrates Clerks and Defence Solicitors in its user satisfaction survey planned for this year.

PERFORMANCE MEASURE 10

DETENTION AND TRAINING ORDERS

Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within the timescale prescribed by National Standards.

Performance Review 2001/02

In this period 93 training plans were agreed, of which 43 (46%) were completed within the National Standards timescales of 10 working days or less. The performance in 2001/02, was 59% indicating a 13% worsening last year. The low compliance rate with the standard is due almost entirely to dates for initial training boards being set by the institution outside of the National Standard requirements. Commitment however by YOT staff to attending these boards is consistently high, with almost 100% attendance. However, this is not replicated by the Prison Service, who have never attended any post release reviews held by the YOT.

DTOs increased by 31% in 2001 (656 – 2000, 96 2001). Almost 90% of Leicester young men sentenced to a Detention and Training Order are sent to HMYOI Onley, where setting appropriate dates for boards has been an ongoing problem. The chief reason given is persistent and long term staffing problems, although for the majority of Leicester cases, boards are chaired by YOT staff. However, unless the Youth Justice Board is able to ensure that the Prison Service is equally committed and has the ability to achieve a greater compliance in relation to timing of initial training boards, it would appear unlikely that progress in meeting this target will be made.

This issue has been taken up by the East Midlands YOT Manager's Group. The Leicester and Lincolnshire YOT Managers have now met with the Head of the Juvenile Unit on two occasions, and have agreed that further meetings should take place at 6 monthly intervals. There has been a slight increase in the number of boards set per week, and an improvement in the resources and arrangements for the boards. Suggestions to improve timeliness of boards at Onley have included proposals by the YOT Managers for seconding YOT staff to Onley, who could also play a significant role in ensuring the smooth transition between custody and release. This proposal however, has not been followed through by Onley

Despite these problems, good working relationships have been established by YOT and prison staff at Onley. Joint introductory Youth Justice Board training has been delivered at the institution and further training is planned in relation to chairing of DTO boards. A joint operational East Midlands YOT Operational Managers and Prison Managers' Group meets regularly. The Head of the Juvenile Estate is also co-opted member of the Leicester YOT Management Group (YOMG).

As a result of pressures of overcrowding at Onley, approximately 10% of young men serve their sentence at either Brinsford, Stoke Heath, Werrington or Huntercombe, which overall has a higher performance in relation to training of boards. 3 young women who received DTOs were sent to either Bullwood Hall or New Hall. Both these institutions which hold predominantly adult women offenders, are a minimum of 80 miles from Leicester which puts additional pressure both on families and YOT staff.

Detention and Training Orders of 6 months or less appear to offer poor education, training provision and very limited access to mental health services, or offending behaviour programmes. Education disruption is exacerbated by young detainees being taken off school roll and losing their special needs status with consequent lengthy periods of time before these are reinstated. This situation contrasts with outcomes recorded at Rainsbrook Secure Training Centre which is adjacent to Onley. Here, all initial boards are held within the required timescales. Education provision is given total priority, and significant improvements in educational attainment have been recorded. Unfortunately however, this progress is not always maintained following release as a result of delays in accessing appropriate education in the community.

The YOT operational manager with liaison responsibility for the secure estate has ensured that staff work effectively with prison staff at Onley in providing information and planning for release. The Student Support Service, although severely stretched, attend exit boards to try to fastrack education provision on release. The drugs worker and primary mental health worker have also attended boards. Prison staff have been briefed about ISSP, and potential cases identified at the initial training board. There is also an agreement to consider the possibility of early release in suitable cases as an incentive to comply. Parents/carers have been encouraged to attend boards and approximately 50% now do so often transported by YOT staff. Prison staff have commented, that where this takes place, communication improves with a greater sense of responsibility shown by both parents and young people.

The inability of the prison staff at Onley to set initial training board dates within National Standard timescales in a significant number of cases, contrasts sharply with the YOT attendance rate at the boards. The general lack of appropriate services for many short term DTO cases is also a major concern. The commitment by the Youth Justice Board to invest significantly in improving education in the secure estate, as well as ensuring that young people are placed no further than 50 miles from home is welcome, but will take time to implement and effect change.

**PERFORMANCE MEASURE 10
DETENTION AND TRAINING ORDERS
STRATEGY 2002-05**

This performance measure relates to the national objective of punishment proportionate to the seriousness of their offending

ACTION/SERVICE STRATEGY	OUTCOME	TARGETS	TIMESCALES	LINKS
1. Initial training boards within National Standard timescales.	Earlier assessment of young people's needs, and provision of appropriate services both in custody and on release.	60% compliance rate. Agreed by Onley/YOT	By December 2002	Prison Service Business Plan Behaviour Support Plan Substance Misuse Plan
2 Mental Health assessments and services in custody.	Earlier identification of mental health problems in custody and continuity of provision.	All young people identified by ASSET as having acute/non-acute diagnosis, referred for specialist services in custody.	By December 2002	CAMHS Prison Service Business Plan
3. DTO referrals for ISSP and other YOT programmes	Reduction in re-offending rates of young people post custody.	25% DTO cases on ISSP. Reduction of 5% in re-offending (from 36% to 32%) of DTO cases.	By 2004 and interim targets met 2003,2002	CAMHS Prison Service Business Plan
4. Employment/training for DTO cases.	Assessment and referral procedures included in action plan with Learning Skills Council.	All DTO cases assessed prior to release.	By April 2002	Connexions
5. Accommodation for DTO cases	Reduce homelessness, and risk of re-offending.	All initial training plans indicating accommodation problems referred to YOT Accommodation Officer.	By December 2002	Housing Dept Plan
6. Enforcement of Licences	Reduce offending by young people following release from DTOs.	90% DTO cases enforced in line with National Standards.	By December 2002	
7. Letter to YJB from East Midlands YOT Managers	Improve timescale of initial training plan boards.	Improve compliance rate with National Standards.	By June 2002	Prison Service Plan
8. Prison staff attendance at post release interviews.	Increased commitment to ensuring successful completions of DTOs	50% attendance by prison staff at post custody reviews.	By December 2003	Prison Service Plan

Links with other Services and Partnerships

The Youth Justice Board is committed to ensuring that by 2004 young people made subject to Detention and Training Orders will serve their sentence in institutions no more than 50 miles from their home. The commitment also by the Board to invest significantly in increasing the education provision within the secure estate will link with Education priorities to ensure that young people receive 25 hours education by September 2002. The YOT will contribute to these targets by referring young people for additional literacy and numeracy assistance through the Mentoring Scheme, and promoting full take up of eligible cases for ISSP. Managers of secure facilities however, need to recognise and take increased joint ownership for the community element of custodial sentences. Rarely do prison staff attend reviews post release, exchange of prison/YOT staff on short secondments, has not occurred, although agreed by YOT and the Prison Service in last year's Plan. The YOT is keen to work effectively with the Prison Service, and sees the long term benefit of secondments to institutions.

Clearly improvement in meeting this target rests largely with the Prison Service at this time. YOT staff will maintain their attendance rate and always encourage the setting of boards within the timescale.

PERFORMANCE MEASURE 11 **EDUCATION, TRAINING AND EMPLOYMENT**

Ensure 90% of young offenders supervised by YOTs are in, full time education, training, or employment by 2004 (80% by 2003).

Performance Review 2001/02

This will be a particularly challenging target for all YOTs and its achievement will depend significantly on a set of variables which may well fall outside their immediate sphere of influence.

Leicester Education Department is confident that the target of 25 hours education provision will be reached by September 2002, but that to achieve this, consistency and quality of provision may be problematic. There will still be significant issues in attendance rates. With a significantly higher than average rate of excluded pupils this will be an additional difficulty, particularly for those young people of school age released from custody. Comparison of the Student Support and YOT caseload, indicates that 57% of currently permanently excluded young people either are or have been known to the YOT. The Behaviour Support Plan outlines however, the department's strategy towards the implementation of this target.

Excellent working relationships have been developed between the YOT and the Student Support Service, which work with students excluded or at risk of exclusion. Student Support has played a significant role in ensuring access to education with a varied and imaginative programme, particularly for ISSP cases, and promoting the YOT within mainstream education providers.

An Exclusion and Reintegration Reference Group attended by the YOT educational psychologist consider all cases excluded or at risk of being so. Between October – December 2001, 83 current YOT cases were permanently excluded. 37% (31) were year 11 students, and 34% (28) year 10. The key stage 4 YOT worker works extensively with this group, including encouraging the completion of ASDAN youth achievement awards.

The YOT has contributed to Education/Police truancy sweeps in response to the links between truancy and offending. 542 children were questioned in 2001, many of whom were with parents. Approximately 433 (80%) were from city schools and 22 (4%) were permanently excluded. The YOT education welfare officer is involved and also has the lead for delivery of Parenting Programmes to reinforce responsibilities of parents particularly in relation to school attendance.

To maximise education access for young offenders, in a broader, context the YOT is working with Leicestershire Community Projects Trust to establish a mentoring programme which will provide additional literacy and numeracy support. Careers advice and assistance will also be provided by the mentoring scheme for minority ethnic young offenders. A further resource is Apex (Leicester) Project which provides CLAIT courses attended by 2 ISSP young people.

The YOT and the local Careers Service has developed a constructive working relationship which will provide a firm foundation for partnership work with the emerging Connexions Service. A joint YOT/Careers protocol has been agreed, which includes data sharing,

automatic referral of all 16-17 year olds from the YOT to Careers for assessment and training guidance. A 6 week “Roll Programme” has been designed by the YOT Education worker and Careers staff and is delivered jointly.

A recent development has been the YOT’s involvement at RALAC, (Raising Achievement for Looked After Children) a joint Social Services/Education Initiative, but one which clearly overlaps with the YOT’s priorities.

The Connexions service is likely to become operational in September 2002. The Youth Offending Team is currently contributing to the implementation and development stages through its involvement in a series of working groups at both operational and strategic level. Progress is also being made to clarify the role of Personal Advisor in relation to young offenders, and how this will most effectively be resourced.

Case Study

A 16 year-old persistent offender attended the ROLL Programme as a requirement of his ISSP plan. During the seven session programme he engaged in work designed to help him recognise his skills, qualities and ambitions and their relevance in training and/or employment. After the course, he went on to secure employment as a trainee bricklayer.

**PERFORMANCE MEASURE 11
EDUCATION, TRAINING AND EMPLOYMENT**

STRATEGY 2002/05

This measure relates to the national objective of providing interventions which tackle the causes of offending.

