

**LEICESTER CITY YOUTH OFFENDING TEAM**

**YOUTH JUSTICE PLAN 2002-05**

**2<sup>nd</sup> DRAFT 2003 – 2004 UPDATE**

**SECTION A            Summary and Approval**

**SECTION B            Prevention Strategy**

**SECTION C            Governance and Resources**

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## **CONSULTATION PROCESS FOR YOUTH JUSTICE PLAN 2003-04**

<b>1</b>	<b>YOT Practitioners briefing events</b>	<b>July 2002 and 21<sup>st</sup> January 2003</b>
<b>2</b>	<b>1<sup>st</sup> Draft of Plan – YOMG</b>	<b>31<sup>st</sup> January 2003</b>
<b>3</b>	<b>Stakeholders Event – ISSP</b>	<b>4<sup>th</sup> February 2003</b>
<b>4</b>	<b>Stakeholders Event – Youth Justice Plan</b>	<b>21<sup>st</sup> February 2003</b>
<b>5</b>	<b>Young People’s Survey</b>	<b>February 2003</b>
<b>6</b>	<b>LCC Director’s Board</b>	<b>4<sup>th</sup> March 2003</b>
<b>7</b>	<b>Final Draft of Plan – YOMG</b>	<b>7<sup>th</sup> March 2003</b>
<b>8</b>	<b>LCC Leaders Briefing</b>	<b>17<sup>th</sup> March 2003</b>
<b>9</b>	<b>Cabinet</b>	<b>7<sup>th</sup> April 2003</b>

**Additionally the LREC will be invited to comment on the Plan.**

## SECTION A – SUMMARY AND APPROVAL

### **Review of Performance in 2002**

The Leicester City Youth Justice Plan 2002-05 detailed how it intended to meet at the local level, the 13 performance measures set nationally by the Youth Justice Board. This resulted in 123 local objectives. Review of our performance against these objectives indicates that 94 (77%) were achieved, 15 (12%) are still on-going and 14 (11%) were not achieved

Our performance has been enhanced by:-

- 1) Commissioning an audit by Nacro on National Standards performance, and implementation of its key recommendations
- 2) Specific training for practitioners on Asset and Effective Practice
- 3) The introduction of a new IT case management system which includes the facility for completion of electronic Asset
- 4) ISSP programme running at full capacity
- 5) Establishment of groupwork programmes, mentoring programmes and Splash programmes
- 6) Encouraging results on recidivism and frequency and seriousness of re-offending

### **Measures 1 and 2 – Prevention of Offending and Re-offending (refer to section D for targets)**

- |  |   |         |
|--|---|---------|
| ➤ Total of 2680 offences recorded in 2002              | (cf 2657 in 2001)                           | = + 1%  |
| ➤ Total of 1064 Court sentences                        | (cf 851 in 2001)                            | =+ 25%  |
| ➤ Total of 699 Court orders requiring YOT intervention | (cf 444 in 2001)                            | =+ 57%  |
| ➤ Burglary   | 79 young offenders in 2002 (cf 75 in 2001)  | =+ 5%   |
| ➤ Robbery  | 52 young offenders in 2002 (cf 60 in 2001)  | = -14%  |
| ➤ Vehicle Crime  | 93 young offenders in 2002 (cf 121 in 2001) | = - 23% |
|  |   |         |
| ➤ % re-offending after 12 months (2001 cohort)         | 37.5% (cf 41.1% 2000 cohort)                | = -9%   |
| ➤ % re-offending same / more seriously                 | 33.3% (cf 47%)                              | = - 29% |
| ➤ % re-offending same / more frequently                | 23.1% (cf 45.3%)                            | = - 49% |

### **Measure 3 – Final Warnings**

- 183 Final Warnings, 114 with intervention (61%). Target not met but good correlation between Asset and interventions

### **Measure 4 – Use of Secure Facilities**

- **Remands:** YOT met interim target – 48.7% (cf 53% - 2001)
- **Custodial Sentences:** YOT met interim target – 7.9% (cf 11.9% - 2001)

### **Measures 5 and 6- Use of Restorative Processes and Victim Satisfaction**

**Restorative Processes:** YOT achieved the target with 76.2% interventions using RJ processes

**Victim Satisfaction:** YOT achieved the target – 100% victims satisfied – but small sample size

### **Measure 7 – Parental Satisfaction**

100% of parents completing satisfied, but only 15.6% completed programme in 2002

### **Measure 8 – Asset**

Target almost met – 91%. Significant improvement in performance from 2001 (65% completion)

### **Measure 9 – Pre Sentence Reports**

Target met – 97% on both PYO and general Court population submitted within National Standard timescales. 251 reports written, 244 submitted within National Standard timescales

### **Measure 10 – Detention and Training Orders**

**Target almost met.** 90.4% of DTO boards held in National Standard timescales. Significant improvement by YOT/Secure facilities on 2001 (46%)

### **Measure 11 – Education, Training and Employment**

Target not achieved. 61% young people in education, employment or training at end of order. This target is shared with Connexions and Education and is the most complex to achieve

### **Measure 12 – Accommodation**

YOTs have named accommodation officer in post – target achieved. 90% of young offenders have satisfactory accommodation – target almost achieved

### **Measure 13 – Mental Health**

All targets relating to the provision of acute and non-acute assessments achieved. 123 assessments

### **Key Objectives for Leicester YOT for 2003-04**

- ◆ Improving on 2002 – performance. Prioritising
  - Performance Measure 1 Burglary offences
  - Performance Measure 3 Final Warnings
  - Performance Measure 4 Use of secure facilities
  - Performance Measure 7 Parenting Programmes – completion rates
  - Performance Measure 11 Education, employment and training
- ◆ Contributing to social inclusion strategy City Council.
  - Redefining education YOT practitioners roles
  - Developing greater links with schools, Connexions YOT staff to target high risk cases with complex education and training needs
- ◆ Contributing to Leicester's Local Prevention Strategy. In particular working in partnership with Children's Fund to establish 3 junior Youth Inclusion Programmes
- ◆ Developing and implementing the East Midlands YOTs regional consortium, HR and Learning Plan. Identifying priorities for the organisational and individual staff training needs within Leicester YOT
- ◆ Undertaking audit of effective practice in relation to
  - Final Warnings,
  - Assessment, Planning and Supervision
  - Education, Employment and Training
  - Producing a performance improvement plan in these areas and monitoring on a quarterly basis. Contributing to the East Midlands YOTs effective practice working group and inset training.
- ◆ Working in partnership with Connexions and Education to co-ordinate the delivery of Positive Activities Programmes
- ◆ Expanding the capacity of ISSP to meet demand. Prioritising the effectiveness of groupwork programmes and ensuring the regular delivery of these programmes

### **Assessment from the Chair of YOMG**

Role of YOMG in monitoring YOT performance – Priorities/action for 2003-04

As Deputy Chief Executive I have chaired the Youth Offending Management Group during 2002/03 and oversee the work of the Manager and the Team.

