



# **Youth Justice Plan**

**2005 – 2006**

**LEICESTER CITY YOUTH OFFENDING SERVICE**

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## **A. SUMMARY**

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### **Chair Overview:**

This year's Plan reflects the outcomes of a busy and successful year and the plans for a challenging year ahead during which the Council intends to move towards both an integrated children's services department, and a better coordinated community safety function. The YOS has been an active partner in both the Leicester Federation and the remodelled City Crime and Disorder Partnership. This Plan has been the subject of wide consultation with staff, partner agencies and stakeholders. This positive level of engagement is reflected in the resources section of this Plan.

The YOS has performed well against the performance measures, fully meeting nine, substantially meeting two, and failing on two.

An analysis of Asset information indicates consistently that the key needs of young people using the service are employment, training and education and lifestyle. In addition it is evident that there may be wider health issues to address. The remands to custody are high, and the YOS needs to promote alternatives. These issues are reflected in the Plan's priorities.

The YOS' EPQA has been validated by the YJB. It highlights generally good performance but also the continuing, disappointing ETE performance. This has been addressed through a robust ETE action plan. The re-offending cohort evaluation shows a reduction of offending of 8% in the last year (against the 2000 baseline).

Leicester has been named in the next wave of Local Authority Agreements. This will help shape both children's services and community safety targets and arrangements locally. The YOS has now reconfigured its services this year to build on this performance and respond more appropriately to the implications of the POPO Strategy and the Preventative Agenda.

I would like to take this opportunity to thank the Service's staff and the YOS Management Board for their hard work over the past year.

Andrew Cozens

Deputy Chief Executive and Chair of the YOMB.

## **B. LOCAL PLANNING ENVIRONMENT**

### **Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:**

The YOS has continued to contribute effectively to the agendas of the local criminal justice agencies and the CDRP, and those of Children's Services. The objectives around preventing and reducing offending are set within the CDRP and LCJB delivery plans therefore are reflected locally in the five priority outcomes required in 'Every Child Matters'. The YOS has completed the required YJB APA, and also contributed to the local APA submission process. Leicester will have a LAA for 2006/07, and the YOS will contribute appropriately to the Children's and Safer and Stronger Communities strands.

These shared priorities are reinforced by strategic and operational linkages with a range of partners aiming to deliver improved outcomes for children and young people in need. The Deputy Chief Executive chairs the YOMB, the DAAT, Supporting People, the Safer Leicester Partnership Board as well as undertaking in his substantive post, the role of Corporate Director of Social Care and Health, which oversees the development of the Leicester Federation (Children's Trust) and also interim Director of Education. The Head of the YOS is a member of the LCJB, and chairs the Youth Justice Working Group. She attends the CDRP Performance Group, the Children's Fund Steering Group, Connexions Partnership Board, DAAT, the POPO Strategy delivery group, the Children's Strategic Partnership and Leicester Federation. The YOS is represented at operational level on the ACPC, MAPP, subgroups of the LCJB and the sub-regional Community Safety Programme Board, Bridges (CAF working group), as well as contributing to all four themed action groups within the CDRP Strategy. The YOS facilitates a working group with Social Care and Health to identify the needs of LAC who are offending, participates in the annual CIN census and has contributed towards the 'Every Child Matters' diagnostic for planning future integrated children's services.

Additional resources have been allocated to the YOT by SC&H, Education, and Learning & Skills Council to lead on an integrated delivery plan to continue to drive up performance of ETE for young offenders, a programme of work which is overseen by the Chief Executive, and the Leicester Federation. Additionally, the YOS will contribute to the establishment of a new multi-agency initiative aimed at reducing school exclusions across the City. The YOS is keen to ensure that the physical and sexual health needs of young offenders are addressed, and with Public Health is developing a plan to increase resources to address these issues. The CDRP is continuing to fund ISSP interventions to specifically reduce burglary and robbery offences by young people, and is also funding in year one the YISP Manager post to deliver on the 'Prevent' element of the POPO Strategy. Work is also planned with Probation around shared priorities of restorative justice, risk management, basic skills and employment.

Factors that may impact on outcomes include short-term, or reduced funding (NRF, Children's Fund) and CAF / ASSET implementation issues. Achievement of the 2% prevention target will be a challenge in view of the Home Office target to increase the number of offenders brought to justice – particularly if offences that might otherwise have been discontinued, are included.

Similarly, where there is a lack of shared targets, such as with schools which currently have no performance measures on exclusion levels, and focus primarily on attainment, there appears to be little incentive to engage in activities to reduce offending.

## **C. DRIVERS OF PERFORMANCE**

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### **C.1 GOVERNANCE AND LEADERSHIP**

#### **Overview particularly looking at strategic management and leadership arrangements:**

The YOMB continues to be chaired by the Deputy Chief Executive of LCC. The 5 statutory agencies are represented at an appropriate senior level, but there have been changes of representation by Police, Probation and Social Care and Health. A new development has been the agreement by Leicester Partnership Trust, as provider of CAMHS services to be represented on YOMB. This is a positive development which underpins the recently agreed new specification for PCT/YOS commissioning of CAMHS services for young offenders.

A number of co-opted members are also represented on the YOMB, acknowledging the significant contribution that they make to reducing youth crime. These include representatives from the DAAT, Housing Department, Connexions, Children's Fund, and Leicester Mediation. Consideration is currently being given to widen the membership of YOMB further to include the Prison Service.

The YOMB continues to meet bi-monthly with additional meetings scheduled when required. Quarterly reports on YOS performance are provided to YOMB and scrutinised by partners. Members of YOMB have also supported the YOS in attending specific events including the 5<sup>th</sup> YOS anniversary event in April 2005. This was followed by a YOS staff event when the Chair of YOMB spent a half-day with the YOS teams meeting a cross-grade group of YOS practitioners, support staff and managers. This was much appreciated by staff who valued the recognition and interest shown in the work they undertake. The Service Director for Student Support Services also attended the PCEP regional awards ceremony, demonstrating the YOMB's commitment and support of the broader YOS agenda.

Since the departure in May 2005 of the Service Director, SC&H, to take up a post of Director of Children's Services in the North East, the Head of the YOS reports directly to the chair of YOMB. This is an arrangement likely to continue until internal City Council decisions are made in relation to Children's Services, Community Safety and Adult Services.

Over the forthcoming year, a priority for YOMB will be to ensure that the YOS remains at the interface of Youth Justice, CDRPs and the LJCB agendas and those of Children's Services and that there is no tension in that relationship. Leicester Federation will ensure that youth crime prevention remains a key area in the delivery of targeted services for vulnerable children and young people. Co-ordination of services which increase the protective factors known to reduce re-offending will continue to be a priority for those young people already known to the YOS and those at risk of offending.

Table A: Composition of Management Board

<b>Name</b>	<b>Agency representing</b>	<b>Post in agency</b>	<b>Ethnicity</b>	<b>Gender</b>
<b>Chair: Andrew Cozens</b>	Leicester City Council	Deputy Chief Executive, Corporate Director Social Care and Health	White	Male
<b>Paul Smith</b>	Leicestershire Constabulary	Superintendent	White	Male
<b>Trevor Worsfold</b>	Leicestershire and Rutland Probation Area	Assistant Chief Officer	White	Male
<b>Mel Thwaites</b>	Leicester City West PCT	Child Health Strategy Manager	White	Female
<b>Clare Cunningham-Hill</b>	Leicestershire Partnership NHS Trust	Director of Learning Disability and Specialist Mental Health Services	White	Female
<b>Paul Livock</b>	Leicester City Council, Education and Lifelong Learning	Service Director, Student Support Service	White	Male
<b>Andrew Bunyan</b>	Leicester City Council, Social Care and Health	Service Director, Children and Families Services	White	Male
<b>Ashok Chotalia</b>	Drug and Alcohol Action Team	Acting DAT Co-ordinator, Leicester	Asian / Asian British	Male
<b>Martin Clewlow</b>	Leicester City Council, Housing Department	Landlord Services Manager	White	Male
The following members have been co-opted onto the Young Offender Management Board, and attend for specific relevant matters.				
<b>Iris Lightfoote</b>	Leicester Racial Equality Council	Director	Black	Female
<b>Nick Watson</b>	Director Legal Services	Leicester Magistrates Court	White	Male
<b>Rohit Rughani</b>	Leicester City Council	Principal Accountancy Manager, Social Care and Health	Asian or Asian British	Male
<b>Peter Spencer</b>	Leicestershire Mediation Service	Manager	White	Male
<b>Heidi May</b>	Connexions Leicester Shire	Head of Operations, Leicester	White	Female
<b>Judy Hardman</b>	Leicester Children's Fund	Manager	White	Female

## C.2 PERFORMANCE AND QUALITY SYSTEMS

### **Overview particularly looking at performance management and data quality:**

Performance Management has been given a high priority in the YOS since November 2001 when a Performance Manager post was created. Currently, performance management is owned by the whole management team with each Operational Manager accountable for specific KPIs. The Performance Management team is comprised of a 0.6 Performance Manager with a full-time Systems and Information Manager. Their work is overseen by both the Head, and Deputy Head of Service.

Working closely with the Systems and Information Manager, the role of the Performance Manager is to validate and interpret data, identify trends and provide information to strategic partners, (quarterly reports to YOMB, ETE performance to LFCS Shadow Management Board, Probation, Police, CDRP etc). Accuracy of data is scrutinised by the Performance Manager and Information Manager in consultation with the Operational and Senior Managers prior to submission to the YJB. YOS staff are given the opportunity to participate in audits and information gathering and are provided with subsequent briefings identifying performance issues. The YOS has consistently submitted data within the YJB timescales and the data requires little alteration following initial validation by the YJB. Internally, performance data is used to set team targets and inform staff appraisals. Key findings are shared with the regional HR and Learning Adviser to identify and meet training needs.

The Information Manager and Deputy Head of Service attend software suppliers' (Careworks) user groups on both strategic and operational levels. The Information Manager plays a key role in training of staff in Careworks upgrades (Careworks to change from Oracle to web browser by September 2005, staff trained by November 05), and use of Xhibit (Crown Court IT system). She represents the YOS at the Secure E-Mail Steering Group and attends the Operational User Reference Group with regard to the counting rules. The Information Manager follows through issues in performance by submitting monthly reports to Operational Managers which also contribute towards staff training, supervision and internal auditing procedures.

The monitoring of performance for both YJB and partner agencies remains a high priority. The capacity to provide the required data is affected by the ability of software suppliers to respond to new YJB initiatives within agreed timescales. Interrogation of ASSET data through both internal audit and external validation has led to the reconfiguration of resources in some areas to meet the requirements of the POPO Strategy. The YOS has identified the need for improved quality of data in some key areas of performance notably Health, ETE and Remand Management and this will be progressed through relevant action plans.

The YOS management framework is consistent with YJB guidance incorporating learning and development, a National Standards Audit of practice and EPQA. External audit of YOS performance, ie. ISSP, RAP and Junior YIPs, have reported positively on both performance of the schemes and the quality and innovation of services provided. The YOS is likely to be inspected in 2007 when the JAR will be conducted across the relevant Council departments. Over the last year the YOS has contributed to other local inspection processes, eg. the Children's Fund, LF, Audit Commission, Police partnership audit. The YOS has engaged in a "critical friend" exercise with a family group YOS (Bradford) with a view to sharing best practice and identifying areas for improvement.

## C.3 RESOURCES

### C.3.1 Financial resources

#### **Overview of financial resources including any particularly significant changes in resources:**

For the first time, a small growth element has been built into the budget for 2005/06 to cover funding for 0.5 Service Manager post (0.5 currently funded through NRF) and additional resources for the Interventions Team due to their relocation. Contributions by the LA, Health and Police are uplifted for inflation, but the Probation Service has again, applied the minimum level agreed by the NPD and the YJB of 0.5%, a below inflation uplift on core funding.

Additional funding for 2005/06 has been provided by the YJB as a result of the successful bid by the YOS for RAP provision and subsequently by the community support grant. NRF funding will continue until 2006, and at this stage, it is unclear whether future funding will be provided to continue to resource the posts of Parenting Co-ordinator, Victim Support Liaison Officer, and two reparation posts. Dependent on a critical evaluation of the added value to the YOS of these posts, we will seek to mainstream where possible.

Funding in Year 1 has been allocated by the CDRP to deliver the 'Prevent' element of the POPO strategy with the YOS financing the 'Deter' element this year from an underspend. Education will continue to provide an additional resource for basic skills through the Vulnerable Children's Fund, and we are currently working with Apex Trust to enhance E2E provision for young people. BCU funding will continue, focusing on burglary, robbery and ISSP young offenders. Main risks for funding in 2005/06 relate to the YOS reliance on short-term funding (NRF, RAP), lack of central funding to date to deliver on the POPO strategy and new parenting requirements. The YJB grant as a result of 2001 Census data has been reduced, despite increases in workload and recorded serious offences in 2004/05. Substantially reduced funding as a result of cuts imposed on the Children's Fund now jeopardises the scope of the delivery of the nationally and locally regarded excellent Junior YIPs in Leicester. Due to the 29% reduction in the Children's Fund budget, the local Junior YIP provider, Crime Concern, has identified the need to reconfigure performance targets reflecting the pro-rata reduced level of funding. This is likely to have a substantial outcome on the delivery of crime prevention activities in key targeted neighbourhoods.