ACTION/SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
1. Joint YOT/Careers data system	Establish information baseline on number of young offenders not currently in education and/or employment	80% of young offenders supervised by the YOT in full time education, training and employment	By 2003	Connexions
2. Provision of full time education (25 hours, 16 hours – 16 year olds) for young offenders	Reduce school exclusions, and provision of full time education or training for those permanently excluded.	<p>YOT specialist education staff to attend strategy and review meetings and be informed of those at risk of exclusion at the earliest opportunity.</p> <p>Educational Psychologist to expand role on Exclusion and Reintegration Reference Group in relation to young people released from custody.</p> <p>Report to YOMG on 6 monthly basis numbers of excluded young offenders not referred or receiving full time education, training or employment.</p> <p>YOT to establish close links with Conflict resolution in Schools Programme (CRISP) and use restorative justices principles and peer mentoring to resolves issues of bullying and harassment.</p>	December 2002	<p>Behaviour Support Plan</p> <p>Leicester Mediation Service CRISP Programme</p>

**PERFORMANCE MEASURE 11
EDUCATION, TRAINING AND EMPLOYMENT
STRATEGY 2002/05**

ACTION/ SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
3. Establish fully functioning mentoring programmes	Raise educational achievement of young offenders	Assess all minority ethnic young offenders for “Catalyst” - minority ethnic mentoring plus programme. Assess all offenders for literacy / numeracy mentoring programme.	December 2002 December 2002	Leicester Racial Equality Council Leicestershire Community Projects Trust
4. Learning and Skills Council Agreement	Increase take up of LSC co-ordinated opportunities by young offenders, increase access to labour market	Work with LSC to extend range and suitability of training opportunities for young offenders YOT to provide additional support for young offenders on programmes.	December 2002	Learning and Skills Council Connexions
5. Agree Connexions Protocol	Ensure young offenders have appropriate access to Connexions services	Explore ways of working with Connexions service, including secondment of Personal Advisors to the YOT. Relevant YOT staff to receive training in personal advisors role from Connexions Service. YOT staff to have input into personal Advisor training with Connexions staff. YOT and Connexions to align ASSET with APIR document	From April 2002	Connexions
6. Connexions/YOT service delivery	Agree action plan to work towards target. Review of progress 6 monthly	80% young people in education, employment, and training. 90% young people in education, employment, and training.	By 2003 By 2004	Connexions
7 Basic Skills Programme	Enhancing skills of young offenders to improve employability.	YOT staff briefed by Probation. Basic skills co-ordinator. Adaptation of programme for young people.	By December 2002	Probation Plan, Learning Skills Council

**PERFORMANCE MEASURE 11
EDUCATION, TRAINING AND EMPLOYMENT**

STRATEGY 2002/05

ACTION / SERVICE STRATEGY	OUTCOME INTENDED	THE TARGETS	TIMESCALES	LINKAGES
8. Develop employment initiatives	Reduce barriers to employment for young people	<p>Refer all appropriate young people to ROLL programme delivered by YOT and Careers and Guidance Service/Connexions and monitor outcomes.</p> <p>Agree data sharing protocol to establish how many young offenders known to the YOT are in employment training or employment.</p> <p>Develop youth unemployment initiatives with Crime and Disorder Partnership and Leicester Business Community.</p> <p>Leicester Careers staff to negotiate attendance at initial training boards at HMYOI Onley.</p>	From April 2002	<p>Careers and Guidance</p> <p>Crime and Disorder Strategy</p> <p>Connexions</p> <p>Community Plan</p>

Links with Other Services and Partnerships

The cross cutting agenda for the Youth Offending Team and the Connexions Service in relation to attainment levels, inclusion in mainstream education, access to training, underlines the need for both agencies to work in close partnership. The assessment tools (ASSET, APIR,) need to be aligned, to avoid duplication and ensure integrated and accurate screen of young people. Locally Connexions has taken a pro-active approach in consulting young people and taking their views into account, which is an area of development for the YOT. Both services will need to ensure that interventions are based on effective practice, but also within a best value context. The YOT Manager will contribute to the planning processes through the local management committee.

In addition to the shared targets set nationally for the two services, locally there is a willingness also to agree that we work together towards the achievement of the 5% reduction in re-offending target.

The YOT will develop a range of links with schools particularly to assist in reducing truancy and contributing to anti-bullying and racial harassment strategies. Leicestershire Mediation Service has experience through its CRISP project in working in primary schools, and funding from YOT will be used to extend this preventive area of work. The Youth Justice Board investment in education provision within the secure estate will drive up attainment standards in custody over time , but progress will be lost (as demonstrated by follow-up research by Rainsbrook Secure Training Centre) if similar commitments and resources are not available in the community.

There are also links to be developed within the new Crime and Disorder Strategy, in developing youth unemployment initiatives. The Leicester Community Plan also has a role in ensuring that young people from all communities in the city and as part of its neighbourhood renewal strategy, access facilities such as sports and leisure that enhance young people's skills and development.

PERFORMANCE MEASURE 12

ACCOMMODATION

Ensure that:

- < All YOTs have a named Accommodation Officer
- < Local housing strategies are informed by the known accommodation needs of young offenders
- < All young people subject to either a community penalty or on release from the secure estate have satisfactory accommodation to go to.

Performance Review 2001/02

The Youth Offending Team manages its own remand fostering scheme which has been well established over a number of years. Work is undertaken collaboratively with the mainstream fostering service in areas of training and recruitment. The scheme currently provides 21 placements. These include 3 emergency beds (for PACE etc), 14 remand placements, and 4 contract placements (for young people manifesting specific behaviour difficulties). The occupancy rate over the year has varied between 75% and 95%. Quality Protects funding has been made available over the last 2 years for an additional 0.5 qualified worker to increase the number of foster carers and range of placements from the minority ethnic population for young offenders who are also Looked After.

The Remand Fostering Officer's post has however been vacant for several months, despite urgent attempts at recruitment, following his appointment to one of several newly established private fostering agencies in Leicester. Two remand foster carers have also transferred to these agencies. This has meant that the service has been under considerable pressure during the last year. We have just recruited at a senior practitioner level (using the Youth Justice Board general grant) to the post of YOT Accommodation Officer. The remit of this post will include the management of the remand fostering scheme, but also a wider development role in addressing the accommodation needs of vulnerable young people across a number of providers, both in the statutory and voluntary sector.

There are excellent working relationships at both the strategic and operational level with the City Council Housing Department which has been at the forefront of addressing accommodation needs of young people. An Assistant Director is co-opted onto YOMG, and a Housing team manager identified to work with the YOT team manager with functional responsibility for accommodation. Issues that have been identified jointly to take forward include supporting young people in tenancies, provision of rent guarantees and housing benefit advice and liaison between the YOT and Housing Department's young person's drugs workers.

Recent funding from the Youth Justice Board to voluntary agencies has led to the creation of an exciting new partnership between the YMCA, Leaving Care Team, Housing Department and the YOT to ring fence 6 beds (including a bail bed) for young offenders. Analysis of ASSET indicate that the highest level of accommodation need is by young offenders released from custody (of 84 young people subject to a DTO transferred back into the community in 2001, 13 (15%) out of 84 did not have satisfactory accommodation at the time of transfer) and therefore it is anticipated that this additional provision will meet a significant shortfall. A project worker will be appointed to follow up referrals, enable young people to access

additional YMCA programmes, and generally liaise with the YOT to provide support and advice to young people placed in the YMCA. . An additional resource for YOT staff has been a young person's accommodation directory compiled by YOT volunteers.

Social Services provide a number of residential placements within children's homes. Young people are generally placed in children's homes in Leicester, unless more specialist provision is required. The YOT Manager and senior managers of the Children and Families Division are currently agreeing an action plan which will focus more specifically on addressing the accommodation needs of Looked After Children and those leaving care who are also known to the YOT.

YOT staff place a high priority on work with parents to prevent family breakdown, leading to possible homelessness of young people. Individual work or group work programmes will all focus on improving family relationships and reducing conflict between parents and young people.

The YOT is now represented on a variety of fora which plan and provide accommodation for vulnerable young people. In addition to its links with the Housing Department and voluntary sector providers, the YOT has established links with the Supporting People's Initiative. Since January 2002 the YOT has now been in regular dialogue with Support People Initiative in order to ensure appropriate YOT representation on the Strategy Group. The Accommodation Officer will be a member of the Communication/Consultation Group and will work jointly on a needs mapping exercise. The lead officer for Supporting People has briefed all YOT staff on the implications of the initiative and progress to date. She also attended the stakeholders consultation event on the Youth Justice Plan.

**PERFORMANCE MEASURE 12
ACCOMMODATION
STRATEGY 2002 –05**

This measure relates to the national objectives of providing interventions which tackle the causes of offending and reinforcing the responsibilities of parents.

ACTION/SERVICE STRATEGY	OUTCOME	TARGET	TIMESCALE	<u>LINKS</u>
1. Appointment of YMCA / YOT project worker	Implement accommodation initiative.	6 beds (including 1 bail) available for young offenders at YMCA.	From April 2002	Housing Department Plan LCT, YMCA Plan
2. YOT Accommodation strategy.	i) Increased access to range of accommodation resources by young offenders. ii) Accurate assessment of level of need of young offenders.	Recruitment of 3 additional foster carers. YOT representation in inter-agency young people's housing forum.	By December 2002	Housing Department Plan Supporting People
3. Promote awareness in Careers "Information Shop".	Young Offenders receive information on benefits and housing entitlements.	All young offenders with potential accommodation problems referred to Information Shop.	From April 2002	Connexions Leaving Care Careers
4. Greater identification of housing needs at initial sentence planning boards.	Planning and provision of stable accommodation.	Accommodation needs identified in ASSET used to inform boards. Establish monitoring system.	From April 2002	Housing Department Plan YMCA Policy in Prisons Community Plan
5. Offending Behaviour programmes delivered by YOT/residential staff in children's homes.	Increase proportion of remands to LAA. Reduce offending by LAC	Increase by 5 remands to Local Authority Accommodation and decrease remands to secure facilities in line.	From April 2002	Quality Protects MAP
6. YOT Police Officer to work with LAC and staff.	Greater confidence by Courts in supervision of young people remanded to Local Authority Accommodation.	Reduction in offending on bail by LAC by 5.	From April 2002	Quality Protects MAP Community Plan
7. Integrated Remand Management Strategy	Appropriate YOT staff to attend YJB training Establishment of a multi-agency strategy group	Reduce remands to secure facilities. Reduce delays Prevent offending on bail.	By 2004	Policing Plan, Quality Protects MAP Housing Dept Plan Supporting People Initiative.

**PERFORMANCE MEASURE 12
ACCOMMODATION
STRATEGY 2002 –05**

ACTION/SERVICE STRATEGY	OUTCOME	TARGET	TIMESCALE	<u>LINKS</u>
8 Supporting People	Establishment of a supported lodgings scheme for vulnerable young people. (subject to scoping exercise indicating needs and funding available).	Multi-agency strategy agreed for increasing range of provision for young people.	By 2004	Quality Protects MAP Housing Plan Supporting People Connexions Young Person Substance Misuse Plan

Links with Other Services and Partnerships

Unstable accommodation is a known risk factor to increasing the likelihood of offending. A variety of statutory and voluntary accommodation providers in Leicester clearly recognise the need for an integrated strategy to address the issues in relation to homeless vulnerable young people. The Supporting People's Initiative will contribute to this planning process. The YOT will continue to develop its partnership work, and would particularly work to explore the potential for a well resourced supported lodgings scheme for young people.

PERFORMANCE MEASURE 13

MENTAL HEALTH

All young people, by 2004, who are assessed by ASSET (and once available using the Mental Health assessment tool) as manifesting:-

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

Performance Review 2001-02

Provision of mental health services to the Youth Offending Team has been made by the Health Authority via the CAMHS Service. One primary mental health worker is a member of the Bail Supervision Team and Court Team (funded initially by Health and from April 2002 by Health and the YOT, through the Youth Justice Board general grant). This worker is able to provide fasttrack assessment and reports for Courts, services for those on bail and has been particularly effective at targeting second remand cases. The second primary mental health worker provides consultation, assessments, and appropriate interventions (direct or joint work) to young people referred by YOT practitioners. Both workers also provide training to YOT staff on mental health awareness. Currently a cognitive behavioural life skills programme is being developed by these two workers for use by YOT staff. They are also able to fast track access to specialist psychological and psychiatric services where appropriate

The two Primary Mental Workers are also members of the Young Peoples' Team within CAMHS, which also includes primary mental health workers to the Looked After Population across the City and County and a dedicated child psychiatrist and psychologists. The team is managed by a senior primary mental health worker who provides clinical supervision to the YOT based primary mental health workers, whilst their day to day management is via a YOT operational manager. The Young Person's Team has established itself as a unique resource in the provision of local and responsive mental health services for young people. This has been recognised recently by the award of Beacon Status to the CAMHS Service in Leicestershire.