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

As last year, the Youth Justice Plan has been the subject of wide consultation, including a positive and well attended Stakeholders Meeting.

The YOMG continues to receive regular reports from the Manager at each meeting. We also now receive regular performance reports and have used these as the basis of further work within and outside the meeting. This structure keeps all partners well informed of progress.

During the year we have had a particular focus on custody rates and on the promotion of community based orders as alternatives. We are able to report progress this year.

Next year we anticipate a particular focus on education, employment and training, including discussions about how the YOT might work with a possible Children's trust for vulnerable children in Leicester.

We are pleased with the continuing progress of the YOT, the support of partners, and the considerable achievement of the YOT management team and staff this year.

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

	<b>Name Of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
Chief Executive Of The Local Authority	<b>Rodney Green</b>		
Director Education Department	<b>Steven Andrews</b>		
Chief Executive Primary Care Trust	<b>Rob McMahon</b>		
Chief Constable Leicestershire Constabulary	<b>Matt Baggott</b>		
Chief Officer National Probation Service	<b>Linda Jones</b>		
Director Social Care and Health	<b>Andrew Cozens</b>		

## **SECTION B – PREVENTION**

The Government's Green Paper on Children at Risk will set out its view of services for children and young people at risk of social exclusion. This will be set more broadly within the over-arching strategy for all children and young people within a framework of desired outcomes.

The Local Preventive Strategy which is currently in preparation will be delivered through the Leicester Children's Strategic Partnership, a multi agency partnership of statutory and voluntary organisations and community groups. This will provide the co-ordination for local initiatives including Sure Start, Barnardos, Behaviour Improvement Programmes, extended schools, Children's Fund Services etc.

The YOT will contribute to the local prevention strategy through its implementation of both pre and post crime initiatives in the area of youth crime prevention. Working in partnership with the Leicester Children's Fund, (a wave one programme) together with the Police and LEA, the 25% Children's Fund crime prevention budget allocated to the establishment of 3 junior Youth Inclusion Programmes. It is proposed to develop a strategic approach seeking to identify the children and young people at greater risk, in the areas of greatest need and support them and their families with targeted interventions. Crime Concern has been engaged to undertake initial mapping and auditing of 5 potential YIP areas within the City, to identify the 3 most appropriate. This audit will be informed by consultation with local people, schools and other service providers.

There are a number of additional local initiatives aimed at combating social exclusion to which the YOT is contributing. These have a focus on both pre-crime prevention as well as post-crime reduction. These include:-

- 1) Mentoring schemes for
  - Young people on Final Warnings assessed at high risk of re-offending
  - Increased literacy and numeracy input
  - Ethnic minority young offenders
- 2) Programmes delivered by YOT Police, primary mental health workers and group work staff jointly with residential workers to LAC.
- 3) YOT contribution to the Youth Crime Diversion Scheme co-ordinated by the Sports Action Zone.
- 4) Working with Barnardos and Leaving Care Team in an outreach project designed to enable and encourage hard to reach young people to access mainstream and local services.

- 5) Contributing to Positive Activities, Easter Splash programmes, Crime and Disorder priority action groups, Police/Education programmes, Healthy Kidz initiatives.
- 6) Consultations with young people and their families, and local communities.

## **SECTION C GOVERNANCE AND RESOURCES**

**TABLE B: MEMBERSHIP OF THE MANAGEMENT GROUP**

<b>NAME</b>	<b>AGENCY REPRESENTED</b>	<b>POST HELD IN AGENCY</b>	<b>ETHNICITY</b>	<b>GENDER</b>
<b>Chair : Andrew Cozens</b>	<b>Leicester City Council</b>	<b>Deputy Chief Executive and Director Social Care &amp; Health</b>	<b>White</b>	<b>Male</b>
<b>Davina Logan</b>	<b>Leicestershire Constabulary</b>	<b>Assistant Chief Constable</b>	<b>White</b>	<b>Female</b>
<b>Paul Hindson</b>	<b>National Probation Service</b>	<b>Assistant Chief Officer</b>	<b>White</b>	<b>Male</b>
<b>Fiona Gale</b>	<b>Leicester City West PCT</b>	<b>Commissioning &amp; Strategy Manager (CAMHS)</b>	<b>White</b>	<b>Female</b>
<b>Paul Livock</b>	<b>Leicester City Council Education Department</b>	<b>Assistant Director, Pupil &amp; Student Support</b>	<b>White</b>	<b>Male</b>
<b>Kim Bromley-Derry</b>	<b>Social Care and Health</b>	<b>Service Director, Children &amp; Families</b>	<b>White</b>	<b>Male</b>
<b>Kate Galoppi</b>	<b>Drug Action Team</b>	<b>Substance Misuse Co-ordinator</b>	<b>White</b>	<b>Female</b>
<b>Martin Clewlow</b>	<b>Leicester City Council Housing Department</b>	<b>Landlord Services Manager</b>	<b>White</b>	<b>Male</b>

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

<b>NAME</b>	<b>CO-OPTED AGENCY REPRESENTED</b>	<b>POST HELD IN AGENCY</b>	<b>ETHNICITY</b>	<b>GENDER</b>
<b>Iris Lightfoote</b>	<b>Director</b>	<b>Leicester Racial Equality Council</b>	<b>Black</b>	<b>Female</b>
<b>Nick Watson</b>	<b>Leicester Magistrates Court</b>	<b>Director Legal Services</b>	<b>White</b>	<b>Male</b>
<b>Rohit Rughani</b>	<b>Leicester City</b>	<b>Management Accountant,</b>	<b>Asian or</b>	<b>Male</b>

	<b>Council</b>	<b>Social Health &amp; Care</b>	<b>Asian British</b>	
<b>Peter Spencer</b>	<b>Leicestershire Mediation Service</b>	<b>Manager</b>	<b>White</b>	<b>Male</b>
<b>Jenny Hand</b>	<b>Connexions</b>	<b>Operations Director</b>	<b>White</b>	<b>Female</b>
<b>Judy Hardman</b>	<b>Children's Fund</b>	<b>Manager</b>	<b>White</b>	<b>Female</b>

The line management arrangements for the YOT manager remain the same as for last year i.e. through the Service Director for Children and Families, Social Care and Health. The YOT Manager additionally is able to access advice and support from the Chair of YOMG specifically and as required from members of YOMG.

The YOT remains a functionally distributed services as described in last year's plan. The chart on Page 9 illustrates the Team structure. Increasingly the YOT is undertaking a more strategic role. The YOT manager will be a member of the Local Criminal Justice Board, the Connexions Partnership Board and the ACPC.