The increase in staff and volunteer numbers has highlighted the need for additional infrastructure resources in terms of HR, accommodation, and CRB costs. With agencies facing budgetary pressures of their own and consequently providing only inflation, uplifted contributions, it is difficult to identify sources to meet these additional requirements. Gaps in filling secondments, staff absence through sickness and attendance on PCEP, Foundation Degree etc. and lack of transfer of funding to YOS where staff have unexpectedly left or been withdrawn, have created financial pressures in 2004/05. The YOS is less likely to be able to manage these in 05/06, given other competing priorities.



**Table 26: Services planned for the financial year 2005 – 2006**

Core activity	Budget expenditure (£)
Preventive services	536,200 (12.92%)
PACE Services	83,000 (2.00%)
Pre-court services	581,000 (14.00%)
Court-based services	290,500 (7.00%)
Remand services	269,700 (6.50%)
Community-based services	1,974,500 (47.58%)
Through care / after care	373,500 (9.00%)
Other orders	41,600 (1.00%)
<b>Total:</b>	<b>4,149,900 (100.00%)</b>

**Table 27: Youth Offending Team Budget Financial Year 2005 – 2006 – Sources**

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	122,200	51,400	86,600	260,200
Probation	140,700	128,000	103,000	371,700
Social Services	532,600	566,600	319,700	1,418,900
Education	115,500	6,400	66,600	188,500
Health (from Table 27d)	60,300	62,000	57,600	179,900
Local Authority Chief Executive		5,800		5,800
Additional Funding (from Table 27a)	1,161,900	312,300	250,700	1,724,900

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
<b>Total</b>	<b>2,133,200</b>	<b>1,132,500</b>	<b>884,200</b>	<b>4,149,900</b>

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

Additional source	Amount (£)
Single Regeneration Budget	-
European Funding	-
Youth Justice Board	1,054,300
Other	670,600
<b>Total (for inclusion in Table 27)</b>	<b>1,724,900</b>

**Breakdown of Table 27a – Additional Funding**

Grants Held by YOT	2004/05 £	2005/06 £
ISSP	378,000	388,600
Core Funding (Inc Referral)	297,900	302,900
Drugs Services Grant	63,200	61,700
Improving Substance Misuse services (and)	105,800	301,100
Resettlement and Aftercare Provision	150,000	
<b>Total other grants (A)</b>	<b>994,900</b>	<b>1,054,300</b>
Building Safer Communities	10,000	10,000
Neighbourhood Renewal Fund	210,100	218,000
Vulnerable Children's Grant	53,000	54,500

<b>Grants Held by YOT</b>	<b>2004/05 £</b>	<b>2005/06 £</b>
BCU Fund	21,400	20,800
DAAT	30,000	15,000
Leicestershire County Council	40,000	40,000
<b>Total other Grants (B)</b>	<b>364,500</b>	<b>358,300</b>
Connexions	53,100	52,300
Children's Fund	377,000	260,000
<b>Total Other Grants (C)</b>	<b>430,100</b>	<b>312,300</b>
<b>Total (A + B + C)</b>	<b>1,789,500</b>	<b>1,724,900</b>

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

<b>Health contribution: Funding source</b>	<b>Amount (£)</b>
<b>Source 1: Leicester City West PCT</b>	82,800
<b>Source 2: Eastern Leicester PCT</b>	97,100
<b>Total (for inclusion in Table 27)</b>	<b>179,900</b>

### C.3.2 PROGRAMME RESOURCES

#### **Overview of programme resources including services to meet specialist needs:**

The YOS is able to access a range of programmes, some of which are provided in house, and other are accessed through external providers. The NRF has enabled the YOS to appoint a group work specialist who co-ordinates the provision of programmes on victim empathy, burglary, robbery, anger management, and “Arrive Alive” motoring group. The YOS / YMCA have sponsored drama productions and workshops and facilitate a BME parenting group. The RAP programme is targeting those young people where substance misuse has been identified as significant in their offending, and works closely with ISSP in delivering joint programmes of intervention where appropriate. Access to sport, leisure, art, media and education programmes is available through a number of local providers, and particularly the YMCA. ISSP has now negotiated a ring-fenced bed at the YMCA, and the Remand Fostering scheme remains at the heart of the YOS accommodation provision. The YMCA has recently secured additional funding for further ‘move-on’ accommodation.

A CPN has now been recruited to work with the YOS, to restore the former level of Health input with an additional 0.5 of a post currently being advertised. Significantly, YOS and the PCT are involved in planning how more generic health input can be achieved. A post will be piloted across the City and County YOS with funding from the YOS (0.5) and PCT underspends. This post will address joint training needs of YOS practitioners, but directly deliver services or signpost to more specialist services. Subject to evaluation, it is hoped that this could then be mainstreamed by the PCTs.

The YOS provides a comprehensive service which offers evening and weekend activities for young people who require this intensive level of support / supervision. Some out-of-hours services (Remand, Courts and PACE) is provided by EDT, but these services will be reviewed in 2005 with a view to an improved response.

## C.4 PEOPLE AND ORGANISATION

### C.4.1 WORKFORCE PLANNING

#### **Overview of workforce planning including volunteers and staff in agencies providing service under contract:**

The YOS has a diverse workforce with 40% of staff from BME backgrounds. It has also successfully recruited, trained and retained over 150 local volunteers, as Referral Order panel members, Final Warnings interventions workers, mentors, and appropriate adults. Further panel member recruitment is planned for September 2005. The YOS volunteers are similarly culturally diverse reflecting the local communities that are served. 37% of YOS volunteers are from BME communities and 27% are male. Both the Interventions Team and Mentoring Programme have recently received national awards from the Howard League for Penal Reform as being excellent examples for innovative practice. In 2004 the YOS recruited additional volunteers as reparation supervisors, and in addition, short-term pieces of research in specific areas of YOS activity have been undertaken by students. In recognition of the Year of the Volunteer, a successful volunteer's conference was held in March 2005, attended by over 200 volunteers to celebrate their contribution to the criminal justice system. The response to recruitment of unqualified posts is always consistently high, with the YOS regarded locally as an innovative and dynamic service providing good opportunities to gain experience and qualification in the area of youth justice.

Recruitment and retention of traditionally qualified staff is more problematic, particularly given the variety of new initiatives within the City, fixed-term contracts and those financially attractive posts in neighbouring areas. Consideration will be given in 2005 in consultation with the City Council to broadening the qualifications criteria, particularly in relation to PCEP and experience.

**Table 25a: Staff in the Youth Offending Team (by headcount)**

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	7	4	1	24	2	12	5	1	155	212
Fixed Term			2		15	2	1				20
Seconded Social Services											0
Seconded Probation					5	1					6
Seconded Police					2						2
Seconded Health											0
Seconded Education					1	4					5
Seconded Connexions					2						2
Seconded Other					1						1
Outsourced					1						1
Temporary							2				2
Vacant					3	1	1				5
<b>TOTAL</b>	<b>1</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>54</b>	<b>10</b>	<b>16</b>	<b>5</b>	<b>1</b>	<b>155</b>	<b>256</b>
<b>Gender/Ethnicity</b>											
White Male		3	3		11		2	1		28	48
Black Male					2					4	6
Asian Male			1		8		2			7	18
Mixed Race Male					1			1		3	5
Chinese/Other Male										0	0
White Female	1	2	1	1	18	5	5	2	1	70	106
Black Female		1			4		2	1		16	24
Asian Female		1	1		2	3	4			18	29
Mixed Race Female					3	1				9	13
Chinese/Other Female					2					0	2
<b>TOTAL</b>	<b>1</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>51</b>	<b>9</b>	<b>15</b>	<b>5</b>	<b>1</b>	<b>155</b>	<b>251</b>
Welsh Speakers											0

## C.4.2 WORKFORCE DEVELOPMENT

The introduction of the YJB National Qualifications Framework and the added advantage of hosting the Regional HR and Learning Adviser, has significantly enhanced the profile of training. The PCEP has been enthusiastically received, and the YOS has supported 9 staff in Year 1 to gain this qualification, the highest percentage in the EM cohort. 17 staff have applied for places for Year 2, of whom 8 are now on a reserve list. Staff are also expressing an interest in undertaking the new Social Work degree, and the YJB Sponsored Foundation Degree, although the latter is less attractive to YOS management in terms of length of course, qualification level and the general staffing and funding uncertainties.

The YOS has also made good use of INSET training, with staff attending a variety of modules on a regional basis and this sharing of practice has also developed skills and understanding. Undoubtedly, the standard of training has improved staff confidence and levels of performance and partner agencies are now encouraging and supporting their seconded practitioners to take advantage of these opportunities.

Other training requirements have been identified through appraisal (The YOS has piloted the YJB Appraisal model), EPQA, The National Standards Audit process, and new external initiatives (POPO Strategy) around management of risk and public protection. In-house training is provided largely through the City Council Staff Development Unit. This has included Safeguarding Children, IT and Diversity training. All YOS Managers have received a bespoke training programme in financial management, and have also undertaken Health and Safety, Management of Attendance, Recruitment and Selection, Grievance and Disciplinary Courses. Partner agencies have also offered places on their training programmes to YOS Staff (Probation / Criminal Justice Act training, Bridges / CAF workshops, Connexions / PA training). An induction programme for newly recruited YOS Staff is being developed by the HR and Learning Adviser to be rolled-out across the EM region. He is also undertaking an audit of the training needs of volunteers, Junior YIP and Attendance Centre staff, who could be offered the EPUA route. The YOS cannot support a dedicated training officer, but a training brief is currently held by the preventions team manager supported by the YOS service manager. They work closely with the EM Regional HR and Learning Manager to ensure training is co-ordinated and delivered in the most cost-effective manner.

The positive developments that have been made in relation to PCEP and PQ have been welcome, but need to be progressed if qualified social workers are to be recruited and retained. Another area of concern is the lack of appropriate training available in the YJB NQF for managerial grades, whose roles have both broadened and become increasingly complex. There is some local provision including a first tier management course, and De Montfort University offers a diploma in Management Studies, which the YOS Service Manager will commence in October 2005.

Specific concerns however relate to the YJB proposals to reduce the HR and Learning Adviser post to 0.5, plus withdrawal substantial funding for INSET training. This has been taken up by the East Midlands region with the YJB as it will clearly impact on the current momentum and enthusiasm of staff to gain qualifications and the YJB's own targets. Furthermore it will exacerbate recruitment and retention difficulties and will create further financial pressures. The very recently received information from the YJB that there is a plan to reduce even further the input of the HR and Learning Adviser post to 0.25 has been an unwelcome development. This proposal does not appear to be based on evidence related to YOS staff levels, PCEP completion rates or estimated future demand.

## **C.5 PARTNERSHIP WORKING**

The YOS actively contributes to a range of partnerships, as described in the local planning environment section.

New strategies, and targets are now offering creative opportunities for the YOS to engage with partners in a more systematic and conjoined manner. The newly elected Council Member with responsibility for the Crime and Disorder portfolio is taking an active interest in the work of the YOS and is strengthening the partnership between the YOS and City Council departments. The probation performance indicated in relation to ETE, restorative justice, accommodation etc, are clearly related to YOS targets, and others can inform YOS development (risk management, sickness management etc). A recent joint City / County YOS presentation to the Probation Board, highlighted this cross-cutting agenda. The YOS will contribute to the work of the new Safeguarding Boards. The priorities of the NSF, and Choosing Health papers reflect the YOS targets relating to family engagement and health provision. Similarly, partnership with the DAAT will have a clearer focus given the introduction of shared performance measures. Informal feedback from the Fostering inspection referred to the need for more strategic linkage between remand and mainstream fostering services. These issues will be addressed through the YOS / LAC offender working group.

The YOS makes a substantial contribution to the work of the CDRP, and it is represented on all four themed groups (violence, burglary, anti-social behaviour and preventing / reducing offending). It is also engaging increasingly with elected members and council departments to ensure that Section 17 responsibilities are discharged effectively. The YOS is currently preparing a strategy to take forward restorative justice development across the Council. There is developing partnership with the local media, with the Leicester Mercury having recently featured articles on youth crime, and Takeover Radio, a young person's radio station, also engaging with young offenders, and the broader issues that they face.

The YOS is involved in partnership working with the LCJB at a strategic and operational level. It contributes towards the Building Confidence and Diversity subgroup and is taking forward plans for involvement in the 2005 Inside Justice Week which will include a Crown Court open-day, and a youth theme.

The YOS needs to develop participation by children and young people in the design, delivery and satisfaction levels of services. This process has started in the recruitment of ISSP and RAP staff where young people have had a role. The YOS will be working in partnership with young people to contribute towards a city-wide "Youth at Risk" participation event and has recently involved young people in the planning and delivery of its YOS Fifth Anniversary celebratory event.

The YOS has established working partnerships with the non-statutory sector including Victim Support, Leicester Racial Equality Council, Leicester Mediation Service, YMCA, Crime Concern, Apex.

Further developing partnerships include joint work with the Police in delivering their Youth Strategy, integrating our race action plan to broaden City Council strategies, YMCA joint work and our benchmarking exercise with Bradford YOS in relation to performance and audit.