As a result of this provision to the YOT, (now in its second year) the targets set out in this performance measure are already being achieved. In this period 71 assessments were undertaken on non-acute referrals and 8 assessments for acute referrals. Generally tier 1 and 2 consultation and services will be provided directly by the primary mental health worker, but tier 3 services from either the Young Person's Team or other specialist services. Referrals from YOT officers are recorded by the Primary Mental Health Worker by date of referral, date of assessment and subsequent intervention, whether this be delivered by themselves or referred on for more specialist provision.

The YOT has contributed to the development of services for adolescent sex offenders, with a number of staff having received training in this area. It is also represented on the local Teenage Pregnancy Advisory Group.

The YOT Manager is a member of the steering group which oversees the work of the Young People's Team. There are also close links with the Greenwood Institute of Child Health (University of Leicester). Research is currently being undertaken on the role of the primary mental health worker, including the development of a screening/referral tool. This area of research is being widened to include mapping of other health needs e.g. physical and sexual.

As part of the modernisation of the Health Service, the existing Leicestershire Health Authority will be replaced by a strategic Health Authority which will cover Northants and Leicestershire. In Leicester two primary Care Trusts have been created, Leicester City West and Eastern Leicester. LCWPCT will host the strategic and commissioning roles for childrens' services across the district.

Case Study

Abi is a 17 year old white female living independently. She was referred to the Youth Offending Team in June 2001 after receiving a Final Warning for an offence of Taking a Vehicle Without Owner's Consent.

At the initial assessment the YOT officer was made aware that Abi had been self-harming (cutting) and had suicidal feelings. An immediate mental health assessment was made by the YOT Primary Mental Health Worker who made a swift referral to the CAMHS Young People's Team. Abi was seen by Psychiatrist within 36 hours and later diagnosed with a borderline Personality Disorder.

The Primary Mental Health Worker co-ordinated work around coping skills, support networks and cognitive behavioural interventions (interpersonal effectiveness, emotion regulation, distress tolerance). The case manager co-ordinated other interventions (offence focussed work, employment, and housing) and towards the end of the order Abi was referred to our YJB funded Mentoring Programme.

At the exit review Abi was praised for her co-operation and non-offending, it was recognised that support networks were identified and individual work had been undertaken. She no longer needs the support of the primary mental health worker, but maintains a link with the Mentoring Programme who will refer any concerns back to the YOT for action.

(Prior to the YOT Final Warning scheme, Abi's complex needs would, in all probability have gone unnoticed until she re-offended or self harmed.)

A new mental health partnership will manage CAMHS services and Social Services will be partner on the board of this trust. This is separate from the commissioning service for children (PCT West).

These new arrangements will be finalised and implemented during 2002. Locally, these changes will determine future health representation on the YOT steering group (YOMG) and further development of the CAMHS provision to the YOT.

**PERFORMANCE MEASURE 13
MENTAL HEALTH
STRATEGY 2002-05**

This measure relates to the national objective of providing interventions which tackle the causes of offending

ACTIONS/SERVICE STRATEGY	OUTCOMES	TARGET	TIMESCALES	LINKAGES
1. Establish and monitor systems for recording of dates of referral from the YOT and date assessment undertaken by CAMHS (YOT primary mental health worker) on acute cases.	Ensure that young offenders receive a consistently responsive and speedy assessment from CAMHS.	All assessments from YOT to CAMHS on acute mental health difficulties (tier 3, or other appropriate service) commenced within 5 working days.	From April 2002	CAMHS Strategy, Joint Health Improvement Plan Child Protection
2. Establish and monitor systems for recording dates of referral from the YOT and date of assessment by CAMHS (YOT primary mental health worker) on non-acute cases.	Ensure that young offenders receive a consistently responsive and speedy assessment from CAMHS.	All assessment from YOT to CAMHS on non-acute mental health difficulties (tier 1-3) commenced within 15 working days.	From April 2002	CAMHS Strategy, Joint Health Improvement Plan Child Protection

Links with Other Services and Partnerships

The YOT is a key partner both at strategic and operational level in the development of CAMHS provision of young offenders and Looked After Children. This commitment has been demonstrated by the decision to take on the funding jointly with Health of the post of primary mental health worker within the Bail Supervision Team. Both the YOTs and CAMHS service are keen to disseminate areas of good practice and will contribute to any Youth Justice Board scoping exercise or research project.

There are also links with the Probation Service in its work with mentally disordered offenders, and the YOT is represented at an operational management level on the local inter-agency group which seeks to co-ordinate best practice in this areas.

The YOT has established links also with the multi-agency Public Protection Panel, (the 2 cases to date referred manifested mental health difficulties).

The YOT has contributed to the development of practice and procedures for the management of adolescent sex abusers.

**LOCAL PERFORMANCE MEASURE: 1
ENSURE EFFECTIVE MANAGEMENT WITHIN THE YOT**

The Youth Offending Team has doubled in size over the last 2 years, and is managing a more complex and demanding set of services with considerable increased budget responsibilities. To ensure that management is effective and that resources are deployed most cost effectively, the 2 following local objectives have been set.

ACTION / SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(S)	TIMESCALES	LINKAGES
1	Performance Management	1 To ensure that theoretical principles of effective management underpin the work of team managers and YOT manager.	Manager to be offered and encouraged to undertake OPM and other relevant training.	Ongoing	
		2 Managers are clear about expectations on performance. Training/support needs are identified and met	All managers to have a competency based appraisal based on key performance measures	By December 2002	
		3 To ensure that the YOT performance is monitored and managed locally	YOMG to review at 6 monthly intervals YOT performance in relation to YJB and local targets.	From April 2002.	

LOCAL PERFORMANCE MEASURE 2
ENSURE THAT THE YOT OPERATES WITHIN A BEST VALUE FRAMEWORK

ACTION / SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(S)	TIMESCALES	LINKAGES
1	Development of an information/Public Relations Strategy	Comparison of performance and practice with “family” YOTs to drive up standards and increase overall confidence in the ability of the YOT to meet its targets.	Information gathered through Core Cities YOTs group, East Midlands Regional Forum, Youth Justice Board and national data.	Ongoing	
			Dissemination of information to Courts, Crime & Disorder Partnership and audit, local communities and other stakeholders	Ongoing	
			Provision of newsletter to Leicester Magistrates Court on performance, including successful completions of community penalties and breach information.	First newsletter December 2002 and then 6 monthly intervals.	

LOCAL PERFORMANCE MEASURE 2
ENSURE THAT THE YOT OPERATES WITHIN A BEST VALUE FRAMEWORK

ACTION / SERVICE STRATEGIES		OUTCOMES INTENDED		THE TARGET(S)		TIMESCALES	LINKAGES
2	Practice within a best value framework	1	To demonstrates that the key principles of best value are fully incorporated into YOT practice.	1	Training for managers on principles of best value	From April 2002	Best Value Review Leicester City Council
		2	To ensure that the YOT demonstrates transparently effective use of all its resources	2	Joint planning and delivery of services (where appropriate) with Leicestershire Youth Offending Service	Ongoing	
				3	Appropriate use of YOT resources to achieve joint targets with other agencies.		Children's Services, Quality Protects, Probation Annual Plan.
				4	Work to be undertaken on unit costs in relation to service provision	Following receipt of Youth Justice Board guidance	Policing Plan

LEICESTER CITY YOUTH OFFENDING TEAM
PROPOSED TRAINING PROGRAMME 2002-03

TYPE OF TRAINING		STAFF TO BE TRAINED	METHOD OF DELIVERY	PROGRESS
1	Connexions – Personal Advisor role	1. All YOT staff to receive basic briefing 2. Selected YOT staff to undertake 10 day training.	Connexions/multi agency training	From March 2002
2	Motivational Interviewing	YOT practitioners, ISSP advocates.	External	During 2002
3	Methods of Youth Advocate Programme	ISSP Advocates and Manager/ BRIL (Probation) staff	YAP/ISSP staff	During 2002
4	Occupational Standards in Youth Justice	YOT practitioners	YJB/internal	During 2002
5	Effective practice/group work programme, vehicle crime and robbery.	YOT practitioners	Tipp Theatre Co/YOT staff Effective Practice Guidance	From January 2002
6	National Standards	Team Manager and YOT practitioners	NACRO/internal	During 2002
7	Restorative Justice in community penalties	YOT practitioners, Probation staff.	Team manager/Victim Support	During 2002.
8	Basic Skills	YOT Staff	Probation Basic Skills Co-ordinator.	By December 2002
9	Court reports. Quality Assurance	Report writers	YOT/Probation	By December 2002
10	Effective Management in the Public Sector	YOT Manager and Operational Managers	City Council and external training consortium	By December 2003

YOUTH JUSTICE PLAN

SECTION TWO

The Management Arrangements and Resourcing of Leicester Youth Offending Team

Background

Since its commencement of operations in April 2000, the YOT has had to respond rapidly and effectively to a range of changing and challenging new agendas at both the national and local level. The introduction of the new National Probation Service, new initiatives for Children's Services, (Sure Start, On-track, and the Children's Fund) the re-alignment of the DATS etc. plus the forthcoming changes to the Health Service has required the YOT to adapt its operations and strategies to ensure that services are linked effectively. The modernising agenda currently being introduced by the Chief Executive for Leicester will have further implications for the overall management and position of the YOT.

The YOT has now almost doubled in size, due largely to new streams of funding from the Youth Justice Board and other local sources. During 2001, exciting new initiatives such as the ISSP, Splash programmes and Mentoring Schemes to improve literacy/numeracy and for disaffected minority ethnic young people have been successfully established. Other joint projects with the YMCA, Barnardos and the Centre for Fun and Families are about to get underway. These developments are welcomed by staff, who have responded positively and creatively. The Management Group has provided consistent support and advice during this period.

Equality

Leicester City YOT and its Management Group (YOMG) are committed to ensuring equality of access to all its services by young people, their families, victims and communities in Leicester. They acknowledge in particular, the cultural diversity of the City's population and will seek to ensure that this is reflected both within the workforce of the team, the composition of the Management Group, and that services provided are culturally sensitive.

We are aware of the duties of all public organisations to ensure that its services comply with the requirements under the Race Relation (Amendment) Act 2000 and the forthcoming code of practice. We will endeavour to conform to this code in line with procedures adopted by the City Council.

The YOT has established an internal cross grade/discipline equal opportunities working group with a remit of identifying and promoting areas of best practice. The full utilisation of the two Social Services exempted posts will be critical to take forward this work. An action plan for practice development is currently being agreed.

Although there are clearly gaps in provision and areas of work that need to be addressed, specific pieces of work have been undertaken in the last year. These include:-

- < Briefing for all staff on the Race Relations (Amendment) Act 2000 and other relevant legislation.
- < Two day Race training for all staff
- < A second consumer feedback questionnaire for service users.

- < Joint arrangements with Leicester Racial Equality Council for a mentoring plus programme for disengaged minority ethnic young people.
- < Pilot young women offenders group work programme.
- < Recruitment of (13) (33% of the total) Referral Order Panel members from the minority ethnic population.