#### **Staffing Recruitment Priorities for 2003-04**

The YOT has had to manage a significant number of staffing vacancies in 2002, and it is clear that recruitment and retention of appropriately qualified staff is emerging as an issue for concern. Approximately one third of YOT staff were new in post in 2002 which posed additional induction and training demands.

Gaps in staffing levels have occurred as a result of a number of factors. These have included:-

- Difficulties and delays in attracting specialist staff (education psychologist, Quality Protects post, Probation Officers and the Accommodation Officer)
- Long term sick
- Maternity leaves
- Higher paid alternative posts (including neighbouring YOTS)
- A diminishing pool of qualified staff
- Competition with other services (Connexions)

To address these issues in the medium term, the YOT has undertaken an audit of qualifications of current staff and their training needs. These will be used to prioritise delivery of the new training modules identified within the Youth Justice Board HR and Learning Development Plan. In particular the YOT will seek to support the Progression Award and Advanced Modern Apprenticeships to encourage the recruitment of a wider and representative future of work force.

We are also keen to develop the infrastructure within the YOT to support and enhance performance overall. Growth in the year's budget has been agreed by partner agencies to match fund with the Youth Justice Board,

- An IT systems officer
- 0.5 Personnel officer post
- An honorarium for a deputy YOT Manager post.

Opportunities to identify external funding streams for additional posts are also being sought. (e.g. CDRP funding for an additional ISSP post). Ensuring that resources are used most effectively has resulted in a number of joint arrangements with Leicestershire Youth Offending Service e.g. ISSP, Appropriate adult provision, Referral Order Steering Group, Final Warnings, Mentoring programmes and collaboration on group work programmes. The YOT will continue to work in partnership as appropriate in 2003.

#### **Table 26: Services planned for the financial year 2003-2004**

Core Activity	Service Provider If Not Solely The Yot	Total Budget or Projected Cost To The YOT (£)
Preventive services	Children's Fund	400,000
PACE services		
Pre Court		
Court based services		
Remand services		
Community based disposals		
Through care / after care		
Other orders		
<b>Total</b>		

**Table 27: Youth Offending Team Budget Financial Year 2003-2004 - Sources**

Agency	Staffing Costs (£)	Payments In Kind - Revenue (£)	Other Delegated Funds (£)	<u>Total (£)</u>
Police	*115,051		77,000	192,051
Probation	*129,986	168,053	118,500	248,486
Social Services	*468,600		284,300	752,900
Education	*113,544	6,000	59,200	178,744
Health	*58,710		53,300	112,010
Local Authority Chief Executive		4,400		4,400
Additional Funding (Table 27a)	310,700		429,944	740,644
<b>Total</b>	1,196,591	10,400		2,229,235

\*figures are based on 2002/03 plus 3% inflation

**Table 27a: Additional sources of income**

Additional Source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	<b>714,532</b>
Other	<b>26,144</b>
<b>Total (for inclusion in Table 27)</b>	

**Table 27b: Pooled budget**

Agency Contributing	Amount (£)
Police	
Probation Service	
Social Services	
Education	
Health Service	
LA Chief Executive	
<b>Total</b>	

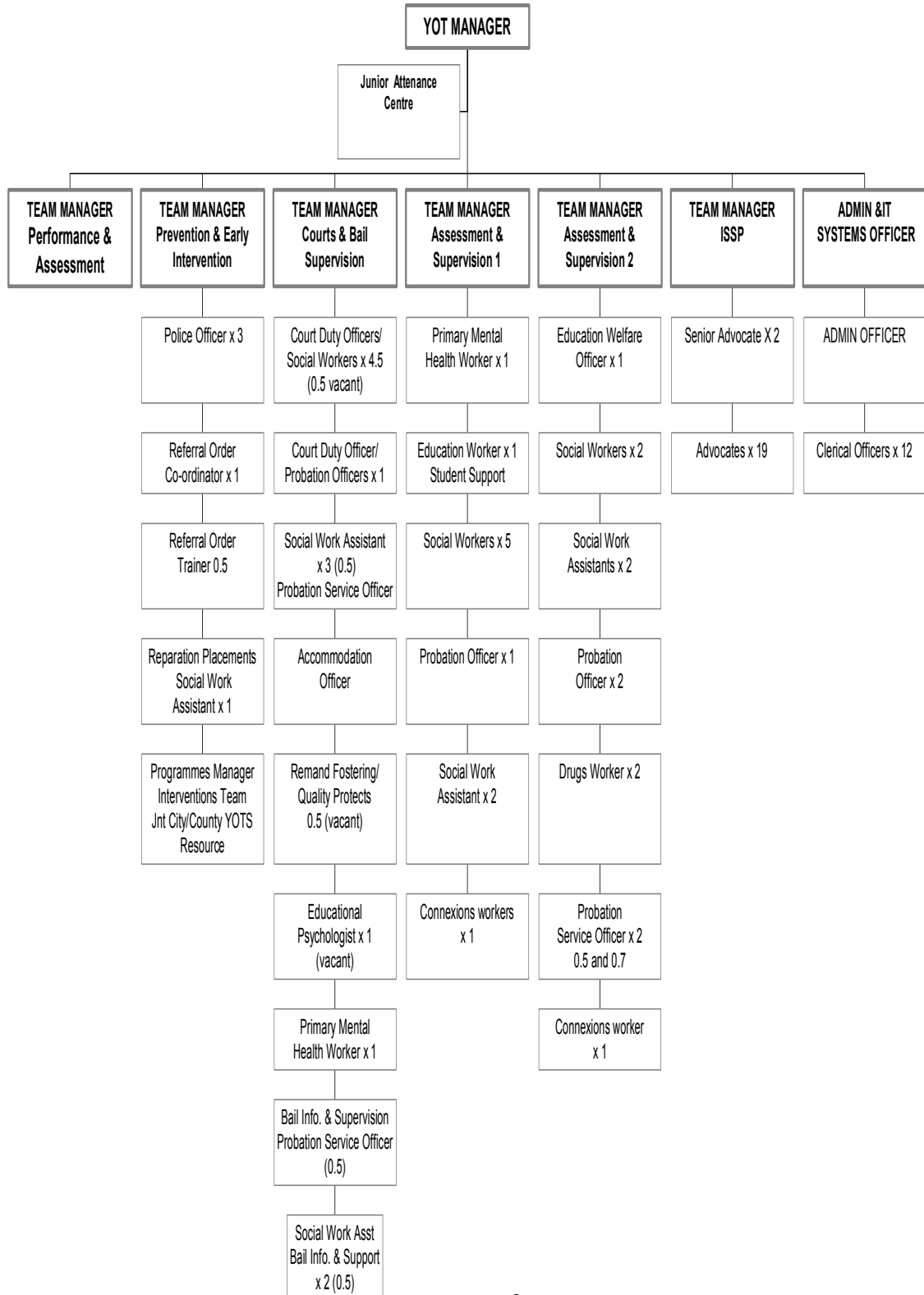
**Table 27d: Health Service contributions to the Youth Offending Teams**

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



Health contribution: Funding source	Amount (£k)
Source 1	
Source 2	
Source 3 etc...	
<b>Total</b>	

**LEICESTER CITY YOUTH OFFENDING TEAM**



## SECTION D – PERFORMANCE TARGETS

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

**Target:**

<b>Domestic burglary:</b>	8% reduction by December 2003; 16% by December 2004; 25% by December 2005.
<b>Vehicle crime:</b>	20% reduction by December 2003; 30% by December 2004.
<b>Robbery (within principal cities):</b>	5% reduction by December 2003; 10% by December 2004; 15% by December 2005.