Clearly, conflicting targets are around Narrowing the Justice Gap, and the efficiency of the local Police approach. The YOS needs to engage more effectively with all children's services to ensure that their contribution to preventing and reducing youth crime is fully integrated.



# **DELIVERY PLAN**

**D. PREVENTING OFFENDING AND MINIMISING THE USE OF CUSTODY**

**PREVENT OFFENDING**

**Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:**

The YOS strategy to prevent offending is targeted through three Junior YIPs, managed by Crime Concern. They have been successful in engaging 700+ children and young people aged 8-13 years at risk of offending or exclusion, particularly around the transition stage. The success of the Junior YIPs has been confirmed through independent external evaluation commissioned by Crime Concern. The value of the YIPS to preventing offending was recently acknowledged by HRH Princess Royal in a visit to a Leicester Junior YIP, as patron of Crime Concern. The YOS chair the YIP Management Group, attend the Children’s Fund Partnership Board and are contributing towards negotiations to promote continuation of existing YIP services set against a 29% reduction in the Children’s Fund budget allocation for 2005/06.

The YOS is planning to commission Crime Concern to deliver the prevent element of the POPO strategy. A YISP Manager will be appointed to lead on the identification of young people aged 8-13 who are at risk of offending, exclusion or Anti-Social Behaviour. The new post will be initially funded through CDRP/YOS Partnership funds for 2005/06 but will need to secure more permanent funding in the next financial year. It is anticipated that Leicester City will qualify for additional YISP Development Funds from the YJB when these become available in 2006/07. Due to the initial restricted YISP funding, the Manager will focus efforts on developing a local YISP strategy consistent with the YJB Quality Assurance Framework, complete a mapping of existing provision, and identify further partnership opportunities for the local delivery of the YISP. The YISP will be placed within the strategic context of the wider Preventative Strategy and Bridges (IRT Trailblazer).

Rates of school exclusions remain above the national average in the LEA and continue to challenge delivery of the YOS ETE performance measure with the associated risk of increased offending. The YOS will contribute towards a new multi agency initiative in 2005/06 aimed at reducing levels of exclusions in three schools through a Behavioural Educational Support Team. The YOS also continue to contribute towards the monitoring and provision of services to Looked After Children to prevent risk of offending and acceleration through the criminal justice system. The YOS are represented on the Local Safeguarding Children’s Board and have contributed towards consultation on the planning of an Integrated Children’s Service based on the Every Child Matters themes. The YOS continue to participate in the annual Children in Need census and the Deputy YOS Manager attends Children’s Services Senior Management Team Meetings when required to ensure that young people at risk of offending remain part of the wider prevention strategy, and that LAC / Young offenders service plans are fully integrated, and given a priority.

**Data:**

**KPI:** New target for 05/06 to reduce year on year number of first time entrants to YJ system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted intervention.

**KPI: 04/05 actual and % against target**

**287% over target**

**773**

**KPI: 05/06 target\***

**(local target, 2% reduction in first time entrants)**

**200**

**Action plan: Prevention**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	YOS to chair a combined YIP and YISP Management Group	David Thrussell, Deputy Head of YOS  Jo Burden, Operations Manager, Crime Concern	July 2005.	Lack of consistent attendance or priority by partners	LEA BIP, RALAC, BEST Plan, APA, LFCS Plan
Performance and quality systems	Attain 2% reduction in number of first-time entrants into the criminal justice system	David Thrussell, Deputy Head of YOS	March 2006.	Increase in use of Reprimands is sustained. Increase in Fixed Penalty Notices	Leicester Federation Strategic Plan, LCJB Strategic Plan, Community Plan
	Agree eligibility criteria for Prevent Strand of POPO Strategy	David Thrussell, Deputy Head of YOS  Kaushika Patel, Early Intervention Team Manager	July 2005	None	Leicester Federation Strategic Plan, LCJB Strategic Plan, Community Plan
Resources	Recruit a YISP Manager	David Thrussell, Deputy Head of YOS	October 2005	No additional funding beyond 2005/06	ETE KPI Performance for 2005/06. APA, LFCS Business Plan. BIP

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
	Identify funding for expanded development of YISP beyond 2006	David Thrussell, Deputy Head of YOS Jo Burden, Operations Manager, Crime Concern	December 2005	No funding identified	CDRP
	Identify contribution of YOS towards development of BEST with LEA	Paul Livock, Service Director, Student Support Service David Thrussell, Deputy Head of YOS	July 2005	Lack of inter- agency cooperation. Lack of strategic priority by partners	As above
People and organisation					
Partnership working	Promote understanding of YOS role in preventing ASB within LCC and across a range of partner agencies	David Thrussell, Deputy Head of YOS Safer Leicester Partnership Anti-social Behaviour Unit Jo Burden, Operations Manager, Crime Concern	July 2005	Limited funding opportunities identified for new projects	CDRP, POPO Strategy, DAAT Plan, LF Strategic Plan, Community Plan, Housing Plan, LCJB Delivery Plan
	Work with Crime Concern to establish delivery of YISP	David Thrussell, Deputy Head of YOS	July 2005	Difficulty to recruit to fixed term funded post	Preventative Strategy, LFCS Business Plan, Community Plan, BIP, Children's Fund Business Plan

## INTERVENE EARLY

### **Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:**

The YOS have exceeded the KPI and supported 82% of Final Warnings with an intervention during 2004/05. This is a significant improvement from previous performance and can be attributed to the dedicated work of police and other YOS staff involved in Final Warning pre-assessments. This is in the context of gaps in between Police secondments and delays in recruitment. In addition the YOS continue to work jointly with the volunteers who are recruited, trained and managed by the jointly funded City and County YOS Interventions Team. The Early Interventions Team continue to offer a high standard of interventions to Final Warnings on a short-term basis. A jointly funded City / County mentoring post provides longer-term mentoring for young people assessed as high risk of re-offending. Both the Early Intervention Team and Mentoring Project have recently received a national award from the Howard League for Penal Reform in recognition of the quality of their work.

The YOS are experiencing an increase in Reprimands alongside a reduced Final Warning population in contrast to the County YOS who are experiencing an increase in both Final Warning and Reprimand Activity. This is being jointly investigated with the Police due to the potential impact this may have on the number of first-time entrants to the Court system.

The 2005 National Standards Audit showed that 100% of sampled cases received pre-assessments and 100% were offered more than a minimum number of contacts.

The YOS completed a successful Final Warning EPQA audit in June 2005 and received a validation score of two on its performance. Final Warning delivery was described as "robust" an action plan was agreed to progress areas for improvement, e.g. greater participation by young people in the assessment process.

All staff involved in Early Interventions work have undertaken the APIS INSET training as well as the police basic Final Warning training pack. Staff will also be offered the opportunity to undertake further training within the context of the PCEP with volunteers within the joint City / County Interventions Team offered the opportunity to undertake the EPUA.

Over the next year the YOS aims to build on its success in achieving and excelling the KPI and further improving on effective practice by analysing the work undertaken within interventions and the impact of this work on the young people. Every young person will be required to undertake victim empathy work, following victim contact made via the YOS seconded staff.

**Data:**

<b>KPI:</b> Ensure that 80% of all Final Warnings are supported by an intervention programme.			
<b>KPI: 04/05 actual and % against target</b>	<b>157 / 192 = 81.7%</b>	<b>EPQA: 03 rating</b>	<b>2</b>
<b>KPI: 05/06 target</b>	<b>80%</b>	<b>Self validation - EPQA: 05 result</b>	<b>2</b>

**Action plan: Early Intervention**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Police lead on YOMB to investigate cause of disparity in Final Warnings and Reprimands	Superintendent Paul Smith	August 2005		ACPO, Youth Crime Strategy
Performance and quality systems	Monitor Final Warning ASSETs to ensure that Referrals are made to relevant specialist practitioners, e.g. Parenting, Substance Misuse, Mental Health	Kaushika Patel, Early Intervention Team Manager Freda Parker-Leehane, Performance Manager	August 2005		EPQA Action Plan
Resources	Negotiate for admin worker to input intervention team contacts on a weekly basis	Kaushika Patel, Early Intervention Manager Wendy Poynton, Head of YOS and Effective Practice	August 2005		EPQA Action Plan
People and organisation	Police staff to undertake PCEP training and identify appropriate staff within interventions team to undertake EPUA	David Thrussell, Deputy Head of YOS Kaushika Patel, Operational Manager Lead training manager	October 2005		EPQA, YJB, and Police HR and Learning Strategy

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Partnership working	Educational Psychology Staff to provide learning styles training for Final Warning staff and volunteers	Kaushika Patel, Early Intervention Team Manager Lorraine Clarke, Senior Educational Psychologist	September 2005	Lack of capacity to delivery training	EPQA Action Plan
	Provide ongoing training to volunteers and mentors	Kaushika Patel, Early Intervention Team Manager Tracy Green, Operational Manager, Leicestershire YOS Debbie Stobbs, Interventions Team Manager Jane Mooney, Mentoring Programme Manager	Ongoing 2005	None identified	EPQA Action Plan Workforce development strategy

## PROVIDE INTENSIVE COMMUNITY SUPERVISION

### **Overview: including review of the past year and highlights of plans for the coming year:**

ISSP is a joint City / County resource but line management and budget responsibilities remain with the City YOS. In 2004/05, 68 young people received a community-penalty ISSP, 12 through the DTO route, and 47 were subject to Bail ISSP. Locally our successful completion rate compares favourably with the national average, i.e. approximately 60%.

ISSP maintains the confidence of the Courts which is demonstrated by its lower than national average rejection rate. In 2004, 26% of ISSP recommendations were rejected by the Court, compared to the national average of 33%. ISSP continues to be a priority area in the induction programme for new Magistrates and at Youth Court Panel meetings.

ISSP staff attend the fortnightly MAPPOM meetings and provide and receive intelligence on high-risk offenders. The programme has excellent links with the Police and a well-established system of sharing intelligence and helping to deliver the POPO strategy.

The programme has achieved a 100% delivery rate in all core elements of ISSP. This was highlighted in our local report from Oxford University and continues to be the case throughout 2004-05. The programme is particularly successful in returning young people to full and part-time ETE. However, there is a need to strengthen the peer education and other accredited courses for post-16 young people who do not have the qualifications to enter the NVQ courses on offer through Connexions.

The staff group consists of 15 advocates, a Programme Manager, YOS Practitioner who holds high-risk cases and a dedicated substance misuse worker funded through the DAAT. Two of the advocate posts focus on burglary and robbery offences and are funded by the CDRP and BCU. The programme has been particularly successful in recruiting and retaining advocates.

ISSP held a celebration event for partner agencies in May 2004 as part of its quarterly multi-agency steering group meetings. This included young people and their parents and proved an excellent opportunity to raise awareness of the programme for both statutory and voluntary organisations.

The programme has tracked 17 young people who started ISSP between September 2002 to March 2003. The data identifies a reduction in both the number of offences and the gravity of offending by this cohort. Their average number of offences six months prior to ISSP commencing was 8.12 and this reduced to 5.12 whilst on ISSP and continued to drop to 0.18 six months after the completion of ISSP. However, it does increase slightly 12 months after completion of the Order. By working closely with RAP ISSP has developed a joint after-care service that can then impact on this increase in offending after the Order has been completed.

The programme needs to target Bail ISSPs in order to have an impact on local remand rates. ISSP will further target DTO cases by tracking through custody and attending all relevant pre-release board meetings. The future focus will be working alongside the enhanced supervision team targeting the most prolific and priority offenders. The programme will work closely with RAP to help provide ongoing support for young offenders past the completion of their licence.



The PA Consulting Assurance Review stated, "Leicester ISSP is a credible and robust alternative to custody". The Programme is cost-effective compared to custody and has had an impact on re-offending rates by reducing the severity and frequency of offending. The programme also highlights the importance of victim / restorative justice and this area will be improved significantly over the coming months.

The ISSP Manager attends the YJB / ISSP Project Board which helps to identify areas of improvement required locally as well as sharing good practice on a national basis. The programme will aim to focus on continuing the excellent links with both statutory and voluntary organisations in order to provide an individually tailored programme in the local community, but also ensuring community safety is high on the agenda.