Census information to be published in 2003, is likely to indicate that more than 50% of young people aged 10-17, will be from minority ethnic backgrounds. The YOT is keen to consider therefore how it will need to adapt its practices and shape services in the light of these demographic changes.

Management Structure

The increase in size and complexity of its workload, led to a re-configuration of the team in November 2001. In essence it remains a functionally distributed team operating from one city centre based office. A key development has been the creation of a new Prevention and Early Intervention Team. This will have a focus on establishing joint preventive initiatives in schools (with Education staff and Police), Children's homes, youth groups, Retail Crime Initiative etc. as well as the co-ordination of the Final Warning Scheme, Referral Orders and volunteers.

A performance/policy operational manager post has been established, with responsibility for contributing to the Youth Justice Plan, data analysis, to monitor and inform service delivery, and the development of policy within the Team.

Operational managers, in addition to their supervisory responsibilities for multi-agency staff teams also have specific functional areas of operational work. These are:

- < Education
- < Connexions
- < Mental Health
- < Child Protection
- < LAC/Fostering liaison
- < Effective Practice
- < Group work Programmes
- < Substance Misuse

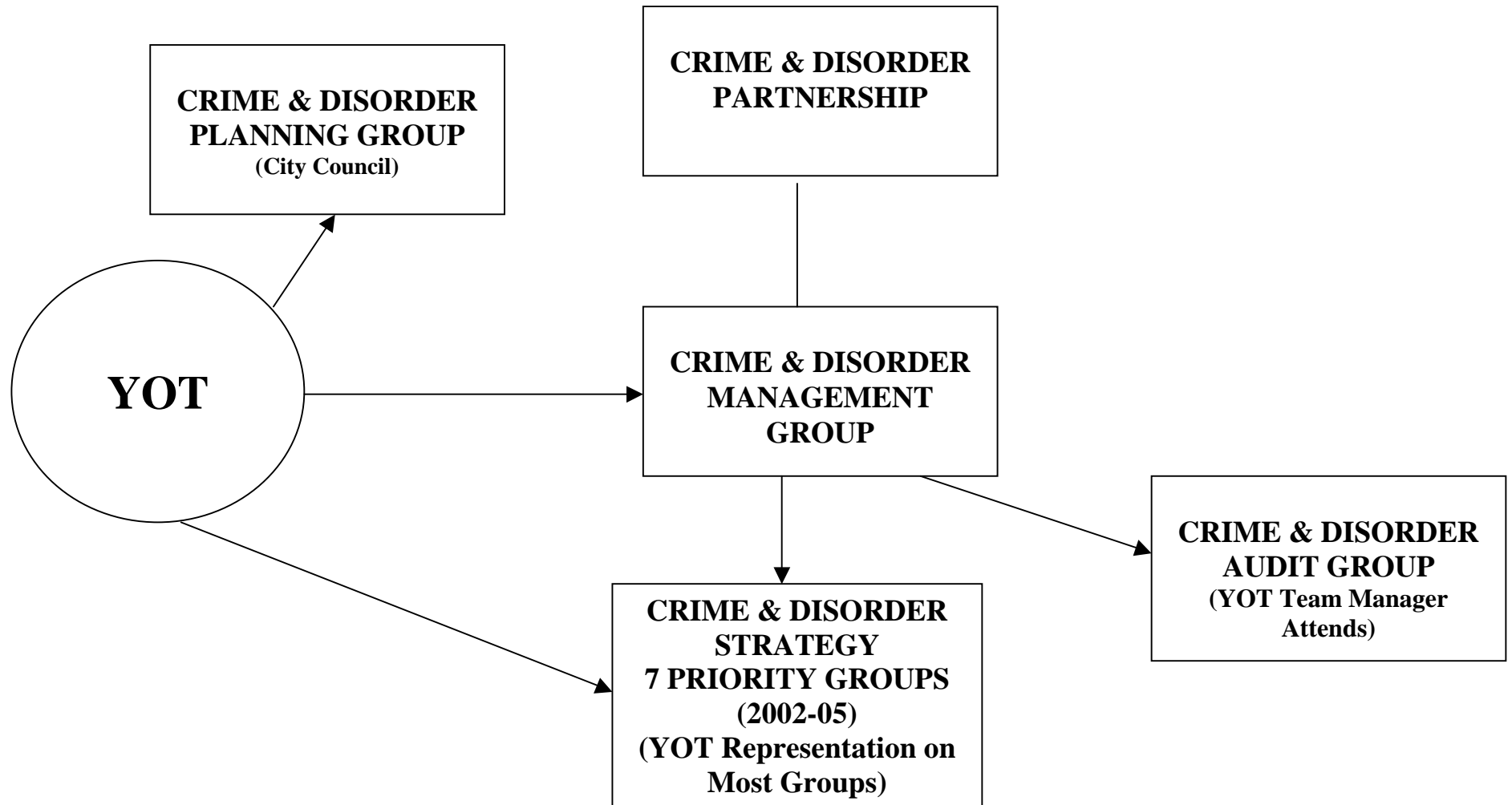
The YOT is represented by the YOT Manager on a number of strategic planning groups including:-

- < DAT
- < Children's Planning Partnership (reporting to the local Strategic Partnership)
- < Crime and Disorder Partnership
- < CAMHS Steering Group
- < Children's Fund Steering Group

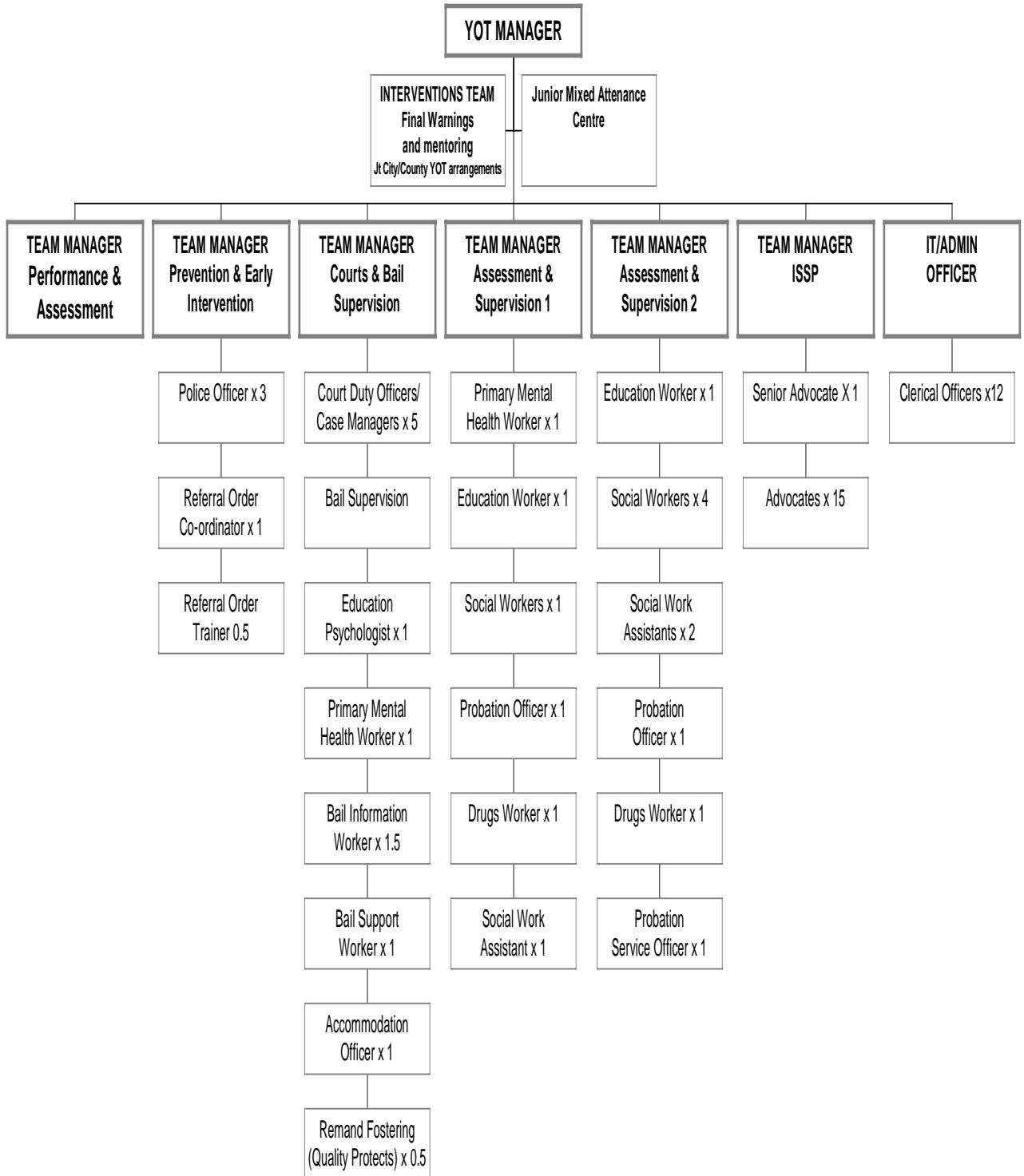
She will also be a member of the local management group of Connexions and the Behaviour Support Strategy Group.

The attached chart illustrates the new management arrangements and structure of the YOT. It also includes the Junior Mixed Attendance to indicate its developing working relationships between the YOT and the Centre.

YOUTH OFFENDING TEAM RELATIONSHIP WITH LEICESTER CRIME & DISORDER PARTNERSHIP



LEICESTER CITY YOUTH OFFENDING TEAM



ROLES OF STAFF WITHIN THE YOT

Broadly, the roles of practitioner within the Team remain as described in the last Youth Justice Plan. However, there has been a shift in emphasis particularly with Police staff who now focus their activities more towards delivery of preventive services and early intervention. This includes delivery of Final Warning interventions jointly with the Interventions Team staff with restorative justice being central to this area of work. Police Officers have also responded to a number of concerns raised by local communities in respect of anti social behaviour by young people and used conflict resolution methods to diffuse these situations.

Regular monitoring of the YOT performance (patterns of sentencing, ASSET analysis etc.) has been used to shape and determine the roles of the different staff within the Team. Clearly to meet the challenges of the new performance measures, further changes may be needed.

Funding from the Youth Justice Board has enabled the YOT to create a number of practitioner posts which will specifically contribute to the delivery of the new performance measures. A second restorative justice worker will assist in the roll out across all community penalties a greater focus on direct/indirect reparative activity. The post will expand the work of the existing development worker in both engaging more effectively with victims but also increasing the level and range of appropriate reparation placements.

Currently Health provision to the YOT is through CAMHS, with the establishment of a unique Young Persons Team which comprises Primary Mental Health Workers to both the YOTs and Looked After Children's Services, plus access to psychological and psychiatric specialist provision across the City and County. Two Primary Mental Health Workers, one for Bail Supervision and one based in a generic team, offer specialist assessments and interventions at Tiers 1 and 2, with fastrack referral for acute cases, and are both located within the Team.

In 2002 it is hoped that proposals with the new PCTs can be considered in relation to meeting the physical and sexual health needs of young people referred to the YOT. This would expand overall health services for vulnerable young people and provide a comprehensive screening and service provision.

Funding for the primary mental health worker (Bail) which has previously been met by the Youth Justice Board Development Fund, will be found by the YOT and Health. This role has been particularly successful in targeting second remand appearances and therefore can assist significantly in the reduction in use of secure facilities providing swift assessments and access to mental health services.

