

SECTION A – Summary and Approval

Leicester City Youth Justice Plan 2002-2005 Update 2004-2005

(i) Contact person for the Plan: **Mary Campagnac**
Head of Service
Leicester City Youth Offending Team
Eagle House
Leicester
LE1 5RB

Tel: 0116 299 5830
Fax: 0116 299 1334

(ii) The unique identifier number: **106509**

(iii) Agencies: **Leicester City Council**
Leicestershire Constabulary
National Probation Service for England and Wales
(Leicestershire and Rutland Area)
Leicester City West Primary Care Trust
Leicester City Eastern Primary Care Trust

Chief Officer Approval for the Plan

<u>Title / Agency</u>	<u>Name</u>	<u>Signature</u>	<u>Date</u>
Chief Executive of Local Authority	Rodney Green		
Director Education Department	Steven Andrews		
Chief Executive Leicester City West Primary Care Trust	Rob McMahon		
Chief Executive Eastern Leicester Primary Care Trust	Carolyn Clifton		
Chief Constable Leicestershire Constabulary	Matt Baggott		
Chief Officer National Probation Service	Linda Jones		
Corporate Director, Leicester City Council Social Care and Health	Andrew Cozens		

Introduction

The Crime and Disorder Act 1998 places a statutory requirement on all local authorities to submit an annual Youth Justice Plan. The purpose of the plan is to set out how youth justice services are to be provided in each area, and how they are to be funded. Services must take into account the needs of the local population. In Leicester we seek to provide services that are culturally appropriate, recognising the diversity within the City. We also strive to ensure they are appropriate in terms of gender, age, disability and sexual orientation. We are developing systems to consult with a wide range of stakeholders, including young people and their families to increase levels of participation.

The Leicester Youth Justice Plan 2002-2005 detailed how the Youth Offending Team intended to meet the 13 performance measures set nationally by the Youth Justice Board, and the governance arrangements for the Team.

This 2004-05 Youth Justice Plan Update provides information in five specific areas.

Section A – summarises the Youth Offending Team’s performance in 2003-04 against the 13 performance measures. It also outlines the key objectives for 2004-05. It contains the approval of the plan by the Chief Executive of Leicester City Council, and the Chief Officers of the five principal funding agencies. The Chair of the YOT management board (YOMG) has made an assessment of both the Team and management board performance in 2003-04.
Pages: 1-6

Section B – outlines the prevention of offending strategy that the YOT intends to deliver in partnership with other agencies.
Pages: 7-8

Section C – provides information on the governance arrangements and resources for the YOT. The management and structural composition of the Team are summarised. This section details the financial contributions from partner agencies, the YJB, and other funding streams to the YOT.
Pages: 9-14

Section D – This section reports on the current and proposed progress in 2004-05 in meeting the requirements of the 13 performance measures set by the YJB.
Pages: 15-28

Section E – This section describes the Learning and Development plan for the YOT. This includes local training requirements as well as the agreed EM HR and Learning Plan. This will provide a Youth Justice National Qualification Framework which will support the implementation of the YJB’s Effective Practice Strategy.
Pages: 29-30

Review of Performance in 2003

The YOT fully achieved 8 of the performance measures (recidivism, prevention of priority offences, final warnings, use of custody, restorative justice, victim satisfaction, parental satisfaction and preparation of pre-sentence reports (PSRs)), substantially achieved 4 measures (ASSET, Detention and Training Orders (DTOs), accommodation and mental health), and did not achieve 1 target (education, training and employment). Compared to last year the YOT has significantly improved on reducing the number of offenders convicted of priority offences and has improved on interventions with Final Warnings. The interim targets for 2003 regarding the secure estate were also met. Leicester City YOT has continued with a steady improvement as represented by its position in the league tables. The YOT consistently maintained its position within the top third, and was often the highest performing unitary in the East Midlands.

The table below represents the number of offences recorded against young people, the number sentenced by the courts and the number of orders involving YOT intervention. This does not include Community Punishment Orders and Attendance Centre orders, which the YOT oversee and enforce. The table also outlines the impact on the priority offences.

2003 Outturn	2001 baseline	% change
2834 Offences recorded against young people	2657	+6.6% (+5.7% on 2002)
1064 Court Sentences (activity)	851	+25.0% (0.0% on 2002)
640 orders involving YOT intervention	444	+44.0% (-8.4% on 2002)
46 Burglary	75	-38.7% (-42.0% on 2002)
32 Robbery	60	-46.6% (-35.0% on 2002)
62 Vehicle crime	121	-48.8%(-33.3% on 2002)

The number of offences recorded against young people continued to increase by 6.6% on 2001. Court disposals increased by 25% in terms of its increase on 2001, but is unchanged from 2002. There has been a slight decrease in the number of orders involving YOT intervention on last year, but this still constitutes a rise of 44% on 2001. This decrease from last year appears to be related to an increase in courts sentencing to Curfew Orders with an almost comparable decrease in Action Plan Orders. The YOT successfully achieved targets associated with reducing the number of offenders sentenced for an offence of burglary, robbery or vehicle crime. Significantly, these reductions occurred at a time when the police had specific detection objectives in relation to these offences, thus making it more difficult for the YOT to achieve this target. In terms of the number of actual offences committed, vehicle crime and burglary showed a decrease. These are good examples of the YOT working in partnership with key agencies. Robbery was the only category to increase and this can be attributed to one quarter where one offender was responsible for committing 14 offences.

The YOT has continued to sustain an overall reduction in recidivism. Whilst there was a slight increase in 2003 (2002 cohort) against 2002 (2001 cohort), the overall reduction on 2001 (2000 cohort) was nearly 8% thus exceeding the target set.

2002 Cohort after 12 months (total=334)	2001 Cohort (total=375)	2000 Cohort (total=304)	% Change 2000-2002
39.8% re-offended within 12 months (n=133)	37.5% (n=140)	43.1% (n=131)	-7.8%
23.9% re-offended same or more seriously (n=80)	35.4% (n=133)	31.9% (n=97)	-25.1%
21.3% re-offended more frequently (n=71)	19.5% (n=73)	32.9% (n=100)	-35.3%

The table above demonstrates the reduction in reoffending rates over the two years. Of note is the significant percentage reduction in terms of seriousness and frequency of offending, with a 25% reduction in seriousness and 35% reduction in frequency. Although there has been some increase in offending rates in the 2002 cohort compared with 2001, this needs to be put into context. For example, the overall increase of 6.1% relates to 8 young people reoffending in that period out of a total of 334. Over a 24-month period, pre-court penalties (eg. Police reprimand, final warnings) and first tier penalties (eg. Referral Orders and Conditional Discharges) indicate a reduction in offending whereas community penalties and custody indicate an increase. Again, within a context this can be broken down. Whilst reoffending rates for those on Attendance Centre Orders and Community Punishment Orders increased in 2002, Supervision Orders showed a decrease in both 2001 and 2002. Supervision Orders often have high levels of intervention attached to them, such as ISSP or groupwork. This reduction is therefore very positive for the YOT.

The YOT recorded 197 Final Warnings in 2003, 137 (70%) of which involved YOT interventions. This meets the interim target of 70%, and is an improvement on last year's figure of 61%, especially in the light of seconded police vacancies and delays in implementing the revised guidance. The YOT has worked hard in 2003 to overcome these constraints and is confident that with continued progress in working with the police, the target for 2004 will be met.

For both the targets regarding working with victims and working with parents, the YOT has continued with its previous success of full achievement. What is noteworthy, however, is that the number of victims consulted has significantly increased throughout the year as has the numbers of parents completing parenting orders, thus making the achievement of "100% being satisfied" more meaningful. This reflects the importance that the YOT places on engaging victims in a restorative process. This practice is consistently undertaken within Referral Orders and is being rolled out on all other orders.

In 2001, Leicester City was ranked as being in the top 10% for custodial sentencing. Although there is still work to be done to meet the 2004 target, this must be regarded as a significant achievement with a reduction from 53% secure remands in 2001 to 34.7% in 2003, and from 11% custodial sentences in 2001 to 6.8% in 2003. This builds on the action plan and constructive dialogue developed with sentencers and the Director of Legal Services in 2001. The courts have gained an increase in confidence in YOT interventions as evidenced by a recent Audit Commission report, for which Leicester City was a site.

The YOT has continued with its improvement in the completion of ASSETs, from a 65% completion rate in 2001, to 91% completion in 2002, and increased to 95% in 2003. Staff have welcomed the new IT system in 2003 which has contributed to this increase, as has a more rigorous monitoring system introduced by the IT manager and administration staff. Internal auditing systems and management priorities have been developed to drive up performance in this key area. Staff have been encouraged to own this area of work, and ASSET forms a target in each practitioner's appraisal document. The risk of re-offending associated with ASSET that obtain the highest average scores are ETE, thinking and behaviour, and attitudes to offending. The groupwork programmes, and individual interventions on ISSP and in general case management, aim to address these issues, as does referral to specific agencies and personnel triggered by ASSET scores.