**Action plan: Intensive supervision**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Integrate ISSP within the POPO Strategy	Mary Campagnac, Head of Service Paul Hindson, Assistant Chief Officer, Probation	September 2005	None identified	POPO Strategy, CDRP, LCJB Delivery Plan, Probation Business Plan
Performance and Quality Systems	Devise system for Securicor to notify ISSP of evening and weekend violations in line with national protocols	Karen Smallwood, ISSP Manager Tracy Annan, Regional Manager, Securicor	August 2005	New contractor fails to deliver	National Standards Audit, POPO Strategy
	Establish system and procedures to ensure that target of 30% DTO cases is met	Karen Smallwood, ISSP Manager Laurence Jones, Enhanced Supervision Team Manager	August 2005	ISSP / RAP potential overlap.	Reduce use of Custody KPI, POPO Strategy, RAP Plan, Reduce Reoffending KPI
Resources	Develop the Peer education programme through the Youth Achievement Awards by delivering three programmes a year offering 10 places at each programme. Aim for 30 young people to successfully complete the programme annually	Karen Smallwood, ISSP Manager Sarah Whittle, ISSP Substance Misuse Worker Mark Sheehan, Groupwork Co-ordinator	March 2006	a. Suitable venues in city centre are still to be found to ensure rolling programme is possible b. Drop-out rate due to re-offending etc.	Reduce Reoffending KPI
People and organisation	Train ISSP staff to deliver a range of restorative justice interventions, including victim mediation work	Karen Smallwood, ISSP Manager	March 2006	Competing priorities	CDRP, LCJB Delivery Plan, Restorative Justice KPI

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Partnership working	Deliver an ISSP briefing event for Courts, Stakeholders, other partners, young people and families	Karen Smallwood, ISSP Manager	December 2005	None identified	Intensive Supervision KPI, POPO Strategy, LCJB Delivery Plan
	Develop a placement support programme for E2E engagement for ISSP young people in partnership with Apex Trust 'Stepping Stones' Project	Karen Smallwood, ISSP Manager Bianca Holman, Project Manager, Apex Trust	October 2005	None identified	ETE KPI, Intensive Supervision KPI, POPO Strategy, LCJB Delivery Plan, EPQA ETE Improvement Plan

## REDUCE THE USE OF CUSTODY

**Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:**

The YOS has failed to meet this target with the use of remands and the Secure Estate representing 46.5% of all Remand episode decisions. The use of the Secure Estate initially remained stable in the first three quarters whilst the most recent two quarters have shown a significant rise. At the same time the take-up of Bail supervision and Bail ISSP vary greatly across the period. Remands to Local Authority Accommodation have also reduced when compared to remands to the Secure Estate.

In 2004/05 the YOS has continued the steady reduction in the use of custodial sentencing from a baseline of 11% in 2001 to 6.4% in 2004. This represents a concerted effort in close co-operation with the Courts maintaining and increasing confidence in ISSP, RAP and the YOS' rigorous enforcement arrangements.

New staffing arrangements have been implemented in response to the requirements of POPOS in 2005 with the newly formed Enhanced Supervision team becoming the vehicle to target high risk young people ('Catch and Convict' and 'Deter' groups, and other priority groups identified within the MAPPOM arrangements).

**Data:**

**KPI:** Reduce the use of remands and the secure estate to:

- No more than 30% of the total number of remand episode decisions (excluding conditional and unconditional bail).
- No more than 5% of all court disposals

<b>KPI: 04/05 actual and % against target (remand)</b>	<b>93/200 = 46.5%</b>	<b>KPI: 04/05 actual and % against target (custody)</b>	<b>91/1427 = 6.4%</b>
<b>KPI: 05/06 target* (note: locally negotiated target)</b>	<b>37.2%</b>	<b>KPI: 05/06 target* (note: locally negotiated target)</b>	<b>6%</b>

**Action plan: Reduce the use of custody**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Maintain and increase confidence of Youth and Crown Courts by regular feedback on outcomes of Community Penalties	David Thrussell, Deputy Head of YOS Gerry Moloney, Courts Team Manager Nick Watson, Director of Legal Services Leicester Magistrates Secretariat Committee Jane Jones, Chair of Youth Court Panel	Over 2005/06	High re-offending rates evidenced by this group of young people	LCJB Delivery Plan, Courts Plan
Performance and quality systems	<b>Remand:</b> Increase by 10% use of BSSP, Bail ISSP and Remand to Local Authority Accommodation for high-risk offenders	Gerry Moloney, Courts Team Manager Karen Smallwood, ISSP Manager	March 2006	Increase in LAC population, Increase in costs for Local Authority with no identified additional budget	Police Plan, HM Courts Plan, Probation Plan, Children's Services Plan, Safeguarding Plan, Reducing Remands KPI
	<b>Remand:</b> Investigate over-representation of BME young offenders in custodial remand data	David Thrussell, Deputy Head of YOS Feroza Ladd, Team Manager Nick Watson, Director Legal Services	March 2006	None identified	LCJB Business Plan, Probation Business Plan, Race Action Plan, Reducing Remands KPI

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
	<b>Custody:</b> Establish a more robust system to identify all ISSP-eligible cases and monitor proposals	Gerry Moloney, Courts Team Manager Karen Smallwood, ISSP Manager	September 2005	ISSP eligible cases receive custodial sentences	Intensive Supervision KPI, POPO Strategy, CDRP Strategy, Reducing Custody KPI
Resources	Promote use of Curfew / Tagging in high-risk cases with CPS and Courts	Gerry Moloney, Courts Team Manager Tracy Annan, Regional Manager, Securicor	From August 2005	ISSP eligible cases receive custodial remands	ISSP Delivery Plan, LCJB Delivery Plan, Reducing Remands KPI
People and organisation	Training to enhance performance of BSSP team within Youth and Adult Courts	Gerry Moloney, Courts Team Manager Chris Bolas, EM HR and Learning Adviser	From August 2005	Workload pressures Reduced input from YJB for HR and Learning Adviser post	ISSP Delivery Plan, LCJB Delivery Plan
Partnership working	Establish a multi-agency steering group to monitor and oversee performance for ISSP and RAP	Bianca Holman, Chair of ISSP Steering Group, Mary Campagnac, Head of YOS	September 2005	Lack of commitment by partner agencies	CDRP, Children's Services Plan, NSF, DAAT Plan

## REDUCE RE-OFFENDING

**Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:**

The 2003 cohort demonstrated a reduction in reoffending against the 2000 baseline in three of the four populations. The custodial population increased by 4.9%. Overall the decrease in reoffending was 8.6%, with the pre-court group demonstrating the biggest reduction – 41.1% did not re-offend. Tracking the 2002 cohort over 24 months also showed a reduction in reoffending in all four populations. However, the percentage differences were less pronounced than that of the 12 month period, with an overall increase of 0.6%. Comparing the 2002 cohort to the 2001 cohort, there has been an overall reduction in offending of 0.8% (24 month track). This demonstrates a recovery on last year's position of a 1.3% increase. There was a reduction in seriousness and frequency of offending in all four populations over 12 and 24 months.

In order to achieve this target, the YOS has worked with a number of key agencies including the Police, Probation, Connexions, Education, DAAT, to inform their individual strategies and contribute to the CDRP and LCJB. The YOS monitors and acts on internal performance on National Standards, enforcement, use of ASSET and PSRs. The internal risk management policy, scrutinised and endorsed by MAPPa has been implemented and staff have been trained.

The YOS has appointed a Youth MAPPOM Co-ordinator to work within the POPO Strategy and identify those at risk of becoming prolific offenders and co-ordinate appropriate service delivery through the LOMP process. In conjunction with the County YOS we are currently defining the eligibility criteria for the 'Deter' cohort.

**Data:**

**KPI:** By December 2004 achieve a 5% reduction based on 2000 Cohort compared with 2001 after 24 months.

In December 2005 achieve a reduction of 5% based on 2001 Cohort with 2002 after 24 months.

Population	2000 Baseline (%)	% Reoffending (12 months)	% Reoffending (24 months)
Pre-court	23.6	13.9 (-41.1%)	32.4 (-4.4%)
1 <sup>st</sup> Tier	61.5	50.9 (-17.2%)	64.9 (-0.8%)
Community	69.5	64.8 (-6.8%)	76.1 (-6.2%)
Custody	66.7	70.0 (+4.9%)	66.7 (-14.2%)

<b>KPI: 04/05 actual and % against target</b>	<b>See above</b>
<b>KPI: 05/06 target (Locally negotiated)</b>	<b>5%</b>

**Action plan: Reducing re-offending**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Agree with YJB on local determination of National Standards implementation to streamline and allocate resources to those most at risk of re-offending	Andrew Cozens, Chair of YOMB Mary Campagnac, Head of YOS	By March 2006	Agreement not reached	POPO Strategy, Police Plan, Probation Plan, CDRP, LCJB Delivery Plan
Performance and quality systems	Monitor impact of Enhanced Supervision Team on reducing re-offending, and effective risk management	Mary Campagnac, Head of YOS Laurence Jones, Enhanced Supervision Team Manager Freda Parker-Leehane, Performance Manager	Ongoing		EPQA, Reducing Reoffending KPI
	Audit ASSET and Supervision Plans to ensure services are targeted to address assessed need	All YOS Team Managers	October 2005	Lack of management capacity	APIS EPQA Action Plan
Resources	To promote and monitor the use of Groupwork programmes by YOS Practitioners	Kaushika Patel, Preventions Team Manager Mark Sheehan, Groupwork co-ordinator	October 2005	Lack of referral by YOS practitioners	NRF, APIS EPQA Action Plan, Probation Business Plan
People and organisation	Supervision and appraisal reflect reducing re-offending priorities for the YOS	David Thrussell, Deputy Head of YOS All Team Managers	Ongoing	None identified	POPO Strategy, LCC HR and Learning Strategy, YJB HR and Learning Strategy



	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Partnership working	Mobilise resources of partner agencies to increase the level of provision for young offenders in evenings, weekends and holiday periods	David Thrussell, Deputy Head of YOS CST, Leicester City Council Paul Vaughan, Acting Service Director, ELL Rita Chohan, PAYP Co-ordinator	October 2005	Partner agencies capacity to respond	Community Plan, Youth Service Strategy 05/06, Education Strategy, Connexions Business Plan

**ENSURE THE SWIFT ADMINISTRATION OF JUSTICE**

**Overview:** including review of the past year, performance against KPIs and highlights of plans for the coming year:

As in the previous years this target has been exceeded in 2004 / 05. The YOS has continued to employ a range of strategies which include encouraging the use by sentencers of recent PSRs in appropriate cases, promoting a proactive approach to the preparation of standown reports, (64 produced saving in excess of 1000 days of adjournments when compared to full PSR Timescales) and encouragement to case managers to provide up to date information on progress when young people already subject to current orders reappear in Court. These strategies have been underpinned by a positive and regular dialogue with the new Youth Court Panel Chair, and Director of Legal Services. The YOS has also sought regular feedback on the quality and timeliness of PSRs with both the Magistrates and District Judges. The YOS intends to establish a forum in which to engage with the Crown Court judges to encourage a similar process. The YOS has contributed to a number of Youth Court Panel Members training events which have received very positive response. Further presentations are currently being planned for delivery this year. The YOS performance in this area contributes to the broader government PYO pledge. Recently the YOS has assisted the Courts and Police in providing PYO data to improve the PNC recording of PYOs.

**Data:**

<b>KPI:</b> Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	
<b>KPI: 04/05 actual and % against target</b>	<b>259/261 = 99.2%</b>
<b>KPI: 05/06 target</b>	<b>90%</b>

**Action plan: Swift administration of justice**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Monitor and evaluate performance with management information provided to YOMB	Mary Campagnac, Head of YOS Freda Parker-Leehane, Performance Manager	Quarterly	Performance reduces	PYO Pledge, LCJB Delivery Plan, Courts Plans

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Performance and quality systems	Reduce number of "Serious Enough" PSR requests by 10% in appropriate cases	Gerry Moloney, Courts Team Manager Nick Watson, Director Legal Services Jane Jones, Chair of Youth Court Panel	By 31 <sup>st</sup> March 2006	Continued inappropriate requests for "Serious Enough" PSRs	LCJB Delivery Plan, Courts Plans, Swift Administration of Justice KPI
Resources	Police to supply YOS with access to PNC and training for appropriate YOS staff	Paul Smith, Superintendent	September 2005	Delays in providing training and competing police priorities regarding PNC.	Police Plan, LCJB Delivery Plan, Courts Plans, PYO Pledge
People and organisation	Provide refresher training on Court skills for relevant YOS staff	Gerry Moloney, Courts Team Manager Chris Bolas, EM HR and Learning Adviser	October 2005	Training not available	APIS EPQA Action Plan, LCJB (Building Confidence and Diversity Subgroup)
Partnership working	Working Group to be convened for all Criminal Justice Agencies to review their procedures and practice to identify problems in reaching PYO Pledge	Mary Camapagnac, Chair of Youth Justice Working Group, Head of YOS Teresa Tunstall, Delivery Manager, LCJB	December 2005	Delay Points not identified and continued poor performance	LCJB (Youth Justice Working Group), PYO Pledge, Courts and CPS Business Plans

**E. ACHIEVING IMPROVED OUTCOMES FOR CHILDREN AND YOUNG PEOPLE WHO OFFEND**

**ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT**

**Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:**

ASSET Overview: This year the ASSET target was fully achieved and reflects the management action taken and the improvement in performance of YOS practitioners in delivering continued improvements against previous years figures. The YOS now needs to concentrate on ensuring that quality issues within ASSET are effectively addressed. The YOS completed a successful APIS EPQA in June 2005 scoring a two through external YJB validation. ASSET standards were assessed as “good” with some minor inconsistencies, e.g. linking intervention plans to learning styles. These will be addressed through the APIS EPQA Action Plan.

DTO boards Overview: Despite not achieving the target in 2004 / 05, the YOS has demonstrated an improvement on the previous year’s performance. The placement of young people at great distances from their homes has a negative impact on this target. With Leicester City experiencing high custody and remand rates, the YOS will be struggling to meet this target. It is of note that the diverse geographical locations have an even greater impact on young women. In the coming year the majority of resettlement work will be undertaken by specific officers within an Enhanced Supervision Team. It is intended that the new YOS working arrangements will have some impact on this target. Improved performance in this area will continue to be influenced by external factors, e.g. distance and diversity of placements, booking times set outside of national standard timescales by the Secure Estate, local custody and remand rates and the YJB rate of progress in rationalising allocation to the Secure Estate.

