

Leicester
City Council

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

29 January 2001

LEICESTER CITY YOUTH JUSTICE PLAN 2001-02

1. Purpose of Report

The purpose of this report is to present the draft Youth Justice Plan 2001-02 for approval by Cabinet for submission to the Youth Justice Board.

2. Summary

The Crime and Disorder Act 1998, Section 40 requires each local authority to formulate and implement an annual Youth Justice Plan. The plan has to set out how youth justice services in the area are to be provided and funded, and detail the staffing and management arrangements for the Youth Offending Team.

This is the second Leicester City Youth Justice Plan, and it has been produced following the detailed guidance received from the Youth Justice Board. The Plan is divided into 5 sections and its purpose is to:

- i) Provide information on the performance of the Leicester City Youth Offending Team in its first year 2000-01.
- ii) Describe the management, staffing and structural arrangements of the team.
- iii) Set out the objectives and targets for the team in 2001-02.
- iv) Detail the resourcing of the team.
- v) Describe the linkages with other plans relevant to the Youth Justice Plan and overall to demonstrate a best value approach towards achieving its outcomes.

3. Recommendations

Cabinet is asked to approve this Plan for submission to the Youth Justice Board.

The final Youth Justice Plan will be submitted for approval on the 18th January 2001 to the Young Offender Management Board, which is the partner agency management board, responsible for overseeing the work of the Leicester City Youth Offending Team.

The Leicester City Council's Chief Executive and Chief Executives of all the partner agencies are required to sign off the plan prior to its submission to the Youth Justice Board by 31st January 2001.

4. Financial and legal Implications

Section 4 of the Youth Justice Plan details all the financial arrangements for supporting the work of the Youth Offending Team by partner agencies.

The author has identified appropriately the legal considerations arising from this report in paragraph 2 above. (Guy Goodman, Assistant Head of Legal Services ext 7054).

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LEICESTER CITY YOUTH JUSTICE PLAN 2001-02

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LEICESTER CITY YOUTH JUSTICE PLAN

2001/2002

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 Leicestershire Constabulary
 Leicestershire & Rutland Probation Service
 Leicestershire Health
 Leicestershire & Rutland Health Care Trust.

APPROVAL OF THE PLAN (TABLE A)

	NAME OF CHIEF OFFICER	SIGNATURE	DATE
CHIEF EXECUTIVE OF THE LOCAL AUTHORITY	Rodney Green		
DIRECTOR EDUCATION DEPARTMENT	Steven Andrews		
CHIEF EXECUTIVE HEALTH SERVICE	Mike Frogatt		