The target of attendance by YOT staff at Detention and Training Order boards within National Standard timescales has not been met this year and although the figure of 88.5% is still a stark improvement on 2001 (46%) it has reduced from 2002, which was 90.4%. Significantly, looking at the figures quarter by quarter over 2003, the YOT met the target of 100% in January – March with the figure decreasing over the year to 72.2% in October – December. This target is not wholly in the control of the YOT and has been affected by the YJB's decision not to renew its contract with Onley YOI. In 2004 the YOT will need to work with Werrington and Stoke Heath YOIs in order to improve on this target.

The target of 90% young people receiving full-time education, training and employment continues to represent a considerable challenge to the YOT and its partner agencies. In 2001 69% of young people were in full-time ETE. In 2002 this reduced to 61%, and in 2003 it had reduced further to 52%. The measure formed part of the YOT's effective practice self-audit in 2003 and as can be seen by the areas outlined in **Section D**, the YOT and its partner agencies, Education, Connexions, and the Learning and Skills Council, will be putting in place a number of key actions in order to improve on this target. The assessment from the Chair of YOMG also identifies key actions to be undertaken at the highest strategic level.

Leicester City YOT, until 2003, has consistently achieved the target relating to mental health and was recognised by other areas as being a model for good practice. However, the fall in performance this year can be attributed to the YOT sustaining a Primary Mental Health Worker (PMHW) vacancy since February 2003 (50% of the PMHW complement). This has resulted in a reduction in the number of young people being assessed and receiving a service. Additionally the CAMHS service has undertaken a review of the service specification which will need to be agreed. It is hoped that this situation will be resolved in 2004 and is actively being pursued by the YOT Manager and has been raised as a cause for concern by the Chair of YOMG.

Initiatives and activities this year which have made an impact on our work within the YOT:

An area of concern for last year, which is likely to continue in 2004-05, was maintaining high quality in service delivery despite difficulties with staffing and changes in practice. However, Leicester City YOT was involved in a number of audits, including being one of the sites for the Audit Commission who acknowledged areas of good practice in its report, "Youth Justice 2004". Significantly, the ISSP received an excellent P.A. Consulting quality assurance review resulting in additional funding in order to increase its capacity. In terms of the Effective Practice Quality Assurance audit, the YOT involved staff at various levels in order to encourage awareness and ownership of the process. The resulting improvement plan is currently being made on policies, record-keeping, and communication in line with the audit's outcomes. A file-reading audit around Final Warnings has been planned for the spring. The YOT has set up other internal monitoring systems around assessing the quality of PSRs, ASSETs, records and case files. In terms of ETE, there have been a number of actions taken including the setting up of an internal group to develop a more strategic approach to improving performance. The Performance Manager and IT officer have prioritised the robust collation of data and quarterly analysis. This information is disseminated both to staff and partner agencies.

In order to maintain high quality service delivery, the YOT clearly needs an appropriate level of resources in terms of staffing. There have been difficulties in retention and recruitment of staff working with children and young people within a number of local agencies, and this is now being experienced by the YOT. This situation has been compounded by the difficulties partner agencies are also having in terms of recruitment and retention, and the YOT has experienced a number of vacancies in 2003 in relation to secondments. On the positive side, the YOT has been creative in its use of voluntary staff, and now have 50 volunteers working as

community panel members and 50 volunteers working for the Interventions Team, delivering Final Warnings interventions. These volunteers are reflective of the local population in terms of ethnicity, gender and age. The YOT has also been successful in attracting a diverse group of unqualified staff who are keen to develop their practice and experience in working with young people. It is hoped that the introduction of the Effective Practice Certificate and Advanced Modern Apprenticeship scheme will help to build on this in the future recruitment and retention of staff. Leicester City YOT has volunteered to lead on the HR Strategy in the East Midlands, and currently hosts the Regional adviser.

We have made some changes to the structure of the YOT in response to the staff vacancies and changes in practice. This has included the introduction of 2.5 Senior Practitioner posts, and re-arrangement of the Courts Team to free up qualified staff to increase direct contact with young people. Connexions workers joined the team in 2003 and a ¼ restorative justice post and victims team were established to focus on specific areas of service delivery. The YOT has developed a constructive partnership with the local Children's Fund which has commissioned Crime Concern to establish three Junior Youth Inclusion Programmes.

Key objectives for 2004-05

- Reviewing the improvement plan related to EPQA from last year
- Implementing the effective practice guidance and quality assurance framework in relation to parenting orders and the revised National Standards
- Implementing a strategy to deliver the new performance measures
- Supporting staff on the new Professional Certificate in Effective Practice
- Introduction of the Advanced Modern Apprenticeship scheme
- Working with Education, Connexions, and Learning Skills Council to improve performance around young people into education and employment
- Continued liaison with the police to implement new Final Warning guidance to improve performance
- Working with partnership agencies around prevention and work with victims in line with proposals in Next Steps and the Green Paper and the local preventative strategy, and Bridges (IRT)
- Working in partnership with Children's Fund and other agencies on youth crime prevention programmes
- Expanding the capacity of ISSP and the groupwork programmes to continue to offer viable alternatives to custody
- Contributing to the development at strategic and operational level, of the Leicester Federation of Vulnerable Children's Services (Pilot Children's Trust)
- Implementing the revised National Standards
- Developing a strategic and operational framework for communication, consultation and participation involving young people, their families and wider stakeholders.

Chair's assessment on performance of the Youth Offending Management Group (YOMG)

"Under Mary Campagnac's leadership, the YOT has continued to improve its performance in meeting our local targets and against national comparators, where we have made steady progress up the league. This is evident across almost all of the target areas. The notable exception remains education, training and employment where performance remains well below average.

We have widened the membership of the YOMG beyond the core funding agencies to reflect the wide range of partnerships the YOT is part of, particularly around prevention. This includes Connexions, Supporting People, Children's Fund and other voluntary sector groups. The YOT is part of the Leicester Federation of Children's Services, one of the 35 pilot children's trusts. We also work closely with Leicestershire and Rutland YOT, with a number of shared activities.

This Plan has been produced in consultation with a wide range of stakeholders, most of whom attended a business planning session organised by the YOT. This wide engagement is one of the reasons why the YOT is a high performer. The support and good will of partners is acknowledged and appreciated.

The YOMG has given a high priority to improving its monitoring of performance. Quarterly reports have been produced in a new format with a good analysis of the YOT's strengths and challenges. This has helped identify our need to focus on education, training and employment, an initiative I have asked the Chief Executive to lead personally.

Increasing the YOT funding in proportion to the growing workload remains challenging. Budget pressures on Probation, and to a lesser extent on the Primary Care Trusts and Leicestershire Constabulary, mean that the YOT's core funding is pretty much static after inflation provision.

The YOMG has seen a number of changes of representation during the year by key partners. We have identified the need to get consistent representation and wide engagement with partners as a priority for 2004.

Our priorities for 2004 will be to focus on early and effective improvements in the prospects of vulnerable children and thereby contribute to a long-term reduction in youth crime. This will complement our strategy to reduce offending by young people already known to the YOT.

I am confident that Leicester's YOT will continue to perform well in 2004."

Andrew Cozens

Chair, Youth Offending Management Group

Deputy Chief Executive and Corporate Director of Social Care and Health, Leicester City Council

SECTION B

Prevention Strategy

Leicester YOT has contributed to the delivery of a range of preventative activities over the last four years. Working closely with partner agencies, activities have included the development of mentoring schemes for young people subject to Final Warnings, and assessed at high risk of re-offending, a numeracy and literacy mentoring scheme, and an innovative tripartite mentoring arrangement involving business and peer-group mentors for socially excluded ethnic minority young offenders (Catalyst). This latter scheme has recently been nationally and internationally recognised as a model of good practice. Other activities have included developing parenting programmes with partner agencies, referrals to Sports Action Zone, "Healthy Kidz", and PAYP.

The publication of the Green Paper 'Every Child Matters' and its focus on the five positive outcomes for children and young people has acted as the key driver for the voluntary and statutory sector service providers, in the strategic planning and co-ordination of a broad preventative programme targeted at vulnerable children, young people and their families.