**Data:**

<b>KPI:</b> <b>ASSET</b> – Ensure that ASSET is completed for 95% of young people subject to final warnings, relevant community-based penalties (including ISSP programmes) and custodial sentences			<b>KPI:</b> <b>DTOs</b> – Ensure that 95% of initial training plans for young people subject to DTOs are drawn up within the timescales prescribed by National Standards		
<b>KPI: 04/05 actual and % against target (ASSET)</b>	1456/1478 = 98.5%	<b>KPI: 04/05 actual and % against target (DTO)</b>	78 / 86 = 90.7%	<b>EPQA: 03 rating</b>	1
<b>KPI: 05/06 target</b>	100%	<b>KPI: 05/06 target</b>	100%	<b>EPQA: 05 result (Self-validation)</b>	2

**Action plan: Assessment**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Prison Service representation to be sought on YOMB to improve performance	Andrew Cozens, Chair of YOMB	By October 2005	Failure to identify appropriate representative	Resettlement KPI, Prison Service Business Plan, LCJB Delivery Plan
Performance and quality systems	<b>DTO:</b> An audit of practice and performance to clarify if the new case management structure for DTOs has brought improvements	Laurence Jones, Enhanced Supervision Team Manager	1/10/05	New procedures fail to improve quality	Resettlement EPQA (September 2005)
	<b>ASSET:</b> Establish a robust system to monitor and improve the engagement of parents and young people in ASSET and "What do you think?"	All Team Managers	Ongoing	Lack of engagement by parents and young people	EPQA APIS Action Plan, LCJB (Building Confidence and Diversity Subgroup)
Resources	Prioritise resources based on ASSET risk / need analysis	All Team Managers	Ongoing	None identified	APIS EPQA Action plan, Connexions APIR Delivery Plan, CAF
	Use of Secure Email to transfer DTO training plans by YOS Practitioners to Secure Estate	Gaynor Irwin, Information and Systems Manager Laurence Jones, Enhanced Supervision Team Manager	By March 2006	IT Infrastructure not in place	Courts Delivery Plan

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
People and organisation	Training for staff through INSET APIS, ASSET and DTO	Kaushika Patel, Operational Manager Chris Bolas, EM Region HR and Learning Adviser	Programme Ongoing through this year	Withdrawal of funding for INSET training, Proposal to merge East Midlands and Eastern HR Posts	EPQA Staff Development Appraisal
	<b>ASSET:</b> Reintroduce ASSET champions and peer gatekeeping of ASSETS	Feroza Patel and Laurence Jones, Operational Managers	December 2005	Lack of staff involvement	EPQA Staff development and appraisal
Partnership working	Prison Service, other secure providers and the YOS to agree priorities and timescales within resettlement plans	Mary Campagnac, Head of YOS Laurence Jones, Enhance Supervision Team Manager	December 2005	Competing Priorities	Prison Service Plan, Resettlement, ETE and Health KPIs, APIS EPQA Action Plan

## SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

### **Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:**

The YOS has failed to reach the KPI target and ETE performance remains a priority area for the Young Offenders Management Board. Only 49% of young people were engaged in full-time ETE in 2004/05 and this represents a reduction in performance over the previous year. The poor YOS ETE performance is hindered by the high levels of school exclusion within Leicester City and the lack on incentives for schools to reengage young offenders into full-time education. Improvements in monitoring ETE engagement are also hindered by poor and inconsistent recording of ETE status on ASSET and this will be addressed through the YOS ETE action plan.

As a result of poor ETE performance, the Chair of YOMB raised concerns with the Chief Executive, who convened meetings of relevant agencies at Chief Officer level. This led to allocated funding for a project manager within the YOS to draw up and implement an ETE action plan in July 2004. ETE performance has since been impeded by extended sickness absence and staff vacancies affecting key posts during 2004/05. A decision was made in January 2005 to re-align Operational Management responsibility to cover ongoing sickness absence and identify the new Deputy Head of Service as a champion of YOS/ETE issues at a strategic level.

A number of quality assurance actions have been implemented in 2004. YOS staff guidance has been written to establish threshold criteria for referrals to ETE staff based on risk factors identified through ASSET. Revised information protocols and Service Level Agreements have been completed with Connexions and are in draft stage with the Educational Psychology Service and Local Education Authority. The YOS completed an ETE EPQA assessment in June 2005 and scored a self-assessment score of one, validated by the YJB monitor. As a result of the audit the YOS has produced a revised ETE action plan that has been endorsed by the YOMB and will be presented to the Leicester Federation.

A new Resettlement and Aftercare Programme (RAP) has provided an opportunity to engage high-risk offenders with advocates and mentors to support young people at risk in transition back to education or to sustain employment or training. A similar advocate scheme within the Intensive Supervision and Support Programme has enabled a higher proportion of offenders to be supported in ETE during 2004/05.

New YOS working arrangements planned for implementation in June 2005 have provided the opportunity to re-align a Connexions PA post within the enhanced supervision team. This should ensure that a substantial element of the Connexions YOS resource will focus on the most at risk and difficult to engage group of 16-17 year olds who are currently failing to engage in ETE.

The YOS will continue to contribute to local ETE targets within the Leicester Federation and has contributed towards a local consultation exercise on Every Child Matters to inform the planning of future Integrated Children's Services. The YOS are proactive in contributing towards

local targets aimed at Raising the Achievement of Looked After Children (RALAC), and relevant representation is provided on the YOS / ETE strategic group for LAC.

The coming year will provide an opportunity to continue to work with colleagues on the Junior YIPs to identify support for children with inconsistent school attendance and poor educational outcomes. It is planned to recruit a YISP Manager in 2005 to consolidate on the work of the Junior YIP's and to build on the partnership with the LEA to identify young people at risk of offending who may require additional educational support. Evidence gathered from the Race Audit on exclusion rates for BME YOS clients will form part of the YOS/ETE Action Plan to address any over representation of black and mixed-race young people in school exclusion and Connexions NEET figures.

The ETE Strategic Group continues to meet on a quarterly basis to monitor performance and report directly to the Chief Executive through the Leicester Federation Children's Board. The YOS will contribute to a BIP funded Behavioural and Educational Support Team during 2005/06. This new multi agency project will be led by the LEA and is aimed at reducing school exclusions in three neighbourhood areas where the YOS can contribute to identifying and preventing offending.

YOS will work with the APEX Trust in 2005/06 to target training provision at difficult to engage 16-17 year olds at risk of re-offending through the 'Stepping Stone' project. In recognition of poor ETE outcomes, Leicester YOS has been identified by the YJB Regional Manager to receive additional support in delivering employment mentoring and training in partnership with the Princes Trust.

**Data:**

<b>KPI:</b> Ensure that 90% of young offenders supervised by YOTs are in full-time education, training or employment			
<b>KPI: 04/05 actual and % against target</b>	<b>309/632 = 49.0%</b>	<b>EPQA: 03 rating</b>	<b>1</b>
<b>KPI: 05/06 target</b>	<b>90%</b>	<b>(Self validation) EPQA: 05 result</b>	<b>1</b>

**Action plan: ETE**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Reconvene YOS/ETE Strategic Group for 2005/06 and endorse the ETE Action Plan	Paul Livock, Service Director, Student Support Service	Meets termly 2005/6	Lack of consistent attendance by Strategic partners	LEA BIP, RALAC, BEST Plan, CPA, LFCS Plan



	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Performance and quality systems	Implement YOS ETE Performance Action Plan and EPQA Improvement Plan and monitor activity to increase ETE engagement	David Thrussell, Deputy Head of YOS	EPQA Improvement Plan and YOS/ETE Action Plan to be reviewed Oct 2005	Key staff to service delivery are not replaced or recruited. LEA high exclusion levels	BIP, RALAC, BEST, APA, LFCS Plan, Connexions and LSC Plans, YOS Race Audit Plan
	Provide briefing session for YOS ETE staff on performance and EPQA improvement plan for ETE	David Thrussell, Deputy Head of YOS  Feroza Ladd, Community Supervision Team Manager	September 2005	None identified	ETE KPI, ETE EPQA Action Plan
Resources	Secure additional funding for YOS/ETE Project lead officer / champion	Paul Livock, Student Support Service Director  Rosemary Beard, Chief Executive, Connexions Leicester Shire  David Thrussell, Deputy Head of YOS	July 2005	No additional funding secured – Operational Managers to cover	ETE KPI Performance for 2005/06
	Reconfiguring role of replacement YOS Education Worker to meet changing needs of YOS	Paul Livock, Student Support Service Director Shaun Whittingham, Deputy Head of Student Support Service	July 2005	No replacement teacher recruited before Oct 2005	ETE KPI

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
	Review of YOS / Education Protocol	Shaun Whittingham, Deputy Head of Student Support Service  David Thrussell, Deputy Head of YOS	October 2005	Work not undertaken or delayed	LEA Behaviour Support Plan,  ETE KPI
People and organisation	ETE skills audit to be conducted with YOS ETE staff and training provided as required	Feroza Ladd, Team Manager	July 2005	Lack of key skills identified	YOS Training Plan
Partnership working	Increase use of voluntary sector training provision through YMCA	David Thrussell, Deputy Head of YOS  Paul Brown, Chief Executive YMCA	Ongoing 2005	Lack of referrals from YOS workers	YMCA Business Plan. Connexions Business Plan
	Extend partnership with APEX Trust to deliver training to 16-17 year olds through 'Stepping Stone' project	David Thrussell, Deputy Head of YOS  Bianca Holman, Team Manager, APEX	June 2005	Training provision not matching young peoples needs	LSC Business Plan  Connexions Business Plan
	Develop closer working relationship with LSC to deliver joint targets	David Thrussell, Deputy Head of YOS	Ongoing 2005	Limited funding opportunities identified for new projects	LSC Business Plan. Connexions Business Plan

Action	Lead	Deadline	Risks	Links to Plans / Performance Measures
Establish Princes Trust mentoring project	David Thrussell, Deputy Head of YOS  Gary Oscroft, Regional Manager, Youth Justice Board  Regional Monitors, Youth Justice Board	September 2005	YJB Funding not forthcoming	ETE KPI  ETE EPQA
Promote PLUS strategy within YOS	David Thrussell, Deputy Head of YOS  Emma Southern, Basic Skills Tutor, Leicestershire YOS	September 2005	PLUS Strategy funding ends 2006	ETE KPI  ETE EPQA
Re-engage PAYP in delivery of prevention activities for targeted young people	David Thrussell, Deputy Head of YOS  Rita Chohan, PAYP Co-ordinator	September 2005	PAYP Funding ends 2006	ETE KPI  ETE EPQA

**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

**Overview:** including review of the past year, performance against KPIs and highlights of plans for the coming year:

The YOS has performed well against the target achieving 74% of assessments completed within 5 working days and 100% entering treatment within 10 working days. All appointments for assessment have been offered within 5 days following screening, and attrition has been the prime factor in the failure to meet the assessment target. The YOS has made a clear distinction between ASSET screening / assessment processes. The YJB screening tool has been successfully implemented, supported by the DART network Tier 1 and 2 training, and the substance misuse INSET for YOS practitioners.

The Deputy Chief Executive, chairs both the YOS and the DAAT Management Boards. The Head of the YOS is a member of the DAAT and the Young Peoples Commissioning Subgroup, which has successfully managed a pooled budget for young people's services for 3 years. This includes the YJB ring-fenced substance misuse funding. The DAT co-ordinator is also a member of YOMB.

The YOS is also represented at operational level within the DAAT, and the Enhanced Supervision team manager attends the DART (Drug and Alcohol Response Team), and holds a functional responsibility within the YOS for substance misuse, as well as managing the newly formed RAP team. The YOS employs 3 FTE substance misuse workers, one of whom is 0.5 funded by the DAAT, and who holds a wider brief to consider alcohol issues related to offending. The YOS will be represented also on the alcohol strategy sub group of the CDRP, Violent Crime Thematic Group.

The introduction of the RAP Scheme in January 2005 has provided an additional intensive programme, which has offered services to 16 young people on licence and voluntary support after the licence expiry in the first quarter of 2005. The scheme has already attracted attention both locally and nationally as providing an innovative, yet challenging programme for problematic substance users. The scheme offers access to a pilot peer education project delivered jointly with a voluntary sector partner, LCPT. This will be delivered by RAP in 2005 to educate young people about substance use and provide them with the tools to share that information with their peer groups and communities.