A second drugs worker has been appointed from the ring fenced drugs funding. This post will work alongside the existing worker whose post will from April also be funded by the Youth Justice Board, but contracted in from Addaction. Both drugs workers will be key members of DART, a multi-agency team of specialist drugs services providers for young people, and responsible for the implementation of the Young Person's Substance Misuse Plan.

An additional bail supervision post is being established to provide a service out of hours (evenings and weekends) to complement the existing provision. This service is intended to reduce the number of remands to secure facilities and reduce re-offending on bail.

Additionally this resource can be provided to young people ordered by the Courts to “live where directed”.

FUTURE DEVELOPMENT

The Connexions Service is likely to be established across Leicestershire in September 2002, and at this stage discussions are taking place as to the arrangements for the Personal Advisor role with the YOT. It is envisaged that external Personal Advisor role will continue work with the majority of YOT cases but that the YOT will take on this role for disengaged young people, and perhaps for a small group of those on longer orders. A model of full or partial secondment to the YOT from the Connexions Service may be a feasible way of ensuring that the two services work effectively and efficiently together.

A further development currently under consideration is a YOT secondment to the Leicester Racial Equality Council to undertake the Mentoring Project Manager post for disaffected minority ethnic young people. There are mutual benefits of such an arrangement, in particular, the YOT will be able to refer young people to the Black Prisoner’s Support Group and take advantage of the skills and experience of the LREC.

The scope of the Interventions Team, a jointly managed service with the Leicestershire Youth Offending Service is to be expanded from solely providing interventions at the Final Warning stage, to take on some PACE duties. The role that appropriately trained volunteers within the team can play in the delivery of the Referral Order and other YOT activity is being considered. Currently the YOT has 5 volunteers recruited and trained by the Probation Service Officer.

The future role of the Junior Mixed Attendance Centre needs also to be developed. Considerable work undertaken during the pilot period has indicated how the centre can be more integrated into the delivery of services. Positive and constructive discussions with the YOT and Attendance Centre staff are also taking place on the role the Attendance Centre can play in the delivery of the Referral Order and components of other orders.

The collation of reliable statistical data continues to be problematic, with data being produced both manually and electronically. The extent to which staff are confident and able to use the electric system is variable and an additional data administration post will be recruited to assist. There are however, also significant problems with the system. Until these are resolved with the suppliers, pressures that this places, particularly on admin/clerical staff are likely to continue.

The YOT will be introducing over this year a number of group work programmes. Although the YOT is well resourced in terms of office accommodation, it lacks appropriate facilities for group work. During 2002, the YOT will liaise with local organisations to identify appropriate resources.

DELIVERY OF THE YOUTH JUSTICE SERVICES

The YOT continues to provide or co-ordinate the core youth justice services in relation to Final Warnings, Courts, reports, assessments and supervision of community orders and custody cases.

Partner agencies, however, play a key role in provision of services that can be accessed by the YOT. Residential placements, escort arrangements and the Emergency Duty system continue to be provided by Social Services. Access to accredited programmes, victim enquiry work, supervision of Community Punishment Orders, out of County hostel placements and the recruitment and training of volunteers are provided by the Probation Service and Drug Treatment and Testing Orders. The Police are making available information and intelligence plus other contributions through the Final Warning Scheme.

The YOT is developing as a result of its multi-disciplinary workforce, a range of skills and good practice, which it is keen to share in collaborative partnership work. These include restorative justice with the Probation Service, initiatives including funding for joint work in Children's homes and information and support on funding initiatives

Increasingly the YOT is working in partnership with the voluntary sector. Support for funding from the Youth Justice Board has been provided to organisations including Leicestershire Community Projects Trust, YMCA, Barnardos and the Leicester Racial Equality Council.

In conclusion, although it is very clear that all the statutory agencies remain committed to the provision of staffing to the YOT at the agreed level, the YOT has faced considerable pressures. These have resulted from a number of concurrent maternity leaves within the team, and also some delays in recruiting to fill vacancies. The latter problem has been due largely to difficulties by Social Services and the Probation Service in particular in recruiting qualified staff, which is clearly a national issue. The Probation Service has offered however, to provide funding for gaps in staffing which exceed one month. Recruitment of suitably qualified drugs workers has also been problematic. Measures to address these issues have been taken e.g. broadening the criteria for qualifications and provision of in-service training, and the introduction of the new national occupational standards for youth justice will assist, but in the short term recruitment of staff will continue to present a challenge.

THE STEERING GROUP (YOMG)

There have been changes in the composition of the steering group in the last year as a result of departures from post. YOMG has been chaired since 9th March 2001 by the Deputy Chief Executive with responsibility for Crime and Disorder, but whose substantive post is Director of Social Services. As a result of the re-organisation of the DAT into the local authority structure, he also has responsibility for chairing the Leicester DAT which will ensure that there is effective joint planning at the strategic level between the YOT and the DAT. The new local Substance Misuse Co-ordinator is a member of YOMG (and the YOT manager sits on the DAT). Recognising the need to ensure also a joint strategic approach to the accommodation needs of young people, an Assistant Director, Housing has recently joined YOMG. With the establishment of Primary Care Trusts, the Health representative on YOMG is likely also to change. The Assistant Director, Education with specific responsibilities for Student Support Services has recently become the Education representative.

At practitioner level within the YOT, this is broadly representative of the population of Leicester, 43% of all YOT staff are from minority ethnic groups. This has not been the position, however at YOT management level, or the strategic steering group (YOMG). A minority ethnic team manager has recently been appointed although this is still unrepresentation. At the strategic level, the Director of LREC has agreed to become a co-opted member of YOMG and has also been consulted on this Plan.

The Chair's assessment of the performance of YOMG

“As Deputy Chief Executive, I take the corporate lead for the Council, on behalf of the Chief Executive, on crime and disorder matters. In this capacity I chair the Youth Offending Management Group, and oversee the work of the Youth Offending Team Manager and the YOT.

I also act as Lead Chief Officer for the Crime and Disorder Partnership and chair the Drugs Action Team, thus ensuring good strategic links between different parts of the YOT's work with partners.

The YOMG meets on a planned bi-monthly basis, with additional meetings as required, particularly in relation to the budget, external funding bids, and to draft and confirm the Youth Justice Plan.

The YOMG is directly involved in the preparation of the Youth Justice Plan. Progress is monitored through regular reports from the Manager. The appointment of a Performance and Policy Manager will assist the Team and YOMG to better monitor the targets and performance measures set for the YOT. We intend to take a more structured approach in 2002.

The YOMG has contributed to the successful work of the YOT and implementation of the Youth Justice Plan through:

- < Guiding the preparation of the Youth Justice Plan and monitoring its implementation.
- < Ensuring that the YOT responds to new developments nationally and their roll out in the City.

- < Advising on the nature of bids for new funding and how they should be targeted.
- < Promoting partnership work in the City, particularly with new health organisations (Primary Care Trusts), the Crime and Disorder Partnership, including its audit and draft three year strategy, and other new partnerships (Local Strategic Partnership, and new Drugs Action Team). We will continue to co-opt new members to reflect these partnerships.
- < Providing support to the YOT Manager.
- < Ensuring the City and County Youth Offending Teams continue to work closely together in appropriate areas.
- < Monitoring the budget and assisting in negotiating increases for 2002/03.
- < Ensuring attendance at Youth Justice Board events.
- < Monitoring trends in offending and sentencing activity.
- < Promoting and publicising the role of the YOT.

The YOT manager has provided strong and positive leadership to the Team She has made successful bids for external funding and now manages a larger and more wide ranging set of functions. She is an active member of the wider Crime and Disorder Partnership.

This Plan has been the subject of wide consultation, including a stakeholders' event on 21 January."

Andrew Cozens
Director of Social Services and Deputy Chief Executive

TABLE B: MEMBERSHIP OF THE STEERING GROUP

NAME	AGENCY REPRESENTED	POST HELD IN AGENCY	ETHNICITY	GENDER
Chair : Andrew Cozens	Leicester City Council	Deputy Chief Executive and Director Social Services	White	Male
Paul Gibson	Leicestershire Constabulary	Chief Superintendent	White	Male
Paul Hindson	National Probation Service	Assistant Chief Officer	White	Male
Bob Foster	Leicestershire Health Authority	Children's Strategy Manager	White	Male
Paul Livock	Leicester Education Department	Assistant Director Pupil & Student Support Branch	White	Male
Kim Bromley-Derry	Social Services Department	Assistant Director, Children & Families Department	White	Male
Kate Galoppi	Drug Action Team	Substance & Misuse Co-ordinator	White	Female
Pat Hobbs	Leicester City Housing Department	Assistant Director, Housing Management Branch	White	Female

The following members have been co-opted onto the Young Offender Management Group and attend for specific relevant matters.

NAME	CO-OPTED AGENCY REPRESENTED	POST HELD IN AGENCY	ETHNICITY	GENDER
Iris Lightfoote	Director	Leicester Racial Equality Council	Black	Female
Nick Watson	Leicester Magistrates Court	Clerk to the Justices	White	Male
Rohit Rughani	Leicester City Council	Management Accountant, Social Services	Asian or Asian British	Male
Bill Shaw	HMYOI Onley	Head of Juvenile Unit	White	Male
Peter Spencer	Leicestershire Mediation Service	Manager	White	Male

Line Management of the Youth Offending Team Manager/Head of Youth Offending Service

NAME	AGENCY	POST HELD IN AGENCY	ETHNICITY	GENDER
Kim Bromley-Derry	Social Services Department	Assistant Director, Children & Families Department	White	Male

Table 25: Staffing of the Youth Offending Team (as at 01.01.2002)

Position	Number of full time equivalent posts	Number of posts line managed by YOT Manager	Gender		Ethnicity	No of Welsh Speaking
			M	F		
YOT Manager	6.75	7				
				1	WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Team Managers	30	32				
			2	3	WHITE	
				1	MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
IT/Admin Manager	11	12				
				1	WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
Education Service						
			1	2	WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
Health Authority						
				1	WHITE	
				1	MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
				UNKNOWN		

Position	Number of full time equivalent posts	Number of posts line managed by YOT manager	Gender		Ethnicity	No of Welsh Speaking
			M	F		
Police Service				1	WHITE	
					MIXED	
				1	ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Probation Service				4	WHITE	
					MIXED	
			1		ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
				UNKNOWN		
Social Services						
			5	4	WHITE	
				1	MIXED	
			3	4	ASIAN OR ASIAN BRITISH	
			1	1	BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
				UNKNOWN		
Administration Support				8	WHITE	
					MIXED	
				3	ASIAN OR ASIAN BRITISH	
				1	BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Other (s)			1		WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	

THE BUDGET FOR THE YOUTH OFFENDING TEAM

The budget information provided in Tables 26, 27, 27a, 27b and 27d is for 2002-03. Given that this Youth Justice Plan is for 3 years (2002/03 – 2004/05), where it has been possible, information has been included in relation to projected spend for years 2 and 3.

All partner agencies had hoped last year to have set a 3 year budget cycle for the YOT. For a number of reasons, not least the fact that it was difficult to establish projected budget requirements given the short time to assess the demand for all the new orders and services. It was also hoped that some national funding formula might emerge during 2001, particularly in relation to the Probation contribution.