At the local level, two key areas of activity will provide the framework to move this agenda forward effectively. Firstly, Leicester has been awarded pilot status to establish a Children's Trust, to be known as the Federation of Vulnerable Children's Services. It will seek to bring together a range of provider agencies adopting a "common framework, many doors" model. Certain services will be co-located with pooled budgets, but some, including the YOT, will be closely aligned, but is unlikely to be merged. The YOT, with its history of multi-agency partnership working and the services provided to a specific group of vulnerable young people, is regarded as a key contributor and is represented by the YOT manager on the Shadow Management Board. This will also enable the YOT's agenda to be placed at the highest strategic level with its partners in Health, Education, Social Care and Health and Connexions.

The second initiative concerns the IRT Trailblazer Project across Leicester, Leicestershire, and Rutland, known as 'Bridges'. Significant progress has been achieved to date in establishing the services database, referral processes by key agencies, and information sharing arrangements. Bridges will therefore provide the framework to co-ordinate, and access services, and also monitor take-up rates and outcomes.

The Leicester Children's Strategic Partnership (LCSP) is the 'umbrella' body that oversees the strategic planning and delivery of Children's Services, including the production of the Local Preventative Strategy. As such, it has broad representation at senior level by partners, including the YOT Manager. The YOT contributes to the work of the LCSP and the Local Prevention Strategy and ensures that its targets are aligned with those determined at the local level.

The work of the Children's Fund is also overseen by the LCSP and this has ensured that the youth crime prevention 25% allocation fits with the overall strategy, and that these resources are appropriately targeted. The YOT and Children's Fund have established an excellent working relationship, with mutual representation on their respective management boards. Police and Education representation were identified early on as key players to the Youth Crime Prevention strategy. "Working Together", a youth crime audit, was commissioned by the Children's Fund, and subsequently produced by Crime Concern. The findings of this study were used to decide that Junior Youth Inclusion Programmes (JYIPs) would be the most appropriate model to adopt to deliver this targeted approach, from the options available. Using a range of indicators, including levels of deprivation, educational and recreational provision, crime etc., three localities of the city were identified as displaying the highest need. The application to commission Crime Concern to establish and manage these programmes was endorsed by the YJB and CYP. The 25% Crime Prevention allocation also provides matched funding to a Police led, Life Education Centre, which provides drugs advice to children, young people and their families.

Significant progress has been made in establishing all three schemes. Staff and programme managers were recruited and in post by early summer, and working to tight timescales delivered a summer programme for children. Since then a comprehensive programme in each area specifically targeting 9-12 year olds to assist the transition from primary to secondary school, involving local schools, has increased the range of activities for this age group. A referral scheme, working closely with Bridges, has been established with all key statutory and voluntary agencies. The YOT contributes to this referral process, where appropriate, of families and younger siblings, and will also offer access to and delivery of specific programmes eg. Anger Management, or inputs as requested. However, there has been considerable uncertainty as to the future arrangements for the JYIPs due to the CYP decision to initially substantially reduce funding, and the subsequent reversal of this

decision. Confirmation of funding for 2004-05 has now only just been announced. In Leicester this will reduce by approximately 3%, and the 25% crime prevention allocation will be cut pro-rata. The Leicester Children's Fund is also proposing to introduce management charges, which is the subject of some debate, but it is hoped that these will be resolved, and therefore some decisions will need to be made regarding the level of service that can now be provided, and ensuring that targets are still realistic and achievable. The position for 2005-06 at this stage appears to be far less optimistic, and clearly issues of support around mainstreaming will need to be addressed at both local and national level.

Approval has recently been given to a YOT application to the NRF (Neighbourhood Renewal Fund) for funding which will establish and develop a prevention and early interventions team. This decision, yet to be ratified by Cabinet and the full City Council, will enable the YOT to develop its preventative agenda in collaboration with other partners across Leicester. The team will develop appropriate links to deliver interventions eg parenting, restorative justice, through a co-ordinated and coherent approach. Appropriate managerial oversight will ensure that the YOT contributes to a number of preventative agendas at the appropriate levels.

SECTION C

Governance and Resources

The YOT manager continues to be line managed by the Service Director, Children and Families, Social Care & Health. However, she also reports directly to the Corporate Director of Social Care & Health in his capacity as Deputy Chief Executive of the City Council, and chair of YOMG.

The organisational structure of the YOT remains significantly the same as 2003, i.e. it is a functionally distributed service. However, in recognition of the pressures on operational team managers in supervising large multi-disciplinary teams, plus holding functional areas of responsibility, 2.5 Senior Practitioner posts have been created. These posts provide consultation and supervision arrangements for some unqualified staff, as well as undertaking some developmental lead in areas that the YOT has not to date been able to resource as highly as it would have liked e.g. Teenage Pregnancy Strategy, parenting and Junior Attendance Centre co-ordination. The introduction of these posts has additionally improved morale, in offering some extra career progression and been seen as positive and constructive by staff.

Two further developments likely to take place in 2004 will significantly impact on the structural arrangements of the YOT and increase service delivery in new areas.

Firstly, the YOT has bid for funding from the NRF to establish and develop its preventative strategy. The NRF has now approved this application, although this has yet to be ratified by the City Council Cabinet and full council which will take place in April. This funding will provide for a team manager (Prevention and Early Interventions), a groupwork practitioner, and a parenting co-ordinator to work across agencies in developing a coherent and operational framework to deliver parenting interventions. A victim liaison officer will be seconded to the team by Victim Support, and two restorative justice co-ordinator posts will also be created. This team will co-ordinate the YOT's involvement with the Junior YIPs, Bridges, Teenage Pregnancy and the Local Preventative Strategies and ASB Initiatives.

The second development will be the creation of a deputy YOT manager post with a strategic lead on prevention. The role of the YOT manager is recognised as having become evermore complex and multi faceted. In addition she now has line management responsibility for eight operational managers. It is envisaged that she would continue to line manage the performance manager, ISSP manager and the shared management of the regional HR's learning adviser (with the regional YJB manager) and the new deputy YOT manager. The added value of such a post will enable her to focus more specifically at strategic level on appropriate local developments, eg the YOT's position in relation to the Vulnerable Children's Trust, the review of the CDRP and the DAAT/CDRP merger, the LCJB and other key initiatives.

Maintaining adequate levels of staffing at practitioner level in 2003 has been a specific problem area and shows little sign of improvement for 2004-05. There have been lengthy gaps in filling secondments (Police, Probation), a termination by the YOT, after long standing difficulties of a PMHW post in September, with no replacement yet identified, partly because of yet unresolved management issues. Long term sickness and a number of maternity leaves have further compounded this problem. HR advice is being sought on a range of procedures including sickness management. However, both Police and Probation have provided alternative resources during this period and Education has offered additional funding for a basic skills tutor. The DAAT has funded an additional drugs post to ISSP. The overall result however is that the YOT is facing difficulties with rising caseloads and a diminishing pool of front line staff. Performance is being affected, specifically in areas where the YOT previously delivered to a high level (CAMHS, Final Warnings). We are actively working with partners to improve these situations.

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 Corporate Director, Social Care & Health	White	Male
Mark Wilson	Leicestershire Constabulary	Superintendent	White	Male
Paul Hindson	Leicestershire and Rutland Probation Area	Assistant Chief Officer	White	Male
Mel Thwaites	Leicester City West PCT	Child Health Strategy Manager	White	Female
Paul Livock	Leicester City Council, Education and Lifelong Learning	Service Director	White	Male
Kim Bromley-Derry	Social Care and Health	Service Director, Children & Families	White	Male
Kate Galoppi	Drug Action Team	Substance Misuse Co-ordinator	White	Female
Martin Clewlow	Leicester City Council Housing Department	Landlord Services Manager	White	Male

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	Director Legal Services	White	Male
Rohit Rughani	Leicester City Council	Management Accountant, Social Health & Care	Asian or Asian British	Male
Peter Spencer	Leicestershire Mediation Service	Manager	White	Male
Jenny Hand	Connexions	Operations Director	White	Female
Judy Hardman	Children's Fund	Manager	White	Female

Table 26: Services Planned for the Financial Year 2004-2005

Core Activity	Budgeted Expenditure (£)
Preventive services	587,000
PACE services	78,700
Pre-court	593,200
Court based services	275,400
Remand services	236,000
Community based disposals	1,809,600
Through care / after care	314,700
Other orders	39,400
Total	3,934,000

Changes on last years projected spend in the above areas have occurred, with reductions in court-based services (substituting unqualified for qualified staff), and remand services (reflecting reduced numbers of secure remands last year). An increased allocation will be made to community based disposals given the increase in funding for ISSP and an intended increase in the level of contact with young people.