**Data:**

<b>KPI: Ensure all young people are screened for substance misuse, that those with identified needs receive most appropriate specialist assessment within 5 working days and following the assessment access the early intervention and treatment services they require within 10 working days.</b>					
<b>KPI: 04/05 actual and % against target (Assessment)</b>	<b>467/ 605 = 77.2%</b>	<b>KPI: 04/05 actual and % against target (specialist assessment)</b>	<b>132/ 179 = 74.0%</b>	<b>KPI: 04/05 actual and % against target (early access to intervention)</b>	<b>104 104 = 100%</b>
<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>

**Action plan: Substance misuse**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	YOS to contribute to development of local multi-agency alcohol strategy for young people	Mary Campagnac, Head of YOS Laurence Jones, Enhanced Supervision Team	By March 2006	Not feasible in timescales	DAAT Plan, CDRP, Substance Misuse KPI
Performance and quality systems	Meet KPI Assessment target over 2005/06	Laurence Jones, Enhanced Supervision Team Manager YOS Substance Misuse Workers	October 2005	KPI not met	DAAT Plan, CDRP, Substance Misuse KPI
	Review YOS substance misuse services using Key Indicators of Quality Framework	Laurence Jones, Enhanced Supervision Team Manager YOS Substance Misuse Workers Young Persons Commissioning Subgroup	December 2005	Workload Pressures	EPQA, NSF, CAMHS Delivery Plan
Resources	Identify and purchase additional and improved premises for the delivery of therapeutic work to improve outcomes and reduce attrition rates	Laurence Jones, Enhanced Supervision Team Manager Mary Campagnac, Head of YOS	March 2006	YJB refusal to allow roll-over	Link to specialist assessment KPI

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
People and organisation	Training for new staff and refresher training provided and INSET training	Laurence Jones, Enhanced Supervision Team Manager Chris Bolas, East Midlands HR and Learning Adviser	Two events by March 2006	Staff absence / retention, availability of trainers	EPQA, NSF / Choosing Health, DAAT Plan, Children's Services Plan
Partnership working	Multi-agency seminar on alcohol misuse by young people	DAAT (Young People's Commissioning Subgroup) Mary Campagnac, Head of YOS Laurence Jones, Enhanced Supervision Team Manager	March 2006	Funding not available	NSF / Choosing Health, National Alcohol Strategy, Substance Misuse KPI, DAAT Plan

## SUPPORT ACCESS TO MENTAL HEALTH SERVICES

### **Overview:** including review of the past year, performance against KPIs and highlights of plans for the coming year:

Over the past two years there have been a number of issues in relation to the CAMHS model within the YOS. As the YJB is aware, the reduction and subsequent withdrawal of CAMHS services to both the City and County YOS has been a major problem over the last year. It is therefore positive to note the significant developments that have taken place over the last six months. Constructive meetings between the PCTs, the two YOS and the Leicester Partnership Trust (LPT), as providers of CAMHS services have resulted in the agreement and signing off of a new service specification, the successful recruitment of one CPN with a further 0.5 post currently advertised. These two practitioners, when in post, will act as a gateway to the wider CAMHS service including access to psychiatric and psychologist services. In the meantime, the CAMHS psychiatrist is providing a fortnightly clinic to the YOS for treatment and advice on the most complex cases known to the YOS and Looked After Service.

However these earlier difficulties have, not unexpectedly, impacted on the YOS performance in 2004. As means of providing some mental health assessments the YOS has been able to recruit a temporary mental health worker who has been instrumental in partially meeting the performance measures. The YOS and CAMHS service are confident that good progress will be made in 2005 to improve outcomes in this crucial area for children and young people. A further positive development has been the agreement by the LPT to be represented on YOMB.

An exciting new development between the PCTs, with Public Health taking the lead, and the two YOS will be a pilot project to assess the physical and sexual health needs of young people which will be funded partly through the YJB general grant and CAMHS underspends. Subject to a positive evaluation it is hoped that the PCTs may be able to consider this as an additional health contribution to the YOS.

### **Data:**

**KPI:** Ensure that all (100%) young people, who are assessed by ASSET (and the Mental Health Assessment Tool) as manifesting:

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

<b>KPI: 04/05 actual and % against target (Acute)</b>	<b>1/1 = 100%</b>	<b>KPI: 04/05 actual and % against target (non-acute)</b>	<b>49 / 74 = 66.2%</b>
<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>

**Action plan: Mental health**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	YOS represented at Strategic level within CAMHS and PCT Management frameworks	Mary Campagnac, Head of YOS Mel Thwaites, Child Health Strategy Manager, Leicester City West PCT	Ongoing	Difficulties in identifying the appropriate health forum in which to highlight YOS issues	CAMHS, NSF, YJ Plan, Mental Health KPI
Performance and quality systems	Monitoring of referrals / assessments within the required timescales	Laurence Jones, Enhanced Supervision Team Manager Cate Simmons, Service Manager, CAMHS	Quarterly from September 2005	None identified	CAMHS, NSF, YJ Plan, Mental Health KPI
	Staff training to identify ASSET physical health issues	Laurence Jones, Enhanced Supervision Team Manager YOS Physical Health Worker (once recruited)	From September 2005	Physical Health Worker not recruited	NSF, Choosing Health
Resources	Identify and secure additional resources to take forward physical health project	Mary Campagnac, Head of YOS Laurence Jones, Enhanced Supervision Team Manager Mel Thwaites, Child Health Strategy Manager	March 2006	Resources not identified	CAMHS, NSF, YJ Plan, Mental Health KPI



	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
People and organisation	Appropriate staff to receive mental health INSET and other training	Laurence Jones, Enhanced Supervision Team Manager, Chris Bolas, EM Region HR and Learning Adviser	One event to run prior to 31 March 2006	Retention Staff absence Availability of trainers	CAMHS, NSF, Mental Health KPI
Partnership working	Monthly meeting between middle management and clinicians in YOS and CAMHS to consolidate and strengthen partnership working	Laurence Jones, Operational Manager D. Davis, Head of Nursing	1st June 2005	Group fails to meet Relevant parties fail to attend Difficulties in resolving differences.	Link to all mental health KPIs PCT/ CAMHS service plans
	Countywide strategic group to monitor, oversee and review performance and services commissioned by PCTs and YOS	Clare Cunningham-Hill, Director of Specialist Mental Health Services, LPT Mel Thwaites, Child Health Strategy Manager Mary Campagnac, Head of YOS Phil Hawkins, Head of Youth Justice and Safer Communities	By October 2005	Group fails to meet	NSF, Choosing Health, Mental Health KPI

**SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

**Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:**

The YOS has been consistently successful in fully achieving this KPI target. Leicester YOS has forged constructive partnerships with a range of providers for young people in addition to having a well-established remand fostering scheme that it directly manages. This includes a cool-off bed which can be used to avoid inappropriate referrals to the Local Authority accommodation and also give families temporary respite. The YOS has an experienced named Accommodation Officer at Senior Practitioner level reflecting the importance attached to this service. Together with the Team Manager, with functional responsibility for accommodation, they have raised the profile of young offenders needs for stable accommodation to reduce the risks of reoffending, particularly following release from custody. The YOS is represented on the Supporting People Core Strategy Development Group and the Young People’s housing forum.

The partnerships include the Housing Department, Supporting People, voluntary sector provision, and increasingly with the YMCA. This latter organisation provides bail beds with an individually tailored support package around education and leisure. The ISSP has also negotiated a ring-fenced additional bed. The YMCA is also looking to develop its own bail support programme complementary to the YOS and is opening new move-on accommodation, which will be available to YOS young people. The YOS has recently contributed to the successful Fostering inspection.

The YOS places a high priority in working with parents and carers to prevent family breakdown. The specific needs of young care leavers are jointly addressed with colleagues in the 16+ team. The Parenting Co-ordinator and the family ISSP advocate take the lead in supporting prolific and priority offenders and young people demonstrating anti-social behaviour. The Leicester Federation recognises the importance of stable accommodation for vulnerable young people illustrated by the inclusion of Housing on the YOMB.

**Data:**

<b>KPI:</b> Ensure that all <b>(100%)</b> YOTs have a named accommodation officer and all (100%) of young people either subject to final warnings supported by an intervention, relevant community-based penalties and custodial sentences have on completion got suitable accommodation to go to.			
<b>KPI: 04/05 actual and % against target (named officer, Bhavin Pathak)</b>	<b>100%</b>	<b>KPI: 04/05 actual and % against target (suitable accommodation)</b>	<b>689 /689= 100%</b>
<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>

**Action plan: Accommodation**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Ensure that a proportion of floating support is allocated to young offenders aged 16-18	David Thrussell, Deputy Head of YOS Denise Steadman, Manager, Supporting People	Ongoing 2005	Young people failed to be prioritised within floating support service	Supporting People Strategy, Intensive Supervision / Accommodation / Substance Misuse / Mental Health / Resettlement KPIs, Community Cohesion Plan, POPO Strategy
Performance and quality systems	Monitor the take up rate of YMCA accommodation provision. Monitor the reoffending rates of young people placed in YMCA accommodation provision	Paul Brown, Chief Executive, YMCA Gerry Moloney, Courts Team Manager	December 2005	Lack of / insufficient data made available	YMCA Business Plan, Remand / Accommodation / Resettlement KPIs, Children's Services Plan
Resources	Evidence and highlight the need for direct access housing provision within the Children's Federation young people's Housing Subgroup	Gerry Moloney, Operational Manager Pat Hobbs, Service Director, Housing Management and Hostels	December 2005	No suitable direct access provision.	Supporting People plan, Housing business plan, Children's Services plan and the Preventative Strategy
People and organisation	Training for YOS staff and Foster Carers in managing challenging behaviour	Bhavin Pathak, YOS Accommodation Officer	December 2005	None identified	Fostering business plan, Remand / Accommodation / Resettlement / Mental Health / Substance Misuse KPIs

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Partnership working	Jointly deliver seminar on resettlement and needs of homeless young people	Pat Hobbs, Housing Department Bhavin Pathak, YOS Accommodation Officer Steve Bond, Service Manager, 16+ Team Paul Brown, Chief Executive, YMCA	December 2005	Funding not identified	Remand / Accommodation / Resettlement / Mental Health / Substance Misuse KPIs

## SUPPORT RESETTLEMENT INTO THE COMMUNITY

### **Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:**

This is a new KPI which has no targets at this stage.

The National Standards audit completed in the final quarter of 2004 showed some areas for action. 45% of young people did not receive the expected level of contact whilst in custody and 25% were not seen to National Standards level during the 12 weeks following release. However a specific positive finding was that all young people were seen on the day of their release by a YOS officer. Reasons for the poor level of contact whilst in custody included the geographic distance of secure establishments from the YOS and also access difficulties experienced by YOS staff within National Standards timescales.

During the past year post custody referrals to ISSP have remained at a stable number. However the YJB has now set a target of 30% ISSP cases for DTOs. Actions to achieve this target are described in the Intensive Supervision Action Plan.

RAP (Resettlement and Aftercare Project) commenced working with cases in January 2005 and currently work actively with 22 cases in custody and the community. The 2005-06 target is for RAP to work with 50 young people of whom 32 will be custody leavers.

In the coming year the majority of resettlement work will be undertaken by specific officers within an enhanced supervision team, a change from resettlement work being seen as a generic task. It is planned that this will increase the frequency of visits to young people in custody and improve joint working with custodial establishments on joined-up whole sentence planning and risk management. A review of existing practice in relation to community-based DTO boards will also be undertaken and a new model formulated. This is likely to include an independent chair rather than the case manager chairing and increased representation and accountability across the different involved agencies.

**F. ACTION PLAN: RESETTLEMENT**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Seek representation from the Secure Estate on YOMB	Andrew Cozens, Chair of YOMB	October 2005	No representation identified	Prison Service Plan, LCJB Delivery Plan, Resettlement and DTO KPIs
Performance and quality systems	Review impact of new Enhanced Supervision Team on resettlement needs of young offenders	Laurence Jones, Enhanced Supervision Team Manager	November 2005	New procedures fail to improve quality.	Resettlement EPQA (September 2005)
	Tracking of DTO cases to be implemented to identify those eligible for post custody ISSP.	Karen Smallwood, ISSP Manager	June 2005	None identified	ISSP Plan, Intensive Supervision KPI
	Review take up of RAP and monitor outcomes of young people placed on programme	Laurence Jones, Enhanced Supervision Team Manager	Quarterly from September 2005	None identified	Resettlement KPI, Prison Service Business Plan, RAP Plan, POPO Strategy
	Improvement of attendance at boards by 10% on 2004/05 figure	Laurence Jones, Enhanced Supervision Team Manager Louise Cassie, RAP Co-ordinator	March 2006 (reviewed quarterly)	Secure Estate not able to set boards within National Standard timescales. Young people continue to be placed at considerable distance from their home area.	

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Resources	YJB / Prison Service funding for video conferencing secured	Mary Campagnac, Head of YOS Laurence Jones, Enhanced Supervision Team Manager	By March 2006	Funding not identified	Resettlement KPI, Prison Service Business Plan, RAP Plan, POPO Strategy
People and organisation					
Partnership working	Performance of ISSP and RAP reported on to Courts and other stakeholders to combined ISSP / RAP steering group	Karen Smallwood, ISSP Manager Laurence Jones, Enhanced Supervision Team Manager	Six monthly	None identified	Resettlement KPI, RAP / ISSP Plans

## SUPPORT PARENTING INTERVENTIONS

**Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:**

The YOS achieved a 77% parenting intervention rate in Final Warnings and community based penalties in 2005. 93% of parents participating in parenting interventions were satisfied. This improvement can be attributed to the recruitment of a full time parenting coordinator funded via a 2 year fixed term contract after a successful bid to the NRF. The YOS are now in a position to offer a rolling programme of parenting interventions via a group work programme in collaboration with Fun and Families, Social Care & Health, Education, YMCA and a range of other voluntary and private organisations. Services cater for the needs of a range of parents / carers including cultural needs and needs of parents with disabled children. A range of staff have been trained in delivering parenting group work and all parents who participate in a parenting group are provided with a feedback questionnaire. The parenting coordinator also undertakes one to one sessions with parents assessed as not suitable or not able to attend group work provisions.