However, with new performance measures for YOTs set nationally over a 3 year period, partner agencies are assuming that more reliable projections can be made. It is also hoped that it is less likely that future major initiatives or requirements will arise, unless there is resourcing to provide these. Partner agencies have welcomed the decision of the Youth Justice Board to provide the general grant, ring fenced drugs and Referral Order funding. In particular the decision to include a deprivation weighting from 2002 will have a significant impact on the YOT's capacity to expand and deliver the required services. Some concern however has been expressed at the level of funding available to establish and maintain the Referral Order Scheme given the projected numbers of young people who will be involved. Funding for panel members' expenses, venues, leaflets (and substantial translation costs) will have to be met largely from the general grant.

Considerable commitment has been shown by partner agencies to agreeing and implementing a 3 year pooled budget cycle for 2002-05. This does not preclude any decision reached by the National Probation Service in this period, to agree a percentage top slicing of local Probation budgets to YOTs.

The pooled budget for 2002-03 requires an overall growth of approximately 10% on last year, despite efficiency savings made in respect of running costs, transport and contingency costs. Growth is largely due to increased IT support costs, (some of which were met previously by a Youth Justice Board grant). There are also the pick-up costs of the Mentoring Scheme and inflation increases.

The formula for contributions in 2001 was based on an average of both staff costs and staff numbers. This included the Interventions Team which is jointly funded by the City and County YOTs. The net effect of this approach was to reduce contributions from Police and Health, but to increase that from the Probation Service. At the time however, the Probation Service indicated that it was unable to increase its level of contribution. To resolve this issue both Police, Health and the City Council agreed to maintain their respective contributions for 1 year only. All partner agencies however, benefited from the underspend of 1999-2000 pooled budget. The Probation Service has however, now agreed to increase its contribution by nearly £16,000 in 2001-02 to take forward into this year.

Table 27b provides information on the proposed actual contributions to be made in 2002-03 by partner agencies. This demonstrates a very clear commitment by all partner agencies to ensure that the YOT is adequately resourced for this year and years 2 and 3.

The percentage share of the budget for 2002- 03 is as follows:

(table to be inserted)

and this compares with percentage by agency for the previous 2 years.

(table to be inserted)

In relation to overall spend per head and by agency, for both the total 10-17 years population, and for the youth offending population usually resident in Leicester, this accounts for:-

(table to be inserted).

Table 26 : Services Planned For The Financial Year 2001/02

Core Activity	Service Provider If Not Solely The YOT	Total Budget / Projected Cost To The YOT
Preventive Services	Police, YOT, Leicestershire Community Projects Trust Leicestershire Mediation Service LREC, Splash	
PACE Services	EDT, YOT	
Pre Court	Interventions Team Careers	
Court Based Services		
Remand Services	Social Services YMCA YOT	
Community Based Disposals	Probation Apex Leicestershire Mediation Service	
Through care / After care	YMCA LREC	
Other Orders (Table 14)	Centre for Fun & Families (Parenting Orders) Social Services (Child Safety) Police and LA (ASBOS)	
TOTAL		

Table 27 demonstrates the work that partner agencies have undertaken to identify the actual costs incurred from in-kind contributions.

Social Services		£K
	Management	9,400
	Remand to Local Authority	210,000
	Remand Fostering	288,000
	Secure Remand Accommodation	6,000
	PACE (EDT)	5,000
	TOTAL	518,400

Probation		£K
	Victim Enquiry	1,800
	CPOs	91,700
	Programmes	1,000
	Court related	4,000
	Volunteer training	15,000
	Management	5,400
	Hostel	1,400
	TOTAL	120,300

Police		£
	Management	17,000
	Youth Involvement Officer and Crime Beat Co-ordinator (proportion of)	30,000
	TOTAL	47,000

Table 27 : Youth Offending Team Budget 2002/03 – Sources				
Agency	Staffing Costs	Payment In Kind - Revenue	Other Delegated Funds	Total
Police	111,700	47,000	69,500	228,200
Probation	126,200	120,300	107,000	353,500
Social Services *	410,000	518,400	256,800	1,185,200
Education	110,500	6,000	53,500	170,000
Health	57,000	47,000	48,100	152,100
Local Authority Chief Executive		4,400		4,400
Additional Funding (Table 27a)	533,300		167,500	700,800
Total	1,348,700	743,100	702,400	2,794,200

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

Agency	Staffing Costs	Payment In Kind - Revenue	Other Delegated Funds	Total
Police	115,100	48,400	71,600	235,100
Probation	130,000	123,900	110,200	364,100
Social Services *	422,300	534,00	264,500	1,220,800
Education	113,800	6,200	55,100	175,100
Health	58,700	48,400	49,500	156,600
Local Authority Chief Executive	-	4,500	-	4,500
Additional Funding (Table 27a)	-	-	693,000	693,000
Total	839,900	765,400	1,243,900	2,849,200

Please note – Inflation of 3% on 2002/03 budget has been added to forecast for budget 2003/04.

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

Agency	Staffing Costs	Payment In Kind - Revenue	Other Delegated Funds	Total
Police	118,600	49,900	73,700	242,200
Probation	133,900	127,600	113,500	375,000
Social Services *	435,000	550,000	2725,400	1,257,400
Education	117,200	6,400	56,800	180,400
Health	60,500	49,900	51,000	161,400
Local Authority Chief Executive	-	4,600	-	4,600
Additional Funding (Table 27a)			36,400	36,400
Total	865,200	788,400	603,800	2,257,400

Please note – Inflation of 3% on 2003/04 budget has been added to forecast for budget 2004/05.

Table 27a : Additional Sources of Income 2002/2003

Additional Source	Amount (£k)
Single Regeneration Budget	
European Funding	
Youth Justice Board*	690,800
Other	10,000
Total (For inclusion in Table 27)	700,800

* see attached table for breakdown.

Table 27b Pooled Budget	
Agency Contributing	Amount £k
Police	69,500
Probation (see note below)	107,000
Social Services	256,800
Education	53,500
Health Service (see note below)	48,100
LA Chief Executive	-
TOTAL	534,900

Please Note: the above pooled costs includes staff costs of £314,900 and £42,500 for Interventions Team.

Although budget contribution for Probation is £107,000 and for Health £48,100, actual contributions will be Probation £102,000 and Health £44,000. The shortfall in budget shall be funded by any underspend during 2002/03.

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

This Table enables a breakdown by source of Health Service funding.

Health Contribution : Funding Source	Amount £k
Source 1 LCWPCT	*76,050
Source 2 ELPCT	*76,050
Source 3	
Source 4	
Source 5	
Source 6	
Source 7	
Source 8	
Source 9	
Source 10	
Total	152,100

*Figure taken from Table 27.

SOURCES OF FUNDING FOR YOT					
	2001/02	2002/03	2003/04	2004/05	TOTAL
	£	£	£	£	£
		a	b	c	=a+b+c
Grants Held by YOT					
ISSP	3000,000	296,150	297,700	-	593,850
*General Fund	103,739	207,490	207,490	-	414,980
*Referral Orders	26,936	59,270	59,270	-	118,540
*Drugs Services Grant	25,934	62,988	62,988	-	125,976
Splash 2002/03	28,000	4,000	-	-	4,000
Mentoring – Catalyst	25,830	60,868	60,576	36,386	157,830
Bail Supervision	35,610	-	-	-	-
Extra Resources	30,179	-	-	-	-
Home Office – Communities Against Drugs	-	10,000	5,000	-	15,000
Sub total (a)	576,228	700,766	693,024	36,386	1,430,176
** Grants held by other organisations					
Crime and Disorder Partnership	3,500	-	-	-	-
YMCA	11,350	22,700	22,700	11,350	56,750
Mentoring – Literacy	15,000	30,854	31,006	15,967	77,827
Young Peoples Centre	-	21,436	22,993	12,316	56,745
Parenting/Young People	14,000	32,000	34,000	-	66,000
Additional Summer Activities	170,000	-	-	-	-
Sub total (b)	213,850	106,990	110,699	39,633	257,322
Total (a+b)	790,078	807,756	803,723	76,019	1,687,498

* assumes that funding for these grants will be maintained at the same level for 2003/04 as for 2002/03

** indicates grants held by other organisations, however used by YOT service users

Recidivism Cohort 2001

The second recidivism cohort (October – December 2001) (attached as Annex A) has been identified, whilst clearly no comparison or analysis can be undertaken in respect to re-offending rates between the 2 cohorts, numerically there appear to be some significant variations between them, indicated by the chart below:-

Cohort October – December 2000		Cohort October – December 2001	
Population		Population	
Pre Court	165		159
Police Reprimand	112		118
Final Warning	11		4
Final Warning and Intervention	42		37

This indicates that whilst Police reprimands were maintained at the same number, Final Warnings issued in October – December 2001 reduced from 53 to 41 (24%). However, the proportion of Final Warnings with Interventions increased from 79% to 90%, well above therefore the interim target of 70% set by the Youth Justice Board for this year.

Cohort October – December 2000		Cohort October – December 2001	
Population		Population	
First Tier Penalties	46		75
Conditional Discharge	27		34
Fine/CO/BO	19		41

Therefore an increase of 30 (60%), suggesting that more young people are now entering the criminal justice court system. This may affect calculations for the likely demand for Referral Orders.

Cohort October – December 2000		Cohort October – December 2001	
Population		Population	
Community Penalties			
RO, APO, AC, SO + Conditions, CRO, CRO + Conditions, CPO, CPRO, DTTO	75		129

Therefore an increase of 46 (55%) over the period.

Cohort October – December 2000		Cohort October – December 2001	
Population		Population	
Custodial Penalties	18		12

Table 24: Workload Measures and Performance Indicators

PI No.	WORKLOAD MEASURES / PERFORMANCE INDICATORS	No.
ALL of this table should be completed QUARTERLY		
OFFENDING		
A1	The number of children and young people “usually resident” offending during the previous calendar year to that which the return is being made in	1376
A2	The number of “children in need” (as per the counting rules for Table 4d) offending	
A3	The number of children “looked after” (as per the counting rules for Table 4d) offending	54
<u>RESTORATIVE JUSTICE REPARATION</u>		
Final Warnings		
Q4	The number of Final Warnings, with or without a supporting intervention concluded during the period	155
Q5	The number of Final Warnings, with or without a supporting intervention concluded successfully within the period	116
Q6	The number of Final Warnings, with or without a supporting intervention, concluded during the period where a victim(s) have been consulted	83
Q7	The number of Final Warnings concluded in the period involved the young person in: (a) Indirect Reparation	57
Q8	(b) Direct Reparation	26
Q9	The number of Final Warnings concluded successfully in the period involved the young person in: (a) Indirect Reparation	54
Q10	(b) Direct Reparation	25
Referral Orders		
Q11	The number of Referral Orders concluded during the period	N/A
Q12	The number of Referral Orders concluded successfully during the period	N/A
Q13	The number of Referral Orders concluded during the period where victim(s) have been consulted	N/A
Q14	The number of Referral Orders concluded in the period involved the young person in: (a) Indirect Reparation	N/A
Q15	(b) Direct Reparation	N/A
Q16	The number of Referral Orders concluded successfully in the period involved the young person in: (a) Indirect Reparation	N/A
Q17	(b) Direct Reparation	N/A