Agreeing the YOT budget for 2004-05 has been problematic. This has been due partly to the national decision by the NPD, and agreed by the YJB, to provide only 0.5% increase to the YOT budget. Partners have been concerned by the decision by the NPD to impose 3% efficiency savings and clearly had all agencies adopted this position, this would have had major implications for service delivery for the YOT. Agreement has however been reached with Social Care & Health, Education and Health to provide last years financial contribution, uplifted for inflation. However, Police have offered only last years allocation without any uplift.

A further concern clearly relates to general funding post-2006, given that the YJB and other funding streams will contribute 40% of the YOT budget. Many of these will end in 2006, consequently all vacant posts will now be offered as fixed term contracts, and a review of all short-term funded posts will take place. The Children's Fund allocation for 2005/06 is a further uncertainty.

Table 27: Youth Offending Team Budget Financial Year 2004-2005 Sources

Agency	Staffing Costs (£)	Payments In Kind – Revenue (£)	Other Delegated Funds (£)	TOTAL (£)
Police	118,600	49,900	77,100	245,600
Probation	130,100	182,400	112,500	425,000
Social Services	488,400	550,000	297,600	1,336,000
Education	110,400	6,200	60,300	176,900
Health	58,400	60,100	56,300	174,800
Local Authority Chief Executive		5,600		5,600
Additional Funding (Table 27a)	1,012,500	430,100	127,500	1,570,100
Total	1,918,400	1,284,300	731,300	3,934,000

This leaves a shortfall of approximately £21,000. Options to manage this shortfall are under discussion, and will include efficiency savings and use of identified underspend to carry forward.

Table 27a: Additional Sources of income

Additional Source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	775,500
Other*	794,600
Total (for inclusion in Table 27)	1,570,100

Additional Sources of income, continued.

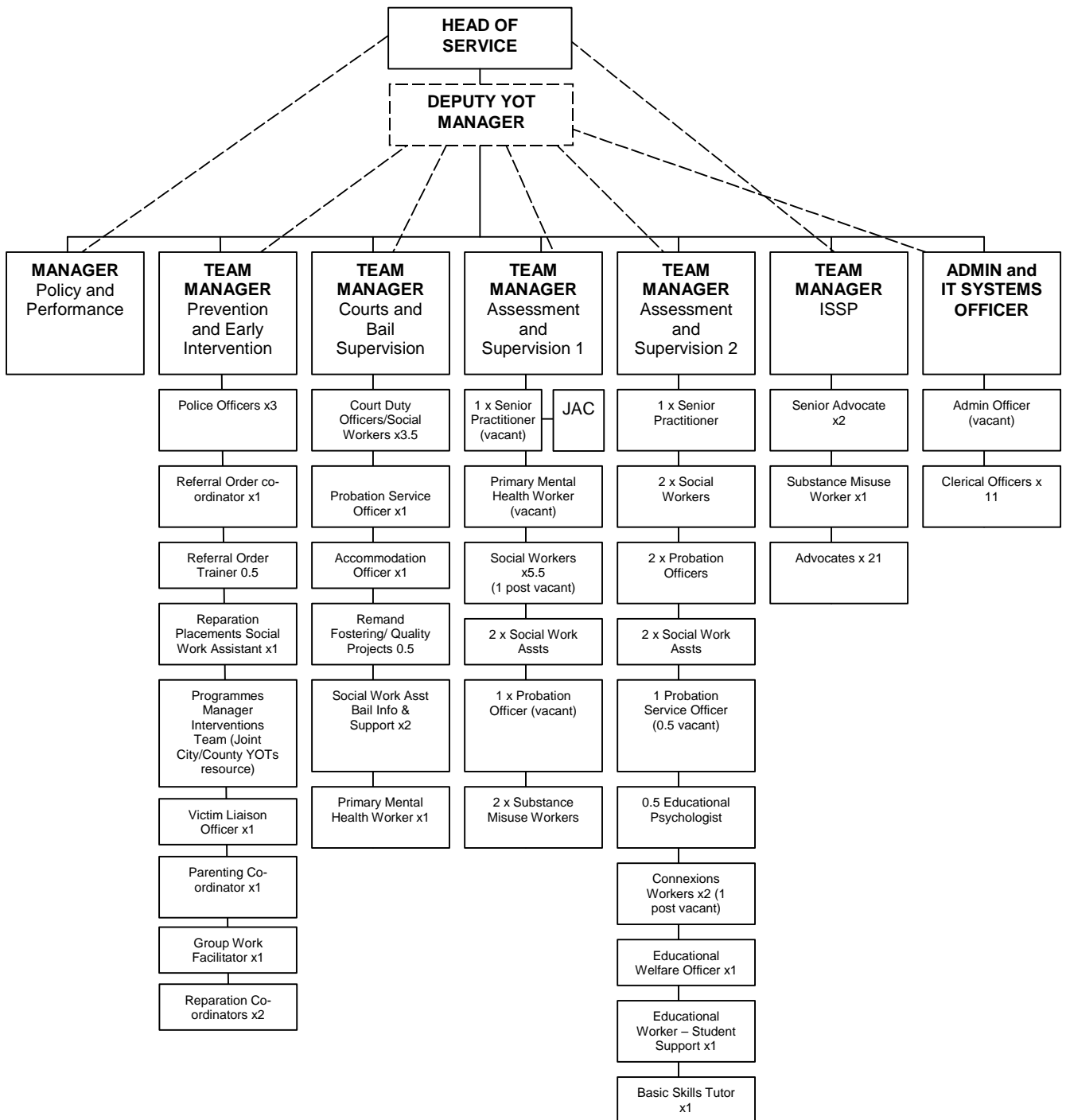
*Other includes the following.

Agency	Funding (£)	
Children's Fund	377,000	Could reduce
Connexions <i>(Two staff / Management time)</i>	53,100	
Leicestershire County Council <i>(Additional County ISSP Places)</i>	40,000	
DAAT <i>(ISSP Drugs Worker)</i>	30,000	
B.C.U. <i>(ISSP Post, Robbery)</i>	21,400	
Education <i>(Basic Skills Tutor and support worker)</i>	53,000	
Building Safer Communities <i>(Additional Substance Misuse funding)</i>	10,000	
Neighbourhood Renewal Funding <i>(Prevention Team)</i>	210,100	To be finally confirmed
TOTAL	794,600	

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

Health contribution: Funding source	Amount (£)
City West PCT	78,700
Eastern Leicester PCT	96,100
Total	174,800

Youth Offending Team Structure



----- Proposed New Structural Arrangements

JAC = Junior Attendance Centre

SECTION D – Performance Measures

Prevention

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

Target:

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

Data:

Measure	2004 Target	2005 Target
No. of young people identified and targeted for support	200	200

The Youth Offending Team and Children's Fund opted from the YJB 'menu' of options, to establish Junior Youth Inclusion Programmes rather than YISPs. The rationale for this decision was based on a number of factors. Firstly, Leicester, Leicestershire and Rutland were awarded trailblazer status for IRT (known locally as Bridges) and this will provide the umbrella framework for referrals by agencies. For vulnerable children YISPs were not seen as adding value, and in fact could duplicate, and be an ineffective use of resources. Secondly the youth crime audit commissioned by the Children's Fund, and undertaken by Crime Concern, highlighted specific needs in particular localities within the city which were best met by the Junior YIP's model. This will be major, but not exclusive, way in which the YOT will deliver its prevention strategy.

Actions to achieve the target:

- Establish YOT "Preventions Team" and recruit to posts funded by NRF
- Ensure that referral systems between YOT and Bridges operate consistently and effectively
- Establish system to monitor take-up levels of services offered, and review outcomes of interventions with mainstream service providers
- Establish required referral process and information sharing between the YOT and three Junior Youth Inclusion Panels
- Ensure that the YOT prevention strategy is clearly articulated within the Local Preventative Strategy for Leicester
- Contributing effectively to the Safer Schools Partnership, and Police in Schools initiative
- Contributing to Local ASB units. Monitoring of referrals for ASBOs, and ensuring enforcement action is undertaken where appropriate
- Ensure that the YOT refers appropriately to Bridges and that information on YOT provided services are updated regularly on the Bridges database
- YOT to maintain its representation on Bridges Partnership Board and information technology sub-group

Constraints:

- Children's Fund allocation uncertainties for 2005-06
- Process for information sharing between agencies not yet fully agreed
- Reduced staffing and funding resources may require the YOT to prioritise services to known offenders
- Major uncertainties over funding 2004-05 –planning of services highly problematic within this context – may affect outcomes of programmes

Links to agency partners:

- PCTs, Social Care & Health, Education and Lifelong Learning, Connexions, Children's Fund, Children's Trust, Bridges, Voluntary Sector (LREC, YMCA, Centre for Fun & Families), Positive Activities for Young People (PAYP), Safeguarding Children's Board and Junior Youth Inclusion Programmes.