**Data**

Offence	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
<b>Burglary</b>	75	N/a	79 (+5%)	69 (-8%)	65 (-16%)	56 (-25%)
<b>Vehicle crime</b>	121	N/a	93 (-23%)	97 (-20%)	85 (-30%)	85
<b>Robbery</b>	60	N/a	52 (-14%)	57 (-5%)	56 (-10%)	51 (-15%)

*2003 target for vehicle crime and robbery reached. Improvement needed to meet burglary target*

**Actions to achieve the target**

- YOT to seek additional funding to enhance ISSP which has been running at full capacity. Additional capacity to be targeted on priority offences. ISSP as condition of bail and DTO licence to be encouraged.
- Continue to ensure that ASSET informs intervention, screen all cases for substance misuse.
- Continue to run group work programmes including Joe Blagg (Robbery and Domestic Burglary), Anger Management and Vehicle Offenders Programme (in partnership with County YOS, Police and Fire Service). Ensure programmes are based on effective practice.
- Refer offenders to mentoring programmes including literacy and Catalyst mentoring programme for offenders from minority ethnic communities
- Develop preventative interventions including Junior YIPs in partnership with Children's Fund, police education and others.

**Constraints**

- Police initiatives to improve detection rates associated with priority offences (particularly vehicle crime). Criminal justice agency initiatives to reduce attrition rates (Narrowing the Justice Gap) may increase the number of offenders arrested and convicted.
- Significant proportion of those convicted of vehicle offences have not previously had YOT intervention
- Difficulties in securing full time education, training or employment for offenders, particularly those on release from custody – proven to increase risk of re-offending.
- ISSP running at full capacity – YOT urgently seeking funding sources to add capacity.

**Links to agency partners**

- YOT contributed to Crime and Disorder Partnership, including police led subgroup on priority offences. Police share PSA priority offence targets.
- Community Against Drugs funding secured to enable appointment of second substance misuse worker.
- NRF funding secured to add capacity to Catalyst ethnic minority mentoring programme.
- Worked with County YOS, Police and Fire and Rescue service to develop a vehicle offenders programme.
- Mentoring schemes and Attendance Centre staff included in ASSET/Effective Practice training.
- Negotiations completed with Connexions to secure secondment of Connexions staff into YOT.

**Links to allied themes**

- Partnership established with Leicester Children's Fund (Wave 1); Junior YIPs to be established in several localities.
- Prioritisation of E.T. E. for these offenders, especially those released from custody.
- Targets shared by Police, Crime and Disorder Partnership and Probation including target hardening and intervention initiatives.

**Learning and development actions**

- Turnover of staff (end of secondments etc) and increase of staff. Ongoing need to provide effective practice training for staff in delivering offending behaviour intervention.
- Effective Practice (ASSET), substance misuse assessment and mental health assessment training needed for new staff.

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

Target:

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

Data:

Outcome band	2000 cohort % re-offending after 12 months	2000 cohort % re-offending after 24 months	2001 cohort % re-offending after 12 months	2002 cohort (Number Oct/Dec)
Pre-Court	23.6	31.3	17.6 (-25%)	148
First tier Penalties	59.9	72.7	41.3 (-32%)	57
Community penalties	60.8	30.9	58.0 (-4.5%)	71
Custody	72.2	33.9	75.0 (+3.8%)	18

*Achieved target to reduce offending by 3% (9% reduction) comparing 2001 cohort with 2000 cohort after 12 months. YOT have secured reductions in both frequency and seriousness of re-offending compared with 2000 baseline.*

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

- Continue to use ASSET to monitor progress in risk of re-offending at conclusion of intervention
- Continue to implement effective practice action plan following recommendations of Nacro audit
- Work with partners to provide Easter and Summer diversion schemes
- Continue to use multi agency Young Offenders Crime and Disorder Information Group – to share, co-ordinate and develop inter-agency agency initiatives to reduce re-offending
- Work with Children's Fund, Sports Action Zone (etc) on initiatives to prevent and reduce re-offending
- Refer all appropriate ethnic minority offenders to Catalyst Mentoring programme
- Implement internal risk management policy developed by the YOT based on ASSET and incorporating linkages to MAPP
- Continue to develop YOT – Looked After Children Service initiatives to reduce offending by LAC
- Monitor and develop offending behaviour focus of final warnings and referral orders
- Hold staff training on National Standards and enforcement once published

#### **Constraints**

- Reduction in re-offending not linked to any one action by the YOT or partner agency and may be linked to attrition rates
- Delay in publication of revised National Standards has delayed proposed staff day focussing on National standards, and enforcement
- Literacy mentoring programme delayed by difficulties recruiting a co-ordinator
- ISSP programme running at full capacity – urgently seeking to identify additional funding to add capacity

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

- Crime and Disorder Partnership – YOT is an active member of management group and represented on most subgroups
- Linkages with National Probation Service (Community Punishment, DTTO provision, access to Victim Enquiry Team, Groupwork) other mentoring programmes (e.g. Leicester Community Projects Trust, Leicester Race Equality Council, Interventions Team etc)
- YOT active member of numerous strategic partnerships, DAT (and subgroups) Children's Fund (developing YIPs), Connexions, Supporting People Initiative, Behaviour Support

#### **Links to allied themes**

- Crime and Disorder Reduction Partnerships.
- School holiday diversionary initiatives

#### **Learning and development actions**

- Incorporation of YJB effective practice guidance into YOT training priorities and HR strategy
- National standards and enforcement training.