The parenting coordinator and her respective line manager have taken the lead in forming a city wide Parenting Forum bringing together a range of statutory, voluntary and private agencies offering parenting provisions in the city, to network and coordinate the provisions more effectively. Although this has started successfully the forum now needs to be coordinated from within the more widely representative Leicester Children's Strategic Partnership.

The YOS achieved a score 2 in the 2005 EPQA parenting audit. Plans for the coming year will be to expand the Parenting Forum and identify appropriate management oversight from the Leicester Federation. The YOS will seek to forge closer links with the Antisocial Behaviour Unit to establish an integrated strategy to coordinate the work of the YOS and the ASBU in relation to Parenting Support interventions.

**Data:**

<b>KPI:</b> Ensure that <b>10%</b> of young people with final warnings supported by an intervention and community-based penalties receive a parenting intervention and <b>75%</b> of parents participating in parenting interventions are satisfied.					
<b>KPI: 04/05 actual and % against target (Interventions)</b>	<b>337/440= 76.6%</b>	<b>KPI: 04/05 actual and % against target (Satisfaction)</b>	<b>192/207= 93%</b>	<b>EPQA: 04 rating</b>	<b>1</b>
<b>KPI: 05/06 target</b>	<b>10%</b>	<b>KPI: 05/06 target</b>	<b>75%</b>	<b>EPQA: 05 result (Self validation)</b>	<b>2</b>



**Action plan: Parenting**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	Identify a management lead from the Leicester Federation to chair the parenting forum	David Thrussell, Deputy Head of YOS Louise Goll, Service Director for LFCS	October 2005	No management lead identified	Preventative Strategy, Parenting KPI/EPQA, parenting strategy, LFCS business plan
	YOS to establish protocols with ASBU in respect of Parenting Support interventions	Kaushika Patel, Early Intervention Team Manager David Thrussell, Deputy Head of YOS	December 2005	Lack of engagement by strategic partners	CDRP strategy, Children's Services plan, Housing business plan.
Performance and quality systems	Implement findings from 2005 EPQA improvement plan	Kaushika Patel, Early Intervention Team Manager Heather Cunningham, Parenting Co-ordinator	October 2005		EPQA Framework
Resources	Identify a range of parenting interventions to ensure best use of resources	Kaushika Patel, Early Intervention Team Manager	October 2005	Inappropriate referrals to YOS as a result of lack of parenting provision in the city	Bridges, Children's Services Plan, NSF, (MC TO CHECK), Children's Fund business plan, Preventative strategy
	Identify funding to mainstream YOS parenting co-ordinator	Mary Campagnac, Head of YOS Kaushika Patel, Early Intervention Team Manager	December 2005	No funds identified	Children's Services plan, Preventative strategy, Children's Fund business plan, Parenting KPI
People and organisation					

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Partnership working	YOS to deliver a presentation to the multi-agency Leicester Children's Strategic Partnership on Parenting provision and support	Kaushika Patel, Early Intervention Team Manager Heather Cunningham, Parenting Co-ordinator	October 2005	Competing priorities	As above.

**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

**Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:**

The YOS exceeded the Restorative Justice target with 82% of victims being offered an opportunity to participate in a restorative process and 100% of victims satisfied. This significant improvement can be attributed to the innovative partnerships between the YOS and Victim Support who have seconded a victim liaison officer to the YOS. There has been a large amount of training in restorative justice in key service areas, and the provision of restorative justice and victim services have been reconfigured to provide an enhanced service.

An additional 3.5 Reparation workers have been recruited to enhance the provision of services. This addition in staffing has enabled the YOS to increase the number of reparation placements it offers from 25 to 65, and provide a range of culturally appropriate placements such as at the Leicester Sikh Centre and a local football team that caters for black youth within a particular high crime area. In addition to these successful placements the reparation team is working closely with Connexions, YMCA, Police and Leicester City Council to identify suitable opportunities for community payback. The YOS Reparation staff have also successfully increased the number of reparation volunteers from 11 to 26 and further recruitment is planned for late 2005.

The YOS has worked closely with Leicester Mediation Service who are represented on YOMB. In addition LMS are working closely with the YOS groupwork coordinator on a series of sessions aimed at prolific robbery and domestic burglary offenders. The YOS has been successful in working collaboratively with the Leicester Youth Justice Centre in extending reparation opportunities for young offenders at weekends.

The YOS has identified the need to expand services to all victims of crime and particularly focus on building closer links with corporate victims. The YOS will continue to work in close collaboration with the Probation Victim Contact Team to develop Restorative Justice programmes to ensure that victims continue to receive an excellent service.

**Data:**

<b>KPI:</b> Ensure that <b>75%</b> of victims of all youth crime referred to YOTs are offered the opportunity to participate in a restorative process and <b>75%</b> of victims participating are satisfied.			
<b>KPI: 04/05 actual and % against target (intervention)</b>	<b>158/192= 82.3%</b>	<b>KPI: 04/05 actual and % against target (satisfaction)</b>	<b>45/45= 100%</b>
<b>KPI: 05/06 target</b>	<b>75%</b>	<b>KPI: 05/06 target</b>	<b>75%</b>

**Action plan: Restorative Justice**

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Governance and leadership	To promote at strategic level the YOS contribution to ensuring the centrality of victims in its work to increase confidence in the Youth Justice system	Mary Campagnac, Head of YOS David Thrussell, Deputy Head of YOS	Ongoing	None identified	Restorative Justice KPI
Performance and quality systems	YOS evaluation of restorative justice activity to be undertaken prior to EPQA audit	Kaushika Patel, Early Intervention Team Manager David Thrussell, Deputy Head of YOS	October 2005	Evaluation indicated ineffective performance	Victim Charter, Probation Business Plan, RJ KPI
Resources	Identify alternative funding streams for NRF funded posts	Kaushika Patel, Early Intervention Team Manager Mary Campagnac, Head of YOS	November 2005	No funds identified	LCJB, CDRP
	YOS to seek resources to contribute RJ activity appropriately to reduce Anti-Social Behaviour in local neighbourhoods	David Thrussell, Deputy Head of YOS Kaushika Patel, Early Intervention Team Manager	October 2005	No funds identified	CDRP, LCJB, Local Prevention Strategy, Restorative Justice KPI, Community Cohesion Plan
People and organisation	YOS to recruit additional Reparation volunteers	Kaushika Patel, Early Intervention Team Manager Rajesh Thanki, Reparation Co-ordinator	October 2005	None identified	RJ KPI

	<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Risks</b>	<b>Links to Plans / Performance Measures</b>
Partnership working	To devise a programme with Victim Support to work with young victims	Kaushika Patel, Early Intervention Team Manager Colin Baggott, Victim Support	December 2005		Victim Support business plan, Preventative strategy
	Identify opportunities for Council departments to contribute to providing suitable reparation opportunities for young offenders	David Thrussell, Deputy Head of YOS	October 2005	Lack of engagement, Health and Safety issues	S.17 Crime and Disorder Act 1998, Preventative Strategy, Community Plan



## ENSURE EQUAL TREATMENT REGARDLESS OF RACE

### **Overview: including highlights of action plan attached as annex to this plan.**

Leicester City Council has Beacon status for Race Equality and the YOS is active in promoting equal treatment and access for BME young people. The YOS continues to attach high importance to the diversity of its staff compliment and promoting equal treatment for staff and young people as enshrined in the YOS Mission Statement. The YOS will undertake an Equality Impact Assessment of all of its services during 2005/06 as part of its contribution towards the Local Authority equality strategy. YOS staff are able to attend a city wide Black Workers Group to promote professional development and wider BME issues. The YOS staff group are representative of the diverse communities within Leicester City at both operational and managerial levels. A number of stakeholder events were held during 2004/05 promoting volunteer, staff and young peoples participation. The YOS have a number of services that are structured to meet BME specific needs e.g. BME parents support group delivered in partnership with YMCA and YOS reparation opportunities located within BME communities. The YOS have re-established a Black Cases Panel chaired by an Operational Manager to scrutinise PSR's and the delivery of YOS services to BME clients.

A second annual YOS staff conference was held in November 2004 to raise awareness of Race and Equality issues and highlight the importance of the Race Audit Action Plan. The majority of YOS staff were involved in workshops/discussion groups utilising the YJB Race Audit and Action Planning toolkit. The profile and importance of the Race Audit was emphasised by the attendance of the YOMB Chair and Lorna Whyte as a guest speaker from the YJB.

A Race Audit Working Group was established in January 2005 from staff who identified an interest in developing the Race Audit Action Plan. The Race Audit Working Group is chaired by the YOS Service Manager and has staff representation from all areas of YOS activity. The group is representative of the ethnic and gender composition within the workforce and has co-opted the City Council Race and Equality Officer to provide scrutiny and advice and to ensure the YOS Action Plan sits within a corporate strategic framework.

A briefing paper was prepared for the YOMB in March 2005 to raise awareness of the YOS Race Audit requirements, highlight findings from the initial YOS audit and identify strategic partners policies in respect of race action plans. Strategic partners Race and Diversity plans were collated in March-April 2005 and circulated to the YOS Working Group for consultation prior to completion of the YOS Race Audit. The Draft YOS Race Audit Action Plan was provided to YOMB in May 2005 for comments and amendments prior to the final submission of the Race Audit Action Plan in June 2005.

The EPQA exercise completed in April 2005 identified a number of areas of positive practice for BME children and young people through parenting support, BME adapted programmes, use of translators in the delivery of early interventions and Final Warnings. There remain concerns about the high levels of school exclusions of BME/YOS clients and the generally low levels of ETE engagement by all YOS clients. This issue continues to be a priority area for improvement and will be monitored by the YOS/ETE Strategic Group established by the Chief Executive and reporting to the Leicester Federation and YOMB.

The Leicester City YOS Race Audit revealed a complex picture with white young people statistically over-represented in all areas of activity, Asian young people statistically under-represented in many areas and black and mixed-race young people over-represented in YOS activities. Due to the complexity of the issues and the changing patterns of some profiles in the current year compared with the audit period, a decision was made by the YOS and endorsed by the YOMB to focus efforts primarily on improving the quality of data during the first year's Race Action Plan. A small number of core activities have been agreed for closer scrutiny of decision making around BME representation, reflecting priority areas for improvement within the YOS. These include pre-court decisions, bail supervision and support, Remand decisions and custodial sentences. These are key areas of YOS activity have over-representation of black young people and will be monitored more rigorously in 2005/06 with a view to sharing data with criminal justice agency partners. The remaining areas of activity in the 2005/06 Race Action Plan relate to internal procedures and involve the establishment of a YOS Black Cases Forum to extend scrutiny from PSRs to all court reports and the involvement of all YOS staff in an Equality Impact Assessment reviewing all YOS service provision. The findings of the EIA will be used to inform future YOS Race Action Plans and will be strategically supported through the YOMB.

**G. REVIEW AND APPROVAL**

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**Table B: Signature of approval**