Links to allied themes:

- Five positive outcomes for children and young people (Green Paper – 'Every Child Matters')
- Local Preventative Strategy
- Leicester Community Plan
- CDRP Strategy
- Leicester City Council Corporate Plan – supporting children and parents, especially protecting the most vulnerable children
- Safeguarding Children
- Anti-social Behaviour Initiatives

Learning and development actions:

- Developing staff awareness of and commitment to the prevention agenda
- Joint training and delivery of interventions between agencies and building on existing good practice
- Working effectively with Bridges and other agencies to ensure that referrals are processed and appropriate mainstream service providers are identified
- Refresher training in Child Protection Awareness and Procedures for Practitioners

Recidivism

Reduce re-offending rates for pre-court disposals, first-tier penalties community penalties and custodial penalties

Target:

- By December 2004 achieve a reduction of 5%,
Based on 2000 cohort compared with 2001 cohort after 24 months
- By December 2005 achieve a reduction of 5%,
Based on 2001 cohort compared with 2002 cohort after 24 months

Data:

Measure	2000 Cohort % re-offending after 24 months	2001 Cohort % re-offending after 24 months	Target 2002 Cohort % re-offending after 24 months	2003 Cohort (Number Oct/Dec)
Pre-court	33.9	31.4	29.8	144
First tier penalties	65.4	57.6	54.7	102
Community penalties	81.1	87.0	82.7	74
Custody	77.7	83.3	79.0	20

Actions to achieve the target:

- Yot will continue to be represented on the CDRP Management and Information Sub-groups to ensure that it contributes to, co-ordinates and develops inter agency initiatives to reduce offending
- Implement internal risk management policy, developed by the YOT, including links to MAPPA
- To develop the number and variety of groupwork programmes on offer to young offenders in the community
- Ensure ASSET is being used appropriately to monitor the needs of young people and their risk of offending, in order to identify appropriate interventions
- Increase the capacity of ISSP and specifically increase number of bail ISSP's
- YOT to work closely with the Children's Fund to maintain referrals to the Youth Inclusion Programme
- To develop increased involvement with parents and carers through groupwork programmes or one-to-one work
- YOT to contribute to the Multi-agency Programme for Offender Management (MAPOM), and the offender management group
- Monitor application of National Standards and ensure prompt and consistent enforcement action is taken

Constraints:

- Reduction in offending is not entirely within the control of the YOT, and may be linked to other factors such as detection and attrition rates
- Funding for the catalyst mentoring programme comes to an end this year
- 'Narrowing the Justice Gap' targets sometimes at variance with Recidivism targets

Links to agency partners:

- Crime and Disorder Partnership, Police, DAAT, Education, Connexions
- Links with the National Probation Service (Community Punishment Unit, DTTO Provision, and access to the Victim Enquiry Team), other mentoring programmes, eg, Leicester Racial Equality Council, Interventions Team
- YOT actively encourages input and feedback from a variety of partners and agencies at an annual event
- YOT is an active member of numerous strategic partnerships, eg, Crime and Disorder Reduction Partnership, DAAT, Connexions, Leicester Children's Strategic Partnership

Links to allied themes:

- Crime and Disorder Reduction partnership priorities
- Local Criminal Justice Board Priorities
- Leicester City Corporate Plan – reduce level of crime and reduce fear of crime
- Reducing anti-social behaviour priorities

Learning and development actions:

- Training and supporting staff through the Effective Practice Certificate
- Training staff to deliver programmes
- Enforcement and revised National Standards briefing and implementation
- Regular monitoring of performance

Final Warnings:

Ensure that the proportion of final warnings supported by interventions remains constant at 80%

Target:

Proportion of final warnings supported by interventions: 80%

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of final warnings supported by intervention	78.1	61.6	70	80	80

Interim target met for 2003. Improvement needed for 2004.

Actions to achieve the target:

- Training pack to be delivered to all new staff for consistent evidence delivery
- Motoring pack for individual small pieces of work which can be evidenced – this will be used consistently
- Motor offenders group for short-term intervention
- Away-Day with Interventions team to look at improving targets, assist with training and support of volunteers
- Close liaison with Community Affairs, Leicestershire Constabulary
- Temporary Police Officer to join team from the 1st April to cover maternity leave
- Training planned for Leicestershire Constabulary for new guidance to be implemented 1st May 2004
- Case file audit planned

Constraints:

- Low staffing levels – not had full complement of police staff for over two years
- Delayed implementation of new guidance by Leicestershire Constabulary
- Lack of systematic procedures from Leicester Policing Unit – 3-4 Final Warnings per week returned as incorrect, which results in time delays. Parents are not told of YOT involvement so often refuse assessment
- Reduction in the number of mental health assessments arising from vacant post means there are delays in mental health assessments resulting in lost momentum for intervention
- Staff changes at Senior Management level in Community Affairs can mean decisions are delayed on issues relating to YOT
- Effects of new fixed penalty notices for 16-17 year olds will complicate the Final Warning process

Links to agency partners:

- Close links with Leicestershire Constabulary
- Good links with Leicestershire & Rutland YOS with joint project of the Interventions team. Quarterly meetings to discuss referrals and procedures
- Positive recruitment of volunteers to undertake Final Warnings

Links to allied themes:

- Improvement plan to be reviewed
- Parenting agenda and new performance target, seconded Police Officer is promoting parenting, and particularly encouraging fathers in Final Warning cases
- Restorative Justice agenda – plans to put reparation element into all interventions at the Interventions Team

Learning and development actions:

- Training for all Leicestershire Constabulary planned
- Plans for work packs to do one-off pieces of work at first home visit
- Plans for more victim involvement on Final Warnings but need new guidance to be functioning and a full complement of staff
- Training and support for volunteers, including briefing on the National Qualifications Framework for Youth Justice

Use of the secure estate:

Reduce the use of the secure estate for remands and custodial sentences.

Target:

Remands: Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%

Custody: Reduce the number of custodial sentences as a proportion of all Court disposals to 6%

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Remands %	53	48.7	34.7	30	30
Custodial Sentences %	11	7.9	6.8	6	6

Interim targets of 40% and 7% achieved. Improvement needed for 2004.

Actions to achieve this target:

- Continuing to promote the use of BSSP and RTLAA, especially in conjunction with other appropriate conditions such as electronically monitored curfews
- Improve feedback to stakeholders including CPS, Sentencers, Legal advisers and Police on the positive outcomes on BSSP and RTLAA and also on ISSP and other appropriate conditions such as electronically monitored curfews
- Continuing to make use of Bail ISSP in appropriate cases – designated worker assigned to work on 2-4 cases at any one time
- ISSP advocate post ring-fenced to work with young women to reduce the likelihood of custody
- Proposal by the YMCA to open a small residential unit for young women offenders
- Improve feedback to stakeholders including CPS, Sentencers, Legal Advisers, and Police on the positive outcomes on BSSP and RTLAA and also on ISSP and other community penalties and re-offending rates post custody
- Liaison with Police to strengthen enforcement arrangements in BSSP and RTLAA cases in order to further promote confidence, and prevent offending
- New county-wide youth panel will hopefully ensure greater consistency in sentencing

Constraints:

- Youth Court User Group has not met for some time and needs to be revitalised to ensure good communication channels
- Although good progress made, custody figures can fluctuate widely quarter on quarter
- Targets around Narrowing The Justice Gap in potential conflict with YJB target

Links to partner agencies:

- Police via their Administrator of Justice Unit
- Legal advisers, magistrates, and CPS via existing YOT Newsletter, and existing Youth Justice Agreement Steering Group and Youth Court User Group

Links to allied themes:

- Ensure YOT accommodation strategy provides suitable accommodation for young offenders who might otherwise be denied bail because of their lack of address
- Youth Justice Agreement (Courts, CPS, Police, Defence Solicitors, YOT)

Learning and development actions:

- Review arrangements between YOT and Police with regard to the enforcement of bail conditions in BSSP and RTLAA cases
- Training of YOT court staff around the issue of appropriate conditions and enforcement arrangements where breaches occur with the aim of preventing offending on bail
- Hold Court team event, focussing on effective service delivery in Court
- Analyse data on ethnicity, gender and age, to identify areas of over-representation within the secure estate and dissemination of this information to a wide group of stakeholders. YOT to use data to ensure positive and culturally appropriate alternative programmes are available

Use of Restorative Processes and victims: use of restorative processes and victim satisfaction.