**MEASURE 3:** Increase the proportion of Final Warnings supported by interventions.

Target:

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

Final Warnings	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
<b>Total final warnings</b>	196	185	183		
<b>Final warnings with an intervention</b>	153	113	114		
<b>%</b>	78.1	70	61.6	70	80

*Interim target not met. Improvement needed for 2003*

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

- In partnership with police re-launch Final Warnings and implement revised Final Warning guidance.
- Ensure contact made within 24 hours of receiving Police referral.
- All final warnings referral offered a minimum of 2 appointments prior to recording “no intervention”.
- Introduce electronic version of Final Warning ASSET
- Ensure restorative processes part of assessment for every order.
- Maintain strong links with Interventions Team (and mentoring scheme), including joint training of mentors and volunteers, effective practice training, ASSET training etc.
- Strong links between Final Warnings team and YOT primary mental health staff, substance misuse staff, education secondees and Connexions service.
- Monitor those cases receiving Referral Orders without previous Final Warning – information shared with Police.
- Information leaflet produced for young offenders (and their carers) receiving Final Warnings outlining expectation of YOT intervention.
- Complete Effective Practice self assessment audit on Final Warnings in conjunction with staff and partner agencies.

#### **Constraints**

- Analysis demonstrates that some Final Warnings not referred to YOT until several months after the offence. This makes engagement of offenders or families difficult.
- Final Warnings assessments conducted by Police Officers in YOT. In last 12 months YOT have not had full staff compliment.

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

- City YOT/County YOS funded Interventions Team utilised to undertake final warning interventions and mentoring.
- Incorporation of restorative justice interventions into final warnings
- Close working with Police to re-launch Final Warnings within the Police force in line with Home Office guidance.

#### **Links to allied themes**

- Restorative justice assessments for all final warning interventions.
- Effective practice self assessment audit of Final Warnings.

#### **Learning and development actions**

- Interventions team staff incorporated into YOT training events – to be extended to effective practice
- Joint Police/YOT training on implementing recommendations from new Final Warning guidance, including the introduction of prior assessments.

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

Target:

Remands:	Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional/unconditional bail) to 30% by December 2004.
Custody:	Reduce the number of custodial sentences as a proportion of all Court disposals to 6% by December 2004.

Data:

Outcome	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
Remands %	53	50	48.7	40	30
Custodial Sentences %	11	8	7.9	7	6

*2002 targets met for remands and custody. Improvement needed for 2003.*

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

- Target ISSP at those most at risk of custody or remand in custody.
- Continue to work closely with management group, chair of Youth Court Bench, and the Leicester Youth Court to promote Bail Supervision and Support Programme (BSSP), Remand to Local Authority Accommodation (RTLAA), and the efficacy of community sentences.
- Contribute to Youth Court Newsletter highlighting the issues of short custodial sentences and the over-use of custodial sentences made without prior YOT intervention.
- Ensure systems in place to monitor and maintain high quality of PSRs and BSSP reports..
- Work with police to enable BSSP to be made a condition of police bail (as opposed to detention in police custody) and also to highlight the underuse of PACE beds.
- Maintain achievement of almost 100% attendance at scheduled Court appearances by those made subject to BSSP or RTLAA.
- Accommodation officer to investigate further bail beds in partnership with Supporting People and others.
- Encourage feedback from Court as to why BSSP not suitable when bail applications unsuccessful.

#### **Constraints**

- ISSP funding insufficient to meet demand for places.
- High variations in use of secure estate experienced from quarter to quarter e.g. group offences sentenced together at Crown Court..
- Quality Protects funded post to add capacity to RTLAA scheme vacant for much of year.
- Bail and Probation hostels in Leicester do not take young people aged 17 for child protection reasons. Any referrals to hostels need to take place away from Leicester which can weaken community ties.
- Following high profile cases, most offenders convicted of robbery receive custodial sentences
- Tagging not always appropriate for hostels as technology does not enable offender to use communal areas.

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

- Active support of YOMG in meeting the target. Court produced regular newsletter
- Police examined use of police custody.

#### **Links to allied themes**

- YOT developed risk management protocol.
- YOT seeking to increase bail beds through accommodation strategy & supporting people.

#### **Learning and development actions**

- Continue to engage with Courts and sentencers and provide feedback on effectiveness of community sentences.
- Promotion of ISSP through a stakeholders event.
- Effective practice guidance training.
- Train Saturday Court staff to offer BSSP.

**MEASURE 5:** Use of restorative justice processes.

Target:

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

RJ process	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target
%	47.9	N/a	76.2	60	80

*2004 target achieved*

**Actions to achieve the target**

- Restorative justice development officer to champion restorative justice issues
- Include default option on supervision plans to ensure restorative processes addressed.
- Restorative processes to be built into all Referral Order contracts where appropriate.
- Run regular victim empathy groups and ensure victim issues incorporated into all groupwork.
- Build on partnerships with Victim Support, to assist victims at referral order panels.
- Co-work with Leicester Mediation service to develop staff skills
- Continue to develop range of reparation opportunities utilising Leicester recognising diversity.

**Constraints**

- Restorative Justice development officer post vacant for substantial part of the year.
- Retail Crime Initiative not run for most of the year due to capacity issues – re-established in 2003.
- Timescales for production of Referral Order reports and other interventions not necessarily suitable for effective and empathic victim engagement.

**Links to agency partners**

- Reparation providers (statutory e.g. housing, voluntary and private sectors).
- Referrals made to Leicestershire Mediation Service for restorative conferences.
- Excellent relationship with Victim Support – partner on Referral Order Steering Group.

**Links to allied themes**

Central role of victims in Local Criminal Justice Board and CDRP's priorities.

**Learning and development actions**

Effective practice and ongoing RJ training for staff a priority. Training to include panel members and final warning Interventions Team.

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

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

Data:

	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>
%	100	70	100*	70	70

\* of those who responded to consultation

*2004 target achieved – but need to develop more systematic method for satisfaction consultation.*

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

- Increase numbers of victims consulted, generally using YOT Police Officers at initial stage and victims.
- Develop more systematic system for assessing and recording victim satisfaction.
- Contributes to Crime and Disorder victims subgroup, contribute to planned “road show” as appropriate.
- YOT practitioners and Referral Order Panel members trained in victim issues.
- Work with housing providers and others to assist young people to understand the impact of anti-social behaviour on their victims.
- Build on partnerships with Victim Support, to assist victims at referral order panels.
- Complete restorative conferences where appropriate.
- Work with Probation Victim Enquiry Team as appropriate

#### **Constraints**

- YOT Police officers make personal initial victim contacts. Referral Orders prioritised as capacity issue for YOT Police secondees as YOT has not had full Police staffing for majority of the year
- National standard timescales for referral orders and Court processes can reduce victim participation.
- Low number of questionnaire returns – more systematic collection of data required.

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

- Victim support – assisted with referral orders, contributed to victim empathy group
- Police – undertake victim enquiries, data protection clarification.
- Leicester Mediation Service – arranged victim offender mediation, train staff.
- Probation – undertake selected victim enquiries on behalf of YOT.

#### **Links to allied themes**

- Halliday report
- Key focus within Narrowing the Justice Gap action plan and CDRP’s priorities.

#### **Learning and development actions**

- Incorporate proposals from revised victims’ charter into YOT work.
- Ongoing victim training for practitioners and volunteers in effective practice with victims.