PI No.	WORKLOAD MEASURES / PERFORMANCE INDICATORS	No.
ALL of this table should be completed QUARTERLY		
<u>Reparation Orders</u>		
Q18	The number of Reparation Orders concluded during the period	30
Q19	The number of Reparation Orders concluded successfully during the period	29
Q20	The number of Reparation Orders concluded during the period where victim(s) have been consulted	29
Q21	The number of Reparation Orders concluded in the period involved the young person in: (a) Indirect Reparation	20
Q22	(b) Direct Reparation	9
Q23	The number of Reparation Orders concluded successfully in the period involved the young person in: (a) Indirect Reparation	20
Q24	(b) Direct Reparation	9
<u>Community Penalties</u>		
Q25	The number of Community Penalties (as defined in Annex A) concluded in the period	153
Q26	The number of Community Penalties concluded successfully in the period	119
Q27	The number of Community Penalties concluded during the period where victim(s) have been consulted	123
Q28	The number of Community Penalties concluded in the period involved the young person in: (a) Indirect Reparation	123
Q29	(b) Direct Reparation	0
Q30	The number of Community Penalties successfully concluded in the period involved the young person in: (a) Indirect Reparation	N/A
Q31	(b) Direct Reparation	N/A
Q32	Number of Supervision Plans for community penalties agreed between the young person and a YOT worker during the period	223
Q33	Number of Supervision Plans for community penalties agreed between the young person and a YOT worker, within the timescale prescribed by National Standards, during the period	N/A
<u>REMANDS</u>		
Q34	Total number of young people receiving a community based remand episode(s) in the period (unconditional bail, conditional bail, bail supervision and support, and remand to local authority accommodation)	1197
Q35	Total number of Court <u>appearances scheduled</u> for those subject to community based remands in the period (<i>in court for the offence which they are subject to remand</i>)	5003
Q36	Total number of Court <u>attendances made</u> by those subject to community based remands at scheduled Court appearances in the period (<i>in court for the offence which they are subject to remand</i>)	4816

PI No.	WORKLOAD MEASURES / PERFORMANCE INDICATORS	No.
ALL of this table should be completed QUARTERLY		
Q37	Total number of young people in the period charged with an offence allegedly committed during a remand episode (as per Table 12).	N/A
Q38	Number of community based remand episodes requiring interventions from a YOT (<i>this is related to the young people in Q34 – i.e. subject to bail supervision and support and remand to local authority accommodation</i>)	66
Q39	Total number of Court <u>appearances scheduled</u> for young people subject to Bail Supervision and Support in the period (<i>in court for the offence which they are subject to remand</i>)	123
Q40	Total number of Court <u>appearances scheduled</u> for young people subject to a Remand To Local Authority Accommodation in the period (<i>in court for the offence which they are subject to remand</i>)	85
Q41	Total number of Court <u>attendances made</u> by those subject to Bail Supervision and Support in the period (<i>in court for the offence which they are subject to remand</i>)	123
Q42	Total number of Court <u>attendances made</u> by those subject a Remand To Local Authority Accommodation in the period (<i>in court for the offence which they are subject to remand</i>)	80
Q43	Total number of young people made subject to Bail Supervision and Support in the period	39
Q44	Total number of young people made subject to a Remand To Local Authority Accommodation in the period	27
Q45	Total number of young people in the period charged with an offence allegedly committed while subject to bail supervision and support	8
Q46	Total number of young people in the period charged with an offence allegedly committed while subject a remand to local authority accommodation.	10
Q47	Total number of young people subject to either Bail Supervision and Support or a Remand To Local Authority Accommodation in breach for non compliance in the period	11
PRE SENTENCE REPORTS		
Q48	Number of Pre Sentence Reports submitted to the Court during the period on: (a) The general population (e.g. non PYO population)	242
Q49	(b) The persistent young offender population	90
Q50	Number of PSRs prepared on the general Court population submitted (i.e. presented to the Court) within the number of working days of request as detailed by National Standards	233
Q51	Number of Reports prepared on the Persistent Young Offender population submitted within the number of working days of request as detailed by National Standards	90

PI No.	WORKLOAD MEASURES / PERFORMANCE INDICATORS	No.
COURT ORDERS –DETENTION AND TRAINING ORDERS CONCLUDED IN THE PERIOD		
Q52	Number of Detention and Training Orders concluded in the period	80
Q53	Number of Detention and Training Orders concluded successfully in the period	69
Q54	Number of Detention & Training Orders imposed during the period	96
Q55	Number of Training Plans for Detention and Training Orders agreed in the period	93
Q56	Number of Training Plans for Detention and Training Orders agreed within the timescale prescribed by National Standards, in the period	43
<u>ENFORCEMENT OF COURT ORDERS</u>		
Q57	Number of cases in the period which have resulted in either a “return to Court” (Referral Orders) or Breach proceedings (Community based penalties and Detention and Training Orders) being instigated for unacceptable absences (as per National Standards) with respect to: (a) Referral Orders	N/A
Q58	(b) Reparation Orders	1
Q59	(c) Community Penalties	43
Q60	(d) Detention and Training Orders and Sections 90-92	4
<u>CAREER PATTERN OF OFFENDERS TAKEN TO COURT IN THE PERIOD (receiving a substantive outcome)</u>		
Q61	Number of Direct Entrants (i.e. those with no previous Reprimands, Final Warnings, or convictions)	291
Q62	Number of First Timers (i.e. those with only a previous Reprimand and/or Final Warning)	72
Q63	Of Q61 and Q62, those with no previous convictions	291
Q64	Of Q63, those entering a guilty plea	N/A
Q65	Of Q61 and Q62, those with <u>one</u> previous sentencing occasion	115
Q66	Those with two or more previous sentencing occasions (but who do not meet the criteria for an ISSP)	N/A
Q67	Those who meet the ISSP criteria	164
<u>PARENTING ORDERS AND PROGRAMMES</u>		
Q68	Number of Parenting Orders completed in the period – this is NOT including voluntary parenting orders. (<i>The completion of the Order is the official end of the Order rather than the end of any intervention programmes</i>)	37
Q69	Of Q68, the number completed successfully (i.e. parent(s) in the period co-operating with designated programme without re-sentencing being carried out by a Court following breach proceedings being instigated).	34
Q70	Of Q68, the number completed without child/young person re-offending during the course of the Order in the period. .	35
Q71	The total number of people leaving a parenting programme in the period (this INCLUDES both statutory and voluntary participation)	40
Q72	Of Q71, the total number of people successfully completing the agreed programme	37

Table 24a: The Thirteen Performance Measures

	Performance Measure	Annual Data Period			
		2001	2002	2003	2004
One Prevention					
	Number of Young People Involved in:				
a	Vehicle Crime (includes 25% Theft & Handling)	100			
b	Domestic Burglary	40			
c	Robbery	36			
Two Recidivism Rates					
a	Pre Court	23.6			
b	First Tier Penalties	65.2			
c	Community Penalties	57.2			
d	Custodial Penalties	72.2			
Three Final Warnings					
a	Total Number of Final Warnings (with and without interventions)	196			
b	Total Number of Final Warnings Supported by an Intervention	153			
c	Percentage of Final Warnings Supported by an Intervention	78.1%			
Four Use Of The Secure Estate					
a	Total Number of Remand Episodes excluding Unconditional and Conditional Bail	146			
b	Total Number of Remand Episodes recorded as Court Ordered Secure Remand or Remand in Custody	78			
c	Court Ordered Secure Remands and Remands in Custody as a Percentage of Remand Episodes (excluding Unconditional and Conditional Bail)	53%			
d	Total number of sentences	851			
e	Total number of custodial sentences (Section 92 and DTOs)	101			
f	Custodial sentences as a percentage of all sentences	11.9%			
Five Use Of Restorative Processes					
a	Total Number of Final Warnings Supported by an Intervention, Referral Orders and Community Penalties	490			
b	Total Number of Final Warnings Supported by an Intervention, Referral Orders and Community Penalties including direct or indirect reparation	235			
Six Victim Satisfaction					
a	Number of Victims Consulted Not Participating In a Restorative Process	8			
b	Number of Victims Consulted Not Participating In a Restorative Process Expressing Satisfaction	N/A			
c	Percentage of Victims Consulted Not Participating In a Restorative Process Expressing Satisfaction	N/A			
d	Number of Victims Consulted Participating In A Restorative Process	35			
e	Number of Victims Consulted Participating In A Restorative Process Expressing Satisfaction	35			
f	Percentage of Victims Consulted Participating In A Restorative Process Expressing Satisfaction	100%			

Performance Measure		Annual Data Period			
		2001	2002	2003	2004
Seven Parental Satisfaction					
a	Number of Parents Starting and Completing Statutory Parenting Programmes	34			
b	Number of Parents Starting and Successfully Completing Parenting Programmes	34			
c	Percentage of Statutory Parenting Programmes Completed Successfully	92%			
d	Number of Parents Starting Statutory Parenting Programmes Completing Them Successfully Expressing Satisfaction	27			
e	Number of Parents Starting and Completing Voluntary Parenting Programmes	3			
f	Number of Parents Starting and Successfully Completing Voluntary Parenting Programmes	3			
g	Percentage of Voluntary Parenting Programme Completed Successfully	100%			
h	Number of Parents Starting Voluntary Parenting Programmes Completing Them Successfully Expressing Satisfaction	3			
Eight ASSET					
a	Number of Community Disposals Starting	352			
b	Number of Start ASSETs completed on those Starting Community Disposals	192			
c	Community Disposals Start ASSET Completion Rate (%)	54%			
d	Number of Community Disposals Concluding	52			
e	Number of End ASSETs completed on those Community Disposals Concluded	36			
f	Community Disposals End ASSET Completion Rate (%)	69			
g	Number of DTOs Starting	96			
h	Number of Start ASSETs completed on those Starting DTOs	61			
i	DTOs Start ASSET Completion Rate (%)	63%			
j	DTOs-number of young people transferred back to the community	84			
k	Number of Middle ASSETs Completed (system to record from January 2002)	N/A			
l	DTO Middle ASSET Completion Rate (%) (system to record from January 2002)	N/A			
m	Number of DTOs Concluded	28			
n	Number of End ASSETs completed on those DTOs Concluded	21			
o	DTOs End ASSET Completion Rate (%)	75%			
Nine Pre Sentence Reports					
a	Number of Pre Sentence Reports submitted on both the PYO and non PYO populations	332			
b	Number of Pre Sentence Reports submitted on both populations within timescales prescribed by National Standards	325			
c	Percentage submitted within timescales by National Standards	98%			
Ten DTO Planning					
a	Number of DTOs Starting	95			
b	Number of DTO Initial Training Plans drawn up within timescales prescribed by National Standards	43			
c	Percentage submitted within timescales by National Standards	46%			

	Performance Measure	Annual Data Period			
		2001	2002	2003	2004
Eleven Education, Training & Employment					
a	Number of young people concluding Final Warnings with Intervention Programme	116			
b	Number of young people concluding Final Warnings with Intervention Programme in full time education, training or employment (system to record from January 2002)	N/A			
c	Number of young people concluding Referral Orders	N/A			
d	Number of young people concluding Referral Orders in full time education, training or employment	N/A			
e	Number of young people concluding Reparation Orders	30			
f	Number of young people concluding Reparation Orders in full time education, training or employment (system to record from January 2002)	N/A			
g	Number of young people concluding Community Penalties	103			
h	Number of young people concluding Community Penalties in full time education, training or employment (system to record from January 2002)	N/A			
i	Number of young people concluding Detention and Training Orders	39			
j	Number of young people concluding Detention and Training Orders in full time education, training or employment (system to record from January 2002)	N/A			
Twelve Accommodation					
a	Number of young people concluding community disposals and Detention and Training Orders	172			
b	Number of young people concluding community disposals and Detention and Training Orders assessed as living in satisfactory accommodation at conclusion of intervention (system to record from January 2002)	N/A			
c	Number of young people subject to a Detention and Training Order transferred to the community	84			
d	Number of young people subject to a Detention and Training Order transferred to the community have satisfactory accommodation at time of transfer	71			
Thirteen Mental Health					
a	Number of young people assessed by YOT as manifesting acute mental health difficulties	8			
b	Number of young people assessed by YOT as manifesting acute mental health difficulties commenced assessment by CAMHS within 24 hours	8			
c	Number of young people assessed by YOT as manifesting acute mental health difficulties commenced assessment by CAMHS within 72 hours	N/A			
d	Number of young people assessed by YOT as manifesting non acute mental health difficulties	71			
e	Number of young people assessed by YOT as manifesting non acute mental health difficulties commenced assessment by CAMHS within 10 days	71			
f	Number of young people assessed by YOT as manifesting non acute mental health difficulties commenced assessment by CAMHS within 10 days	N/A			