Target:

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

Data:

Measure	2004 Target	2005 Target
% Of victims offered opportunity to participate in restorative justice process	75	75
% Of satisfied victims	75	75

2003 Target achieved. Change of practice and priority needed to achieve new target for 2004.

Actions to achieve the target:

- Restorative justice development worker to champion restorative justice practices
- Specialist Victims Team to develop systematic approach to work with victims
- Restorative justice development group, comprising restorative justice development worker, practitioners, Leicester Mediation Service and Victim Support to promote and develop restorative justice work
- Dedicated Police Officer to act as victim co-ordinator
- Two reparation specialists to continue to develop varied range of reparation placements, including a variety of culturally appropriate placements in a diverse community
- Two volunteer co-ordinators to continue to develop and oversee volunteers to supervise reparation activity
- The Attendance Centre to offer reparation placements on a Saturday
- Leicester Mediation Service to offer victim offender mediation to the YOT
- NRF bid for victim liaison worker, to be seconded by Victim Support to the YOT to increase victim contacts
- NRF bid for Reparation Co-ordinator and reparation placement supervisors now approved
- Continue to run Victim Empathy and Retail Theft Programmes
- Victim support to train volunteers to deliver the victim perspective at Referral Order Panels
- Contribute to Crime and Disorder Victims and Witnesses Action Group to develop a seamless service across agencies working with victims
- Build on existing partnership with Victim Support to provide additional support to victims
- All young people on ISSP to be assessed for suitability for offender-victim mediation

Constraints:

- Only YOT Police Officers able to initiate contact with victims. Given the number of Police Officers seconded, this limits the number of victims it is possible to contact
- Staff turnover and vacancies have meant the restorative justice worker has been pulled into generic work
- No defined budget for restorative justice
- Reparation placements under threat of closure due to local voluntary sector funding cuts

Link to agency partners:

- Reparation providers (statutory eg Housing, Junior Attendance Centre, voluntary and private sectors)
- Referrals made to Leicester Mediation Service for restorative conferences
- Excellent relationship with Victim Support (partner on Referral Order Steering Group, collaborative NRF bid for Victim Liaison Worker)
- Police – undertaking victim enquiries, data protection clarification
- Probation / Victim Contact Team

Link to allied themes:

- Crime and Disorder Priority Groups – victims and witnesses
- Government strategy on victims
- Government strategy on restorative justice

Learning and development actions:

- Panel members being trained around victim empathy and victim support.
- Seconded victim liaison worker to train four Victim Support volunteers to provide additional support for YOT victims
- Victim Support volunteers being trained to attend panels to represent the victim perspective
- All ISSP advocates to be trained in restorative justice
- Establish system to record and monitor ethnicity, age and gender of victims, where victims are willing for this to take place
- Review YOT / Probation protocol on victim liaison

Parenting:

Target:

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

Data:

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

2003 Target achieved. Change in practice and priority needed to achieve new target for 2004.

Actions to achieve the target:

- Three groups planned to be delivered at different times of day, to encourage attendance
- Home visits to be carried out on new orders to explain expectations and evaluations
- Tailor-make the course to meet the needs of parents taking into account cultural needs and needs of families with disabled children
- Ensure that experienced staff run courses
- NRF bid submitted for Parenting Co-ordinator approved
- Trust for the Study of Adolescents – two study days offered to train staff in parenting issues & provide them with an assessment tool. New material purchased from YJB grant
- 100% of ISSP cases to actively involve parents
- Dedicated parent support worker attached to ISSP
- YOT to promote this model to apply to all orders where appropriate
- Parenting support group to be implemented
- Promote the use of the parent / carer questionnaire to provide feedback to the YOT

Constraints:

- Turnover of staff has meant that staff trained in delivering programmes have now left the YOT
- No dedicated co-ordinators post – work carried out by senior practitioner on top of case load
- Lack of motivation from staff for existing programme material
- Lack of orders

Links to agency partners:

- Fun & Families
- National Children's Homes - future training
- Trust for the Study of Adolescents (TSA) - training & quarterly regional support group
- Education Welfare
- Social Care & Health - Intensive Support Team
- City Council's role as corporate parent to LAC

Links to allied themes:

- "Every Child Matters"
- Prevention agenda – reduction of future offending
- New performance target – appreciate funds from YJB!
- Inclusion – focus on fathers, single parents, parents with special needs
- NRF – community safety
- Teenage pregnancy strategy
- City Council Corporate Plan

Learning and development actions:

- Two-day course in London – TSA for Parenting Co-ordinator and a Youth Offending Team seconded Police Officer
- "Futures" training 29th & 30th March for 15 YOT staff plus IST Looked After Children staff
- Plans for co-ordination with Fun and Families or Relate to provide intervention on an individual basis where appropriate

ASSET: Ensure that ASSET is completed for all (100%) young people subject to relevant community disposals and custodial sentences.

Target:

Relevant Community Disposals: 100% at assessment and closure stages
 Custodial Sentences: 100% at assessment, transfer to community and closure stages

Data:

Measure Relevant Community Disposal	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments completed	54	90.7	90	100	100
% Closures completed	69	97.7	100	100	100

Measure Custody	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments completed	63	93	94.5	100	100
% Closures completed	n/a	85.5	100	100	100
% Closure completed	75	98.6	100	100	100

Continued improvement against 2002 and 2001 figures

Actions to achieve this target:

- Continuing to use information from the EPQA to improve quality and practice
- Continued monitoring of ASSET completion by practitioners
- Training for staff to be held on a regular basis
- ASSET to form part of the workshop discussion on the annual staff event
- Administration system set-up to identify at an early stage ASSETs that have not been completed
- Guidelines to be issued in respect of start ASSETs in relation to Referral Orders to avoid delays in completions
- Timescale to be imposed for closure of orders/cases to avoid delays in closure ASSETs
- Link practitioners with the IT trainer during induction session
- Continue to include this target in each practitioners appraisal document

Constraints:

- Delays can occur due to information not forthcoming from other agencies
- Increasing workload and number of new staff have meant that ASSET is a continual training issue
- Numerous other assessment frameworks to consider

Links to partner agencies:

- ASSET links to all partner agencies with regard to internal and external referrals (eg. Social Care and Health, Education, Connexions, Probation, Attendance Centre, DAAT)

Links to allied themes:

- Bridges
- Effective Practice

Learning and development actions:

- Ongoing training in ASSET, particularly to new staff
- ASSET to form part of the internal auditing procedure
- Practitioners and IT trainer to team up for new staff inductions
- Improvement plan to be reviewed
- Analyse data by ethnicity, gender and age to monitor outcomes and levels of engagement (CAMHS, Education etc) and ensure appropriate services are in place

Pre-sentence Reports

Target: Ensure that 90% of pre-sentence reports prepared for courts are submitted within the timescales prescribed by National Standards for Youth Justice.

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% PSRs Completed (PYO)	97.8	97.0	97.6	90.0	90.0
% PSRs complete (general)	98.0	97.4	97.6	90.0	90.0

Both targets met in 2003

Actions to achieve this target:

- Better use made at Court of previous PSRs, and updated information obtained from case managers and YOT database
- Court staffing review undertaken. New staff structure reflects a more effective balance of qualified and unqualified staff
- New allocation system to ensure allocation of PSRs within one working day of request
- PSR information leaflets printed and available for use
- Review of local Youth Justice Agreement, to ensure arrangements with Court, CPS, Police and Group 4 (call contractor)
- Increase level of standdown and specific sentence reports in appropriate cases
- Need to raise PYO definition with Police and court to avoid inappropriate 10 day PSR requests
- Liaise with named Crown Court Judge regarding PYO / PSR timescales
- PSRs to form part of internal audit procedure
- Develop constructive working relationships with new Combined Youth Panel and establish regular feedback / communication processes

Constraints:

- Anecdotal feedback on PSRs is usually positive, but a formal survey of sentencers still to be undertaken
- Various definitions of Persistent Young Offenders cause inappropriate PYO report requests in some cases
- Youth Court user groups has not met in recent months, making liaison more difficult at present
- Groupwork programmes need to be available on a regular and consistent basis with advanced dates for courses

Links to partner agencies:

- Good relationships with Courts, CPS and Local Criminal Justice Board
- Youth Justice Agreement in place and relevant section review
- Probation PSR good practice

Links to allied themes:

- PYO Pledge; monthly meetings between YOT, CPS, Police, and Senior Legal Advisers to ensure progress
- 'Narrowing the Justice Gap'

Learning and development actions:

- Raising the profile of middle order community sentences to avoid over-emphasis on low and high tariff orders

DTO Training Plans: Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within timescales prescribed by National Standards

Target:

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

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of plans drawn up within National Standard Timescale	46.0	90.4	85.5	100	100

Continued improvement against 2001 figure. Further action required to achieve the target.