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

Target:

70% of parents leaving parenting programmes complete the course.
70% of those completing programmes are either satisfied or very satisfied.

Data:

Measure	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% completing programmes	92	70	15.6	70	70	70
% satisfied or very satisfied	79	70	100	70	70	70

*Considerable improvement needed to meet completion target. Satisfaction target met.*

**Actions to achieve the target**

- Identify and train additional staff to run parenting programmes.
- Continue to monitor development and delivery of programme on quarterly basis by Parenting Policy Group attended at a strategic level by the Centre for Fun and Families, the YOTs, Education and Social Services Departments.
- Extend range of parenting interventions to be appropriate to all parents.
- Encourage case managers to “own” parenting orders and engage parents in the period leading up to the commencement of a formal parenting programme.
- Continue to ensure that all PSRs address parenting needs
- Ensure that all ISSP cases fully engage parents where appropriate

**Constraints**

- Low numbers of referrals made planning viable groups difficult – some parents had long waits between an order being made and the start of a group. No orders at all made in last quarter by the Court. Total of 9 crime orders closed in 2002
- Liaison difficulties between education orders and crime orders

**Links to agency partners**

- Centre for Fun and Families – provide consultancy to the programme.
- Education Department, and Health and Social Care make referrals to parenting programme. (Education to co-ordinate own programmes in 2003)
- Children’s Fund – various initiatives to support parents and enhance parenting capacity.

**Links to allied themes**

- University of Loughborough - ongoing research into the parenting programme.
- Children’s Fund commissioning of services to support parents.
- YJB effective practice framework (parenting)

**Learning and development actions**

- Continue to train YOT practitioners and partner agencies in delivery of Parenting Orders and effective engagement of parents



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

Target:

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

Data:

Measure Community	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% Assessments Completed	54	100	90.7	100	100	100
% Closures Completed	69	100	97.7	100	100	100

Measure Custody	2001 Baseline	2002 Target	2002 Outturn	2003 Target	2004 Target	2005 Target
% Assessments Completed	63	100	93	100	100	100
% Transfer Completed	N/a	100	85.5	100	100	100
% Closure Completed	75	100	98.6	100	100	100

*Substantial improvement based on 2001 baseline achieved.*

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

- Continue to monitor ASSET completion by practitioners.
- Incorporate electronic version of Final Warning ASSET once received.
- Identified practitioner to work with Community Punishment Unit and Attendance Centre to ensure ASSETs completed.
- Develop monitoring system to encourage use of *What do you think ASSET*
- Launch risk management procedures linked to ASSET risk of serious harm.
- Work with Connexions, Assessment Framework, Social Care and Health CareFirst database, Information Referral & Tracking IT system to share assessment information as appropriate.
- Involve staff and other agencies in effective practice self audit on ASSET.
- Complete Effective Practice self assessment audit on Assessment in conjunction with staff and partner agencies.

#### **Constraints**

- Previous IT system did not easily facilitate inputting of ASSET or collation of management information.

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

- ASSET links to all partners with regard to internal and external referrals generated by ASSET (eg Education, Connexions, MAPP, Probation, Attendance Centre, drug agencies etc)

#### **Links to allied themes**

- Relating supervision, all interventions and referrals to ASSET.

#### **Learning and development actions**

- Ongoing training in ASSET and effective practice, particularly to new staff.
- Link ASSET to supervision and planned interventions.
- Use of management information from ASSET to inform service developments and resource priorities
- CareFirst (Social Care and Health IT system) training for selected staff.

## **MEASURE 9:** Pre-sentence reports

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

Data:

<b>% PSRs Completed</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>PYO</b>	97.8	90	97.0	90	90	90
<b>General</b>	98.0	90	97.4	90	90	90

*All targets met.*

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

- Continue to use model of specialist Court duty team are responsible for the preparation of the bulk of PSRs.
- Ensure all PSRs allocated to practitioners within one working day.
- Distribute PSR information leaflets available to offenders and parents stressing the importance of co-operating with PSRs
- Review quality control measures (proposal discussion, gatekeeping etc) undertaken in all reports.
- Work with the Court to increase take up of immediate stand down reports if cases are 'serious enough' to reduce unnecessary demand for PSRs and speed up Youth Justice. 84 Stand down reports completed in 2002. This represents a saving of 1260 adjournment days.
- Utilise quarterly Court Users Group and meetings to identify and address any issues that arise.
- Sustain excellent working relationships between various criminal justice agencies, including mechanisms to ensure that advance disclosure information is received at Court.

### **Constraints**

- Occasional requests for PSRs made in adult Courts or Courts outside Leicester are not received by the YOT in timely manner.
- Requests for Referral Order reports have added pressure to report writers.
- PSR satisfaction survey of sentences planned for 2002 delayed to 2003.
- Efficacy of producing PSRs for Crown Court within National Standard timetables when listed well outside national standards (e.g. to tie up with sentencing of a co-defendant after trial). PSRs written in line with National Standards could be out of date and less useful to the Court in these circumstances.

### **Links to agency partners**

- Good working relationships with Courts, CPS, Criminal Justice Board and other Court users.
- Probation assisting with PSR quality inspection and Court user PSR satisfaction survey.

### **Links to allied themes**

- Pledge to meet timescales from arrest to sentence, Narrowing the Justice Gap.

### **Learning and development actions**

- Training of practitioners by Nacro in PSR writing, quality assurance etc may need repeating to allow for staff turnover.

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

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

Data:

	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>	<b>2005 Target</b>
%	46	100	90.4	100	100	100

*Significant improvement on 2001 baseline. Target not wholly within control of YOT.*

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

- Continue to monitor compliance via regular strategic and operational management meetings between YOT and Onley.
- Encourage Head of Onley Juvenile Estate to remain a co-opted member of YOT management group.
- Continue system in place to pre-book boards for Leicester YOT on Wednesdays if custodial sentences anticipated.
- Good system of transferring paperwork between Leicester Youth Court and Onley.
- Sustain effective use of all initial, review and exit DTO Boards by monitoring attendance use of seconded staff (mental health, education, substance misuse, ISSP and Connexions).

#### **Constraints**

- Overcrowding at Onley has resulted in some young males being located at other institutions elsewhere in the country. These DTO Boards much less likely to be set up within National Standard timescales. Some young people moved on several occasions due to overcrowding, disrupting education and training and reducing the efficacy of training plans.
- Young women can be located significant distances from Leicester. This places additional pressure on YOT staff and their families and the lack of a regular relationship between these custodial establishments reduces the likelihood of meeting timescales.
- Joint working together training between Onley and East Midlands YOTs co-ordinated by Onley cancelled due to resourcing difficulties at Onley.
- Evidence is that paperwork can get lost when young person is transferred between secure establishments. No electronic transfer facilities.
- Prison staff have not had the capacity to attend reviews.