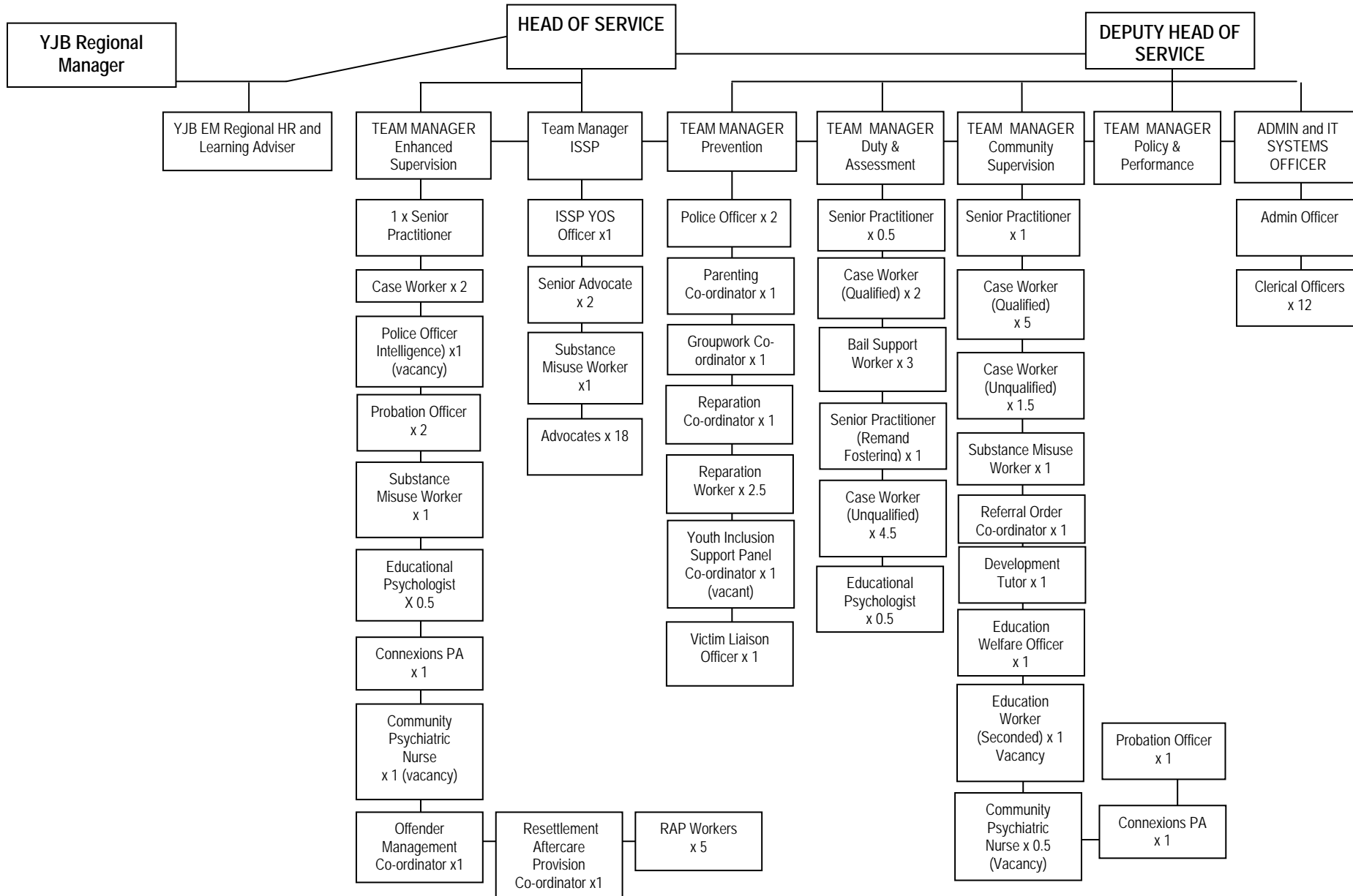
	<b>Name Of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
<b>Chief Executive Of The Local Authority</b>	<b>Rodney Green</b>		
<b>Education Department (Interim Director)</b>	<b>Andrew Cozens</b>		
<b>Health Service (ELPCT)</b>	<b>Carolyn Clifton</b>		
<b>Health Service (LCWPCT)</b>	<b>Rob McMahon</b>		
<b>Police Service</b>	<b>Matt Baggott</b>		
<b>Probation Service</b>	<b>Heather Munro</b>		
<b>Social Care and Health</b>	<b>Andrew Cozens</b>		
<b>Connexions Leicester Shire</b>	<b>Rosemary Beard</b>		

**Table C: Schedule for review of plan:**

<b>Review date</b>	<b>Reviewer</b>	<b>Next steps</b>
October 2005	Head of YOS	
November 2005	Young Offenders Management Board	
January 2006	Head of YOS	
February 2006	Young Offenders Management Board	
May 2006	Head of YOS	
June 2006	Young Offenders Management Board	



**APPENDIX A: ORGANISATIONAL CHART**



## APPENDIX B: PERFORMANCE MEASURES

### KPIs

Below please provide historical data against the KPIs associated with the themes. Those areas with an \* are subject to local negotiation with regional managers.

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
<b>Preventing offending and minimising the use of custody</b>					
<b>Prevent offending*</b> At least 200 young people are identified and targeted for support each year <b>New Target for 05/06:</b> Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring				773  957	200  New local target, Reduction of 2%
<b>Intervene early:</b> Ensure that proportion of final warnings supported by interventions remains constant at 80%	78.1%	61.6%	70.0%	81.7%	80.0%
<b>Provide intensive supervision in the community</b>					
<b>Reduce the use of custody*</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%:	53.0%	48.7%	34.7%	46.5%	30.0%
Reduce the number of custodial sentences as proportion of all court disposals to 6% (Locally agreed target)	11.0%	7.9%	6.8%	6.4%	6.0%

Theme and Measure	Baseline	2004 Outturn	2005 Outturn	Estimated Outturn	2005/06 Target
<b>Reduce re-offending*</b> By Dec 2004 achieve a 5% reduction based on 2000 cohort compared with 2001 after 24 months In Dec 2005 achieve a reduction of 5% based on 2001 cohort compared with 2002 after 24 months	<b>2000 Cohort % reoffending after 24 months</b>	<b>2001 cohort % reoffending after 24 Months</b>	<b>2002 cohort % reoffending after 24 months</b>	<b>2003 cohort % reoffending after 24 months</b>	<b>2004/5 cohort (number Oct / Dec)</b>
Pre-court	33.9%	31.4%	32.4%	32.2%	Reduction of 5%
First tier penalties	65.4%	57.6%	64.9%	62.1%	Reduction of 5%
Community penalties	81.1%	87.0%	76.1%	77.1%	Reduction of 5%
Custody	77.7%	83.3%	66.7%	73.8%	Reduction of 5%
Theme and Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004/05 Outturn	2005/06 Target
<b>Ensure the swift administration of justice:</b> Ensure that 90% of pre-sentence reports are submitted within <b>10 days for PYOs</b>	97.8%	97.0%	97.6%	99.0%	90.0%
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	98.0%	97.4%	97.6%	99.0%	90.0%
<b>Achieving improved outcomes for children and young people who offend</b>					
Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
<b>Ensure effective and rigorous assessment, planning and supervision</b> Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>assessment</b> stage	54.0%	90.7%	90.0%	97.0%	100.0%

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Ensure that 100% of assessments <b>community disposals</b> are completed at <b>closure</b> stage	69.0%	97.7%	100.0%	100.0%	100.0%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage	63.0%	93.0%	94.5%	100.0%	100.0%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage	n/a	85.5%	100.0%	100.0%	100.0%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage	75.0%	98.6%	100.0%	100.0%	100.0%
Ensure that all <b>initial training plans</b> are drawn up within <b>10</b> working days of sentences being passed	46.0%	90.4%	85.5%	91.0%	100.0%
<b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	69.0%	60.9%	52.0%	49.0%	90.0%
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse				77.2%	100.0%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days				74.0%	100.0%
Ensure that all young people access the early intervention and treatment services they require within 10 working days				100.0%	100.0%
<b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> difficulties to be referred by YOTs to the 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 based on this assessment	100.0%	100.0%	100.0%	100.0%	100.0%

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Ensure that all young people who are assessed by ASSET as manifesting <b>non-acute mental health concerns</b> to be referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	100.0%	100.0%	91.1%	66.2%	100.0%
<b>Support access to appropriate accommodation</b> Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to			94.7%	100.0%	100.0%
<b>Support resettlement into the community</b>					
<b>Support parenting interventions</b> Ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention				76.6%	10.0%
Ensure that 75 % of parents participating in a parenting intervention are satisfied				93.0%	75.0%
<b>Provide effective restorative justice services:</b> Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process				82.3%	75.0%
Ensure that 75% of victims are satisfied				100.0%	75.0%
<b>Ensure equal treatment regardless of race</b> All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year					See Race Action Plan (Appendix)

## EPQA

Theme and measure	Initial score	Predicted score	Actual score
<b>Preventing offending and minimising the use of custody</b>			
<b>Prevention:</b> post 07			
<b>Early intervention:</b> Final warning interventions	<b>2</b>	<b>2</b>	<b>Awaited</b>
<b>Intensive supervision:</b> ISSP post 07			
<b>Managing demand for custody: Remand management</b> 05 – 07 or 06 – 08			
<b>Swift administration of justice:</b> post 07			
<b>Achieving improved outcomes for children and young people who offend</b>			
<b>Restorative justice and victims</b>			
<b>Race</b>			
<b>Recidivism (n/a)</b>			
<b>Assessment, planning interventions and supervision</b>	<b>2</b>	<b>2</b>	<b>Awaited</b>
<b>Education, training and employment</b>	<b>1</b>	<b>1</b>	<b>Awaited</b>
<b>Substance misuse:</b> 05 – 07 or 06 – 08			
<b>Mental health:</b> 05 – 07 or 06 – 08			
<b>Accommodation (n/a)</b>			
<b>Resettlement:</b> 05 – 07			
<b>Parenting</b>	<b>2</b>	<b>2</b>	<b>Awaited</b>

**Appendix C: Race Audit Action Plan**

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<b>Issue 1</b>	BME young people over-represented in Court population whilst under-represented in pre-court disposals
<b>Actions</b>	The YOS to monitor ethnicity and outcomes of first-time entrants to criminal justice system

<b>Issue 2</b>	No quality assurance system to review PSR's for BME specific issues
<b>Actions</b>	All BME PSR's to be scrutinised by Black Cases Panel in addition to Gatekeeping process. Data to be monitored on BME proposals and outcomes for period October – December 2005 Random Sampling of BME PSR's to be conducted in October 2005 Initial findings to be reported to YOMB to consider where further action necessary

<b>Issue 3</b>	Increased use of remands for BME young people for 2004/05
<b>Actions</b>	YOS to monitor remand decisions for BME young people for period October – December 2005 YOS to monitor sentence outcome decisions for BME young people from October – December 2005

<b>Issue 4</b>	Low use of BSS compared to increased rates of remand for BME young people
<b>Actions</b>	All BME BSS packages to be scrutinised by Black Cases Pane YOS to audit BSS accommodation provision and address BME needs

<b>Issue 5</b>	Variable understanding by YOS staff of race equality policies and procedures
<b>Actions</b>	<p>YOS to conduct full Equality Impact Assessment</p> <p>YOS to conduct full staff survey using race audit questionnaire and plan BME awareness event</p> <p>Race awareness training for YOS staff to be identified in consultation with YJB Regional Training advisor</p> <p>YOS to re-launch diversity and equality policies and to attend Departmental Race Equality Sub-Group</p> <p>YOS to promote awareness of BME issues through LCJB Fair Treatment group</p>

<b>Issue 6</b>	BME over representation in DTO population.
<b>Actions</b>	<p>Conduct offence analysis of BME young people receiving DTOs from October – December 2005</p> <p>Inform Court user and YOS / Court Steering Group / YOMB of DTO analysis and findings.</p>



**APPENDIX D: GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

<b>Acronym / Abbreviation</b>	<b>In Full</b>	<b>Acronym / Abbreviation</b>	<b>In Full</b>
ACPC	Area Child Protection Committee	HO	Home Office
ACPO	Association of Chief Police Officers	HR&L	Human Resources and Learning
APA	Annual Performance Assessment	INSET	In Service Training
APIS	Assessment	IRT	Identification, Referral and Tracking
ASBO	Anti Social Behaviour Order	ISSP	Intensive Supervision and Surveillance Programme
ASBU	Antisocial Behaviour Unit	JAR	Joint Area Review
ASSET	Assessment Tool for YOS	KPI	Key Performance Indicator
BCU	Basic Command Unit	LAA	Local Area Agreement
BEST	Behavioural Educational Support Team	LAC	Looked After Children
BIP	Behaviour Improvement Programme	LCC	Leicester City Council
BME	Black and Minority Ethnic	LCF	Leicester Children's Fund
BSSP	Bail Supervision and Support Programme	LCJB	Local Criminal Justice Board
CAF	Common Assessment Framework	LCPT	Leicester Community Projects Trust
CAMHS	Child and Adolescent Mental Health Service	LCSP	Leicester Children's Strategic Partnership
CDRP	Crime and Disorder Reduction Partnership	LEA	Local Education Authority
CPA	Comprehensive Performance Assessment	LF	Leicester Federation
CPN	Community Psychiatric Nurse	LID	Learning In Development
CPS	Crown Prosecution Service	LMS	Leicester Mediation Service
DAAT	Drug and Alcohol Action Team	LPT	Leicester Partnership Trust
DART	Drug and Alcohol Response Team	LRPA	Leicestershire and Rutland Probation Area
DipSW	Diploma in Social Work	LSC	Learning and Skills Council
DTO	Detention Training Order	MAPP	Multi Agency Public Protection
ECM	"Every Child Matters"	MAPPOM	Multi-Agency Profile and Other Priority Offender Management
EIA	Equality Impact Assessment	NEET	Not in Education Employment or Training
EPQA	Effective Practice Quality Assurance	NRF	Neighbourhood Renewal Fund
EPUA	Effect Practice Unit Award	NVQ	National Vocational Qualification
ETE	Education, Training and Employment	OLASS	Offender Learning and Skills Service
GP	General Practitioner	PAs	Personal Advisers

<b>Acronym / Abbreviation</b>	<b>In Full</b>
PAYP	Positive Activities for Young People
PCEP	Professional Certificate in Effective Practice
PCT	Primary Care Trust
PNC	Police National Computer
PSR	Pre-Sentence Report
PYO	Persistent Young Offender
RALAC	Raising Achievement of Looked After Children
RAP	Resettlement and Aftercare Programme
SLP	Safer Leicester Partnership
RJ	Restorative Justice
RTLAA	Remand To Local Authority Accommodation
SC&H	Social Care and Health
Xhibit	Crown Court IT System
YAA	Youth Achievement Awards
YIP	Youth Inclusion Programme
YISP	Youth Inclusion Support Panel
YJB	Youth Justice Board
YMCA	Young Men's Christian Association
YOMB	Young Offenders Management Board
YOS	Youth Offending Service