Actions to achieve this target:

- Operational Manager identified to liaise with Werrington YOI and attend meetings on a regular basis
- Secure e-mail to improve transfer of information
- Liaison with Werrington to encourage them to hold boards on specific days
- Analysis of statistical returns each quarter to monitor progress
- Training plans based on ASSET, PSRs, and other information sources to be submitted to identified secure facility within 10 working days
- Invitation to Prison Service to be represented on YOMG

Constraints:

- The decision to not accommodate under-18s at Onley has had a significant impact on this target. Leicester is an area with a high custody rate resulting in staff and families having to travel increased distances in order to attend the boards.
- In January – March 2003 100% of boards were attended within the timescales - in October-December 2003 this had fallen to 72.2%, because:-
- Young women are often located significant distances from Leicester
- Prison staff do not have the capacity to attend reviews in the community on a regular basis
- Overcrowding often results in young people being located even further afield and often at short notice
- Training boards not set within required timescales
- YOT budget and staffing pressures may require the YOT to prioritise managing risk in the community

Links to partner agencies:

- Partner agencies encouraged to attend boards – Connexions, CAMHS, Social Care and Health, Substance Misuse Officers, ACPCs, and Secure Facilities (Rainsbrook, HMYOI Stoke Heath, Werrington)

Links to allied themes:

- High proportion of young people leaving custodial institutions without education, training or employment placements
- Current prevention agenda – working with young people at an earlier stage
- Green Paper – positive outcomes for all children and safeguarding children in prison establishments

Learning and development actions:

- New staff to shadow boards as part of induction process
- Working with Education and Connexions to set-up plans for education and employment pre and post release
- Review of progress on quarterly basis
- Joint Prison / YOT staff training within the HR and Learning Strategy Framework

Education, Training and Employment:

Target:

To ensure that 90% of young offenders who are supervised by the YOT are either in full-time education, training or employment.

Data:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Supervised in FT ETE	69.0	60.9	52.0	90	90

Significant improvement needed to achieve target. This is a multi-agency issue and not wholly in the control of the YOT.

Actions to achieve target:

- YOMG to monitor target on quarterly basis
- Establish baseline information on young people on caseload not in ETE by cross-referencing data from the YOT, the LEA & Connexions systems
- Redefine roles of education & Connexions staff to best meet target
- Redefine operational management functional responsibilities to allow greater management time to focus on target
- Appoint development tutor to deliver Basic Skills programmes to school age young people, additional post funded by Education Department
- YOT Education Welfare Officer to participate in selected truancy sweeps and follow-up those known to the YOT
- YOT education worker to attend schools Exclusion Reference Group
- Ensure attendance by Connexions Service or Student Support at DTO boards where appropriate – Connexions staff had an impact on the numbers of young people in ETE on DTOs
- Develop good working relationships with the new Behaviour Improvement Programme (BIP) schools
- Develop basic skills screening tools and access to Basic Skills programmes for young people, post school-leaving age, building on Probation expertise in this area of work
- Develop use of literacy mentoring programme (developed in partnership with Leicester Community Projects Trust)
- Ensure staff work jointly with Raising Achievement of Looked After Children (RALAC) initiative where appropriate
- Assess all ethnic minority young offenders for Catalyst Mentoring Programme (developed in partnership with Leicester Race Equality Council) to engage young ethnic minority offenders in education and training
- Develop a co-ordinated multi-agency strategy to reduce numbers of young offenders not in education, training or employment, through establishing a consultation group to include the YOT, the LEA, Connexions, the LSC and the YMCA
- Develop effective systems to ensure eligible young offenders are referred as appropriate to PAYP and E2E
- Continue to implement the Effective Practice improvement plan
- Increased liaison with Education, and other agencies, over the needs of disabled children, particularly those with learning difficulties, ADHD and autism.

Constraints:

- Targets for schools which focus on academic attainment can conflict with YOT targets
- Removal from school roll of young persons receiving custodial sentences means young offenders transferring to community after custody are significantly more likely to be out of full time ETE
- Young people on school roll, but not attending due to informal exclusion or school refusal
- YJB funding to Catalyst project runs out October 2004
- Some young offenders have caring responsibilities or are young parents which makes attainment of full time ETE more problematic
- Leicester City has one of the highest exclusion rates in the country, and there is no incentive for schools to work with re-integrating young offenders

Links to agency partners:

- Shared targets with Connexions, Education, PAYP and Learning & Skills Council
- Joint LSC, Probation and YOT forum
- Linkages with Education Behaviour Support Plan, RALAC
- YOT, Education and Connexions protocols agreed
- CBII
- Secure Estate education provision

Education, Training and Employment continued:

Links to allied themes:

- Education priorities for vulnerable children & young people: education input key to successful delivery of prevention & social inclusion strategy
- Prevention and social exclusion strategy
- Probation basic skills programme
- SEN, Modernising Services for disabled children
- Leicester City Corporate Plan – improve attendance and address behaviour in schools which detracts from effective learning
- Ensuring access to employment opportunities for disadvantaged groups

Learning and development actions:

- Train YOT practitioners to fully understand the formal / informal school exclusion process and steps that can be taken to challenge and negotiate decisions to reintegrate fully people into learning
- Train YOT practitioners to record ETE status consistently
- Train 6-8 YOT staff in Basic Skills assessment & referral processes
- YOT practitioners to continue to have access to Connexions seminars

Accommodation:**Target:**

- All YOTs have a named Accommodation officer
- All (100%) young people subjected to final warnings with intervention, relevant community based penalties, or on release from the secure estate have suitable accommodation to go to.

Data:

Name of Accommodation Officer: Bhavin Pathak	2003 Outturn	2004 Target
% of young people supervised by YOT that have suitable accommodation to go to at the conclusion of a final warning with intervention, relevant community based penalty, or release from the secure estate	94.7	100

Accommodation officer in post since August 2002. Other target close to being met.

Actions to achieve this target:

- Finalise accommodation strategy and launch at bi-monthly YOT service meeting – links to be made with probation accommodation strategy
- Recruit up to three new Remand Foster carers to ensure long term future of the scheme
- Maximise use of current YMCA beds whilst completing arrangements for two direct access bail beds on the same site
- Examine funding options to ensure continuation of YMCA project
- Review YOT / SC&H protocol to improve liaison with regard to homeless 16 / 17 year olds
- QP post now filled allowing increased focus on wider Accommodation issues by Accommodation Officer
- Analysis of statistical returns each quarter to monitor progress
- Ensure staff are consistent in their recording of “suitable accommodation”
- Build on excellent relationships with Housing Department, other accommodation providers and Supporting People
- Volunteer to pilot YJB Intensive Fostering Scheme

Constraints:

- Still no access to local Probation bail hostels for YOT clients. Funding no longer an issue, but presence of high-risk offenders remains a problem
- Some voluntary sector hostels continue to deny access for young offenders especially where subject to bail conditions

Links to partner agencies:

- YMCA project involves partnership with YJB, Housing, Leaving Care Team and YMCA
- Housing Department – continue to contribute to young persons homeless strategy
- Supporting People – continue to explore possibility of further Supporting People funded housing support services for YOT clients
- Social Care and Health – Looked after Children, Residential Care and Fostering

Links to allied themes:

- Supporting People initiative
- Quality Protects Management Action Plan
- Leicester City Corporate Plan – appropriate accommodation for homeless young people with complex needs
- Probation Accommodation Strategy
- Reducing offending by Looked After Children

Learning and development actions:

- Review Staff and partner agencies training needs following the launch of the YOT Accommodation Strategy
- Staff awareness training around what constitutes suitable accommodation

CAMHS:

“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 Adolescent Mental Health Service (CAMHS) for a formal assessment commencing within five 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.”

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of Acute assessments commenced within timescale	100	100	100	100	100
% of non-acute assessments commenced within timescales	100	100	91.1	100	100

Target for non-acute cases to be improved upon.