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

- Connexions staff, student support, CAMHS and substance misuse and other agencies have been active in attending Boards within timescales.

#### **Links to allied themes**

- Ongoing difficulties in identifying education or training placements with young people leaving custodial institutions. Basic skills training strategies for those in custodial institutions

#### **Learning and development actions**

- Better integration of pre and post release work between YOTS/secure estate still required.
- New staff to shadow boards as part of induction process.

**MEASURE 11:** Education, Training and Employment.

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

Data:

<u>ETE</u>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>
<u>%</u>	69	80	60.9	80	90

*Significant improvement needed to achieve target. Target not wholly in control of YOT*

**Actions to achieve the target**

- YOT management group to monitor target on quarterly basis.
- Sustain good working relationships sustained between the YOT and Student Support Service
- YOT Education Welfare Officer to participate in selected truancy sweeps and follow up those known to the YOT.
- Sustain good working relationships sustained between the YOT and Student Support Service.
- Assess all ethnic minority offenders for Catalyst Mentoring Programme (developed in partnership with Leicester Racial Equality Council) to engage young ethnic minority offenders in education and training fully operational.
- Induct new Connexions Secondees into YOT and full establish referral procedures, roles and responsibilities.
- Incorporate basic skills screening tool made available by Connexions service.
- Ensure staff work jointly with RALAC Initiative (Raising Achievement for Looked After Children) where appropriate
- YOT management group to monitor target on quarterly basis.
- Ensure attendance by Connexions Service and/or Student Support at DTO boards where appropriate.
- Complete Effective Practice self assessment audit on Education Training and Employment in conjunction with staff and partner agencies.

**Constraints**

- Young offenders transferring to the community after DTO sentences are significantly more likely to be out of full time ETE.
- YOT aware that some young people nominally have full time education, but in fact are subject to "authorised" absences, informal exclusion or are school refusers.
- Difficulty in recruiting to Education Psychologist post (vacant since September)
- Literally mentoring programme (developed in partnership with Leicester Community Projects Trust) delayed due to recruitment difficulties.
- Some young offenders having caring responsibilities, disabilities etc which make attainment of full time ETE more problematic. Audit of those who fall into this category to be conducted
- Tension between education target and propensity of schools to exclude to raise standards.
- Full time college places defined as 16 hours not 25 hours per week.

**Links to agency partners**

- Shared target with Connexions, Education and Learning and Skills council. Linkages with Education Behaviour Support Plan, RALAC.

**Links to allied themes**

- Education priorities for vulnerable children and young people. Education input (via schools) key to successful delivery of prevention strategy.

**Learning and development action**

- Training of YOT practitioners to fully understand the formal / informal school exclusion process and steps that can be taken to challenge and negotiate decisions or re-integrate young people into learning.
- Train YOT staff in effective practice guidance associated with ETE.

**MEASURE 12:** Accommodation

Target:

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

Data:

<b>Accommodation Officer:</b>	<b>Name:</b> <b>Bhavin Pathak</b>
<b>Young people supervised by YOT</b>	811
<b>Of the above, those that have satisfactory accommodation to go to at either the conclusion of the community intervention or release from the secure estate.</b>	731
<b>%</b>	90.1

*Accommodation officer appointed. Improvement needed to meet target.*

**Actions to achieve the target**

- YOT accommodation officer to complete development of accommodation strategy.
- Continue to promote YOT remand-fostering scheme (which provide 15 placements). Case examples to be made available to Court for newsletter.
- Remand Fostering Beds to be made available to Looked After Children's Service for section 20 placements for those at risk of offending where appropriate.
- Raise occupancy levels of YMCA beds for young offenders (developed in partnership with YMCA, Leaving Care Team, Housing Department and the YOT). Support scheme to provide offending behaviour work, citizenship skills and support with developing independence and life skills. Scheme managed by a former YOT practitioner.
- Provide intensive work with parents and carers to reduce the risk of family breakdown, supported by Quality Protects funded post.
- Work with multi-agency Looked After Children initiatives, including police, Social Care Health and Housing. YOT to provide offending behaviour sessions within children's homes, training for residential staff. Looked after Children – YOT protocol completed.
- Investigate funding opportunities for 3 further bail beds for young people aged 16 and 17.

**Constraints**

- Difficulties in recruiting to Quality Protects funded post to provide support to foster parents (now filled)
- National difficulties in recruiting foster carers reflected in Leicester.
- Young Persons Information shop to be developed in conjunction with Barnardos and Health and Social care delayed due to recruitment difficulties but will be established in 2003.
- Bail and Probation hostels in Leicester do not take young people aged 16 or 17 as they currently accommodate adult offenders who may pose a risk to young people. Any referrals to hostels need to take place away from Leicester which can weaken community ties.

**Links to agency partners**

- Supporting People Initiative – contribution to their plan. Negotiations to identify opportunities to increase bail beds for those age 17.
- Links with leaving care team, housing and YMCA to provide beds.

**Links to allied themes**

- Supporting People Initiative
- Quality Protects Management Action Plan
- Strong links developed with LAC, links with Leaving Care Act

**Learning and development actions**

YMCA staff delivering offending behaviour sessions to be incorporated in effective practice training.

### MEASURE 13: Mental Health.

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

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

Data:

<b>% Assessments commenced within timescale</b>	<b>2001 Baseline</b>	<b>2002 Target</b>	<b>2002 Outturn</b>	<b>2003 Target</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>Acute</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Non-acute</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

*Targets wholly achieved*

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

- Continue to accommodate two Primary Mental Health Workers (PMHW) seconded to the YOT by CAMHS Service with part funding from YOT general grant.
- One PMHW particularly to continue to cover bail, and early intervention. The other predominately works with those under YOT supervision. PMHW staff have attended DTO boards as applicable.
- PMHW staff have worked directly, or in a consultative manner with 123 young people in 2002.
- PMHW are able to provide immediate initial screening (using screening tool developed by the service). PMHW are part of CAMHS Young People Team and able to provide immediate ongoing referrals to CAMHS where indicated by screening. This ensures appropriate services are accessed swiftly and avoids unnecessary duplication. CAMHS service has been awarded Beacon Status.
- Run further Cognitive behavioural lifeskills programme “choices and chances” designed and run by PMHW in conjunction with psychologist and other practitioners..
- YOT manager to continue to be part of national Youth Justice Board/CAMHS working group.
- Mental health staff in conjunction with the Education Psychologist to arrange further short staff seminars covering mental health issues.

#### **Constraints**

- Education Psychologist post vacant since promotion of postholder in September. 2 unsuccessful attempts to recruit.
- Difficulty finding appropriate placements for vulnerable young men aged 15 or over remanded or sentenced in custody. Secure units either full or do not have specialist staff to work with vulnerable young people with mental health issues.
- Difficulty identifying appropriate therapeutic placements for adolescents with history and risk of sex abuse.