Table 20 : All Re-offending Following Pre Court Decisions

POLICE DECISION	COHORT Number In 3 Month Period I.E. Oct – Dec 2000	COHORT Number Re- Offending	COHORT Number Re- Offending The Same Or More Seriously	COHORT Re-Offending Either As Frequently Or More Frequently
Police Reprimand	112	25	19	23
Final Warning	11	6	5	4
Final Warning + Offending Prevention Programme	42	8	3	6
Total	165	39	27	33

Table 21 :All Re-offending Following Sentence

SENTENCE	COHORT Number Sentenced In 3 Month Sample I.E. Oct – Dec 2000	COHORT Number Re- Offending	COHORT Number Re- Offending The Same Or More Seriously	COHORT Number Re- Offending The Same Or More Frequently
Referral Orders	0	0	0	0
Absolute Discharge	0	0	0	0
Conditional Discharge	27	18	15	16
Fine	15	10	6	8
Bind Over	2	0	0	0
Compensation Order	2	2	1	1
Reparation Order	6	2	1	1
Action Plan Order	10	5	5	5
Attendance Centre Order	29	17	14	14
Supervision Order	9	7	5	1
Supervision Order + Conditions	3	2	2	2
Probation Order	7	3	1	2
Probation Order + Conditions	0	0	0	0
Community Service Order	9	7	6	6
Combination Order	2	1	1	2
Drug Treatment & Testing Order	0	0	0	0
Detention & Training Order	14	11	0	4
Section 90-92	4	2		1
TOTAL	139	87	65	63

Table 20a : All Re-offending Following Pre Court Decisions

POLICE DECISION	COHORT Number In 3 Month Period I.E. Oct – Dec 2001	COHORT Number Re- Offending	COHORT Number Re- Offending The Same Or More Seriously	COHORT Re-Offending Either As Frequently Or More Frequently
Police Reprimand	118			
Final Warning	4			
Final Warning + Offending Prevention Programme	37			
Total	159			

Table 21a :All Re-offending Following Sentence

SENTENCE	COHORT Number Sentenced In 3 Month Sample I.E. Oct – Dec 2001	COHORT Number Re- Offending	COHORT Number Re- Offending The Same Or More Seriously	COHORT Number Re- Offending The Same Or More Frequently
Referral Orders	0			
Absolute Discharge	0			
Conditional Discharge	34			
Fine	33			
Bind Over	5			
Compensation Order	3			
Reparation Order	17			
Action Plan Order	20			
Attendance Centre Order	27			
Supervision Order	19			
Supervision Order + Conditions	1			
Probation Order	15			
Probation Order + Conditions	1			
Community Service Order	19			
Combination Order	8			
Drug Treatment & Testing Order	0			
Curfew Order	2			
Detention & Training Order	12			
Section 90-92	0			
TOTAL	216			

YOUTH JUSTICE PLAN 2002/03 – 2004/05

EXECUTIVE SUMMARY

Introduction

Leicester City Council working in partnership with:-

- ◀ National Probation Service: Leicestershire and Rutland Probation Area
- ◀ Leicestershire Constabulary
- ◀ Leicestershire Health

With the primary aim of preventing and reducing youth offending

Leicester City Youth Offending Team is committed to offering a service to young people, their families, victims and communities which is based on fairness and respect and mutual responsibility.

This means that we recognise and value individual differences, including ethnic origin, colour, age, religion, culture, gender, sexuality and disability. We aim to promote equality and we will challenge prejudice and discrimination in all its forms.

This is the third Youth Justice Plan and its purpose is to set out how youth justice services, co-ordinated by the Youth Offending Team, are to be provided and funded in Leicester.

The Youth Justice Plan was submitted for approval to the Youth Justice Board in March 2002. It is divided into 2 main sections. Section 1 covers a review of our performance in 2001 and our plans and objectives to meet performance measures set by the Youth Justice Board, including linkages with other services and partnerships. Section 2 outlines the management and resourcing of the Youth Offending Team.

Section One

The Performance of the Youth Offending Team in 2001-02

In our Youth Justice Plan 2001 – 2002 the YOT was commended for setting 44 relevant and ambitious targets relating to the national objectives set by the Youth Justice Board. Of these, 38 were achieved or mostly achieved, 5 not achieved and 1 delayed

In particular Leicester YOT

- ◀ **Contributed to speeding up youth justice**
 - ◀ Completed 332 Pre-Sentence reports – almost all within time scales set by National Standards
 - ◀ Completed 105 “stand down” reports enabling Courts to sentence on the day of request.

- < **Achieved excellent results on bail supervision**
 - < 100% of young people on bail supervision attended all court appearances
 - < 82% of offenders on bail supervision did not re-offend whilst on bail
- < **Established and developed 6 group work programmes**
 - < Including anger management, victim empathy, vehicle offending, robbery, life-skills and a careers education programme
- < **Incorporated restorative justice principles into all our work**
 - < Consulted 45 victims (all of whom were satisfied with our service)
 - < Set up 24 reparative placements (including 3 located in ethnic minority organisations)
 - < Carefully co-ordinated 11 restorative conferences (victim-offender meetings)
- < **Successfully attracted new funding for the YOT including**
 - < Intensive Supervision and Surveillance Programme (in partnership with the County YOT)
 - < Ethnic Minority Mentoring Plus Programme (in partnership with Leicester Racial Equality Council)
 - < Literacy and Numeracy Mentoring Programme (in partnership with Leicestershire Community Projects Trust)
 - < Accommodation for young offenders (in partnership with YMCA, Housing Department and social Services)
 - < Advice and information shop (in partnership with Barnardos)
 - < Easter and Summer Splash Programmes (in partnership with Arts and Leisure and Youth Projects in Mowmacre and Belgrave)
- < **Worked with the Education Department and Health Authority to ensure young people are referred to services they need**
- < **Worked closely with the Junior Attendance Centre**
- < **Ensured that 94% of parents made subject to Parenting Orders successfully completed them**

The YOT will continue to work together with relevant agencies to ensure that only young people who cannot be managed in the community receive custodial sentences, and to reduce the level of offending by children and young people in the public care.

Performance Measures for 2002/03 and 2004/05

The Youth Justice Board has set 13 new performance measures for Youth Offending Teams. Our plans to meet these targets are detailed below

Measure One: Prevention of offending

The YOT have set targets for the reduction of involvement of young people in recorded crime, particularly vehicle crime, domestic burglary and robbery. In 2002 the YOT will develop the Intensive Supervision and Surveillance Programme and group work programmes focussing on violent crime, vehicle crime, robbery, retail crime and victims awareness.

Measure Two: Reduce recidivism

The YOT plans to achieve a 5% reduction in current re-offending rates by 2004. We have established monitoring systems to track recidivism rates across all our interventions.

Measure Three: Final Warnings

The YOT is committed to ensuring that we assess and intervene at the earliest opportunity on factors that make young people more likely to re-offend. We will build on our encouraging performance to date and continue to deliver focussed programmes to reduce the risk of re-offending.

Measure Four: Use Of Secure Facilities

The Youth Justice Board have set challenging targets for the reduction of the use of custody. We will continue to work with the courts and our partners to meet these targets. The YOT will strengthen alternatives to custodial remands including the Bail Supervision Programme and Remand to Local Authority Accommodation provision. The YOT will continue to provide the courts with robust community interventions (including the Intensive Supervision and Surveillance Programme and groupwork programmes) as a direct alternative to Detention and Training Orders.

Measure Five: Use of Restorative Processes

The YOT is committed to building in restorative processes including community payback, direct reparation or indirect reparation into every order. The YOT will continue to provide varied reparation placements and ensure that ethnic minority organisations are well represented.

Measure Six: Victim Satisfaction

The YOT police officers will contact victims where this is appropriate and will work in partnership with Victim Support to ensure that victims are supported and satisfied by our work.

Measure Seven: Parental Satisfaction

The YOT will continue to work with families and parents of young offenders. The YOT will work with partner agencies to maintain the high completion and satisfaction rates of formal parenting programmes.

Measure Eight: ASSET

The YOT will use the ASSET tool to ensure that a comprehensive assessment of all factors linked to the risk of re-offending is made for all offenders. The assessment will inform our supervision of offenders and referrals to education, drugs, mental health, groupwork and other specialist services.

Measure Nine: Pre- Sentence Reports

The YOT will continue to maintain its high performance in this area and offer stand down reports where appropriate to assist the Court to sentence at the earliest opportunity.

Measure Ten: Detention and Training Orders

The YOT will continue to attend every initial training board and work with custodial institutions to encourage them to set up boards in line with national standards.

Measure Eleven: Education, Training, and Employment

The YOT will work at strategic and operational level to ensure that all offenders have access to full time education, training and employment by 2004. Partners include the Student Support Service, Careers / Connexions service and the Learning Skills Council. The YOT will work in partnership with Leicester Racial Equality Council to support the Minority Ethnic Mentoring Plus Programme and Leicestershire Community Projects Trust to support the Literacy Mentoring Programme.

Measure Twelve: Accommodation

The YOT has appointed an accommodation officer to develop a range of provision in partnership with the Housing Department, Supporting People initiative and other providers. This will include our successful remand-fostering scheme. The YOT will work in close partnership with the YMCA and others agencies to support specialist hostel provision for young offenders including those on bail or released from custody.

Measure Thirteen: Mental Health

The YOT has 2 mental health workers seconded from the CAMHS Young Persons Team. They will continue to provide immediate mental health assessments and co-ordinate fast track intervention to specialist services as appropriate.

Section Two:

The multi-agency Young Offenders Management Group, chaired by the deputy Chief Executive of Leicester City Council, oversees the work of the team and monitors its performance. The team now has approximately 60 staff; Social Workers, Police Officers, Probation Officers, Health and Education staff, an Accommodation Officer and two Young Persons Drugs Workers. The Youth Justice Plan provides full details on the staffing, financial resources and “in-kind” services to be provided by each of the statutory partner agencies in 2002-03.

The Youth Justice Plan has been devised in conjunction with the key plans of our partner agencies including:-

- ↖ The Criminal Justice System Strategic and Business Plan
- ↖ Crime and Disorder Strategy
- ↖ Children’s Services plan and Quality Protections Action Plan
- ↖ Behaviour Support Plan and Education Development Plan

- ◀ Connexions Strategy
- ◀ Drug Action Team Plan
- ◀ Health Improvement Programme
- ◀ Probation Service National Plan
- ◀ Annual Policing Plan
- ◀ Prison Service Business Plan
- ◀ Housing Strategy
- ◀ Leicester Community Plan

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