Actions to achieve the target:

- Regular monitoring of Asset completion to ensure that screening is taking place to a high quality
- To recruit a seconded Primary Mental Health Worker (PMHW) to fill the vacant position which relates to sentenced young people
- PMHW to continue to provide immediate initial screening (using the screening tool developed by the service but ensuring the capture of statistical information as required by the YJB.)
- For all YOT practitioners who have not yet completed Phase One mental health training supplied by CAMHS to have completed the course during the year and for a phase two training programme to be planned and commenced
- Continue to accommodate a half-time educational psychologist to facilitate more comprehensive assessment and to improve the quality of tier 1 intervention
- Identified practitioners to undertake training through the educational psychology department in ADHD and hyperactivity
- Identify a named substance misuse worker to work with the PMHWs on development of integrated care pathways for young people with a dual diagnosis (substance use/mental health)
- Work towards implementing activity proposals including Family Work, Young Men’s Group, Self Esteem Group (girls), Anxiety Management Group, Social Skills & Communication Group which have been delayed due to the vacant PMHW post
- To continue to use the tool which allows pre and post intervention screening (in order to evaluate outcomes for young people) and the consultation tool to facilitate service user feedback on mental health services they have received
- YOT to continue to contribute to CAMHS Young Person’s Team Steering Group
- Negotiate with PCTs on wider Health provision to the YOT to meet physical and sexual health needs of young offenders

Constraints:

- PMHW (supervision) post remains vacant. The service specification will need to be agreed before recruitment is likely to take place
- Links with CAMHS in areas where young people in custody are held are not established
- Continuing 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 sexual abuse or with other complex and multiple needs
- Difficulty accessing Forensic Adolescent Mental Health services locally. Provision is available at some distance and has to be specifically commissioned
- Differing views on roles and accountability of PMHWs in YOTs

Links to agency partners:

- Children’s Fund – commissioned support for parents with mental health issues
- Looked after Children, Primary Care Trusts, CAMHS
- Vulnerable Children’s Trust

Links to allied themes:

- Development of local multi-disciplinary service for children with Conduct Disorder
- Children’s Fund, Children Using Sexually Abusive Behaviour (CUSAB), Child Behaviour Intervention Initiative
- New CAMHS funding and cross cutting targets, NSF “Emerging Findings” report
- Healthy Schools Initiative

Learning and development actions:

- Ensure that all staff completes Phase 1 mental health training provided by CAMHS and that selected staff complete Phase 2 relevant courses
- Staff access training provided by educational psychologist covering ADHD and other disorders relevant to the YOT

Substance Misuse:

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

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

Actions to achieve the target:

- YOT and DAAT to build on good working relationships
- The YOT to contribute to the CDRP / DAAT merger process
- Ensure use of ASSET to screen for substance misuse problems in all the young people in contact with the YOT
- Ensure that all practitioners are trained and that resources are available to allow them to work with young people with low to moderate needs in respect of substance misuse
- Set up a system for referral and comprehensive assessment by a Substance Misuse Worker for all those with moderate to severe needs in respect of substance misuse utilising an outreach model
- Develop a structured assessment tool for use by the Substance Misuse Workers
- Continue to develop and improve processes for referral to tier three and four services with the Drug and Alcohol Action Team and with other treatment providers
- Develop structured packages of one-to-one and group work intervention for young people with substance misuse problems within the Youth Offending Team and the Attendance Centre
- Develop relationships with providers of drug services in custodial and secure environments to ensure that targets are met for young people in custody as well as the community
- Instigate the use of an electronic database to ensure that the of timeliness of screening, assessment and intervention is recorded accurately
- YJB drugs funding to continue to transfer to the DAAT Young Persons Commissioning Sub-Group pooled budget arrangements and ensure that the needs of young people referred to the YOT are met through appropriate use of this budget

Constraints:

- The full compliance of the young person in the assessment and intervention process is needed if the target is to be achieved
- Treatment agencies whose services may be required to provide appropriate intervention are unable to meet the waiting times identified within Models of Care
- Current development of services for substance misusing offenders via Criminal Justice Interventions Programme funding is restricted to adults
- Custody drug services exclude remanded young people

Links to agency partners:

- Drug and Alcohol Action Team– YOT is an active member of DAAT, Young People’s Commissioning Sub Group, DART steering group and represented on most Drug Reference Groups and DRG subgroups
- Linkages with National Probation Service (DTTO provision, Offender Substance Abuse Prevention Programme and post-custody treatment for those aged eighteen and over)
- Crime and Disorder Reduction Partnership and proposed DAAT merger

Links to allied themes:

- Anti-social behaviour and ASBOs
- Child and Adolescent Mental health and dual diagnosis provision
- Positive Activities for Young People and Behaviour Improvement Programme

Learning and development actions:

- Tier One and Two Drug and Alcohol Response Team (DART) training for all practitioners
- “Train the Trainer” DART training for Substance Misuse workers

SECTION E

Learning and Development

The East Midlands YOTs have an already well-established working relationship, and this has enabled us to develop equitable and constructive arrangements to deliver the HR and Learning programme across the region. Advised and informed by the interim HR adviser, the EM region has made significant progress over the last 12 months in preparing the ground for the National Qualification Framework and identified staff within each YOT to commence the PCEP in year one. These staff have been selected on the basis of identified training needs, including directly employed and seconded staff. Diversity considerations in relation to gender, ethnicity, and age have also been taken into account. The region is committed to the continued development of the National Qualification Framework and will be looking to exploit the Advanced Modern Apprenticeship (AMA) and Gateway programme. In Leicester, we are hoping to use the AMA scheme to attract ethnic minority young people who may be considering a career within youth justice. This will ensure that the YOT staffing, in make-up, continues to reflect the ethnic and cultural diversity of the population of the city as well as assisting us in provision of culturally appropriate services, in line with our race equality checklist. The Leicester YOT manager has volunteered to take the HR lead for the region, and remains a reference and co-ordinating point where required.

The HR & Learning adviser, whom Probation locally agreed to second to the YJB, was appointed in October, but was unable to commence his new post until January 2004. However, in the months in-between, he was able to attend key meetings and work together with the interim adviser, which meant that he was quickly able to progress the programme. Based primarily within the Leicester YOT, his day-to-day management is provided by the YOT manager, but line managed by the YJB regional manager. A steering group chaired by the regional manager has been established and membership includes the Leicester and Lincolnshire YOT managers, and representation to come from the LSC, and local provider institutions. This group will have oversight of the regional strategic direction. The operational elements will be organised via a quarterly meeting of the regions training and development managers.

The region is entirely committed to the development of a National Qualification Framework for Youth Justice practitioners and is working hard to ensure that staff can access appropriate training programmes. However, the actual costs to the YOT both in terms of loss of staff time, and with no additional funding or staffing from partner agencies being forthcoming, and management time, cannot be under-estimated. For areas such as Leicester with existing problems of staff recruitment and retention, this will create additional pressures, at least for the mid-term.

Foundation Degree in Youth Justice

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

Professional Certificate in Effective Practice (PCEP)

The region has three cohorts undertaking PCEP during the first half of 2004. This is a total of 74 candidates with places in year-one being allocated evenly across all YOTs. Leicester YOT has nine staff currently undertaking the programme. Early indications are that it is progressing well, and arrangements are established to monitor outcomes. A second phase of PCEP will be undertaken during the autumn of 2004, and is likely to provide a similar number of placements.

Support for staff will be delivered in two ways. Firstly, managers events will be held to ensure that they are equipped to support learners on the programme. Secondly, participants will be offered a half day problem-solving workshop on the assignments required. The delivery of these two components will be undertaken initially by the HR adviser.

Gateway Programme

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

Advanced Modern Apprenticeship (AMA)

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

INSET

INSET training materials covering the 15 areas of Effective Practice are progressively becoming available during the coming months. These materials will provide the foundation for the future development of practice within the region. They are also designed for use in conjunction with the EPQA process, enabling training of staff in areas targeted for development. There are considerable opportunities for collaboration and this will be a major area to be developed during the coming year.

The EM YOTs have agreed to collaborate further in the roll-out of INSET training and in year one, these will focus on the effective practice audits in areas of 2003, namely Final Warnings, ETE and Assessment, Supervision and Planning.

Management Training

Management training is currently being reviewed due to the OPM contract coming to an end. New arrangements will be announced during the coming year. However it is clear that training for operational managers is a priority to enable them to effectively discharge their complex responsibilities in managing diverse staff teams, as well as ensuring that progress is made against the performance measures. Consideration should also be given to enabling those YOT managers who could not fully benefit from the OPM training because of competing demands in establishing YOTs, to further develop skills and expertise in the ever-changing priorities and developments in the Youth Justice arena.

Additional YOT Training

Leicester YOT has a training budget which is met by the funding partners. This provides for specific training needs as identified in the annual training plan. The requirements for 2004/05 include mental health, substance misuse and restorative justice training for practitioners. The YOT has also prepared additional training material on parenting interventions through the YJB grant, and this will assist in the forthcoming EP audit on parenting, and the subsequent improvement plan.

Consistent supervision and appraisal of all staff within the YOT has a high priority, and is a key to driving up standards of performance, providing high quality services, and also to address staff retention issues. As a result, the YOT has volunteered to pilot the YJB appraisal system. We would extend and amend this as appropriate to use with the considerable pool of volunteers working with the YOT. In addition to training provided by the YOT, parent agencies also provide training programmes for their own seconded staff.