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

- Links to Probation and adult mental health teams at point of transition..
- Children’s Fund – commissioned support for parents with mental health issues.

#### **Links to allied themes**

- Fire Service research into fire setting behaviour – YOT taken active part in this research.
- Children’s Fund, Children using sexually abusive behaviour, Child Behaviour Intervention Initiative.

#### **Learning and development actions**

- Ensure that all staff complete tier 1 and tier 2 mental health training provided by CAMHS. Selected staff complete other relevant courses. Staff access YOT mental health seminars covering ADHD and other disorder relevant to the YOT.

## **SECTION E - LEARNING AND DEVELOPMENT**

The East Midlands YOTs regional consortium has submitted to the Youth Justice Board its proposal for the development and implementation of a HR and Learning Development Plan. This has been endorsed by the Youth Justice Board regional manager, and locally by the Leicester YOT Management Board. The consortium is committed to working together to ensure that the East Midlands YOTs youth justice workforce benefits fully and fairly from the nationally recognised training awards now being developed. This will take into account the different demographic make-up of the 3 unitary authorities and 5 shire regions of which the East Midlands region is comprised.

The proposal includes an audit of staff and volunteer posts within the region. This information has been used to identify the priority training requirements for Year 1 as being the effective practice professional certificate and the progression award. At the local level, the needs to ensure access to appropriate training by Referral Order Panel members (approximately 50) and volunteers (approximately 100 shared with the County Youth Offending Service) has been highlighted. Leicester YOT is also keen to explore opportunities to introduce advanced modern apprenticeships to expand capacity within the workforce, and also to ensure that appropriate levels of ethnic minority representation are maintained.

Considerable developmental work around putting in place the necessary infrastructure with academic institutions, assessment centres will need to take place in 2003. The region is well served with Nottingham Trent University currently validating the effective practice certificate and De Montfort University at Leicester, keen to roll out a number of modules in conjunction with FE Colleges in the area. It is proposed therefore to commission this work, prior to appointing a regional training co-ordinator. Leicester and Lincolnshire YOTs are leading for the region and will be establishing an overarching steering group to take this forward. Described in the proposal are the links made with local secure facilities with expressions of interest and commitment from HMYOI Onley, and Rainsbrook STC and St John's and Sleaford LA Secure Units.

The East Midlands YOTs have additionally started a programme to look at effective practice across the region in relation to the 3 priority areas for 2003. This work will therefore compliment the new joint training arrangements outlined above and will collaborate on the delivery of inset training. Local additional training requirements that have also been identified are described overleaf.

## ANNUAL HR AND TRAINING PLAN

<p>Number of staff required to attend modules of Effective Practice Learning and Development Programme (available from Sept 2003)</p>	<p>Audit of level of training and professional qualifications for all YOT Practitioners and Managers has been undertaken in all East Midlands YOTS. The analysis of this audit will form the basis of both the Leicester and East Midlands YOT training plan over the next 3 years-5 years. Priority for Year 1 (from October 2003) is likely to be the effective practice professional certificate, followed by progression awards and diplomas.</p>	<p>Number of volunteers undertaking training (e.g. Referral Order Cluster Award/AA NVQ)</p>	<p>Leicester and Leicestershire YOTS have a joint arrangement which co-ordinates 100+ volunteers to undertake Final Warnings, supervise reparation placements and PACE duties and mentoring. In addition there are currently 45+ Referral Order Panel Members. As part of our regional HR Strategy we will identify both the training needs and requests for these volunteers. Advanced Modern Apprenticeships will be considered in relation to ISSP advocates.</p>
<p>Number of staff requesting to undertake learning leading to nationally accredited qualification (available from Sept 2003)</p>	<p>Information not yet available. Likely to a high take up rate, therefore priorities will be set based on outcomes of audit and resource available.</p>	<p>Numbers of Managers undertaking YJB management programme.</p>	<p>4 (provisional estimate)</p>
<p><b>Local recruitment plans</b>  <b>(i) Estimated Staffing requirements for 2003-04</b>          The YOT budget settlement is unlikely to enable an increase in staffing despite a 57% additional YOT workload recorded in 2002. Any possible growth will be prioritised on developing a more effective infrastructure e.g. part time personnel officer to ensure the appropriate deployment of all staff skills. A new Officer in Charge for the Junior Attendance Centre will be recruited.  <b>(ii) Local recruitment schemes already in place</b>          No current specific schemes locally. Greater collaboration across East Midlands YOTS areas likely to be an outcome of developing the HR Strategy.</p>			
<p><b>Any formal links with local LSC to support staff training</b>          Links established with local LSC – emergent discussion re: staff training needs. Links being established at regional level to support East Midlands HR and LD Strategy.</p>			
<p><b>Any formal links with higher educational institutions in region</b>          Excellent links with De Montfort University, Leicester. Joint work to map out required academic training requirements for the regional. Good links also with FE Colleges and Nottingham Trent University</p>			
<p><b>Local and regional support available to produce training plans</b>          Regional Youth Justice Board Managers has endorsed Local strategy and supporting the current work. HR departments of local partners to YOT will be encouraged to support delivery of training and NVQ assessor requirements. Social Services and Probation HR departments currently offers YOT access to appropriate training</p>			
<p><b>Nature of links with any secure establishments in YOT region for training purposes</b>          HMYOI Onley has indicated interest in participating from Year 2 – Rainsbrook STC keen to be involved and will provide/share resources with East Midlands consortium.</p>			



**LEICESTER CITY YOT – TRAINING PROGRAMME 2003-04**

<b>TYPE OF TRAINING</b>		<b>STAFF GROUP</b>	<b>METHOD OF TRAINING</b>	<b>TIMESCALES</b>
1	Effective Practice in delivery of groupwork programmes	YOT Practitioners, ISSP Advocates J.A.C. Staff	YOT groupwork co-ordinator and Team Manager	From April 2003
2	IT and case management system	YOT Practitioners and Clerical staff	Admin & IT Systems officer	From April 2003
3	IT management reviews	YOT Manager and Team Managers	Careworks/YOT Admin & IT Systems Officer	From April 2003
4	Enforcement/breach	YOT Practitioners	Team Managers	By July 2003
5	National Standards	YOT Team Managers and Practitioners	YOT Manager and Performance Manager	Following publication of revised National Standards
6	Child Protection	YOT Practitioners	ACPC/SS Staff Development Unit	On-going
7	Effective Management of Risk	YOT Practitioners	Performance Manager	By March 2004
8	Effective Practice ➤ Final Warnings ➤ Education, Employment and Training ➤ Assessment, Planning and Supervision	Managers	East Midlands consortium identified trainer using YJB Inset resource material	From April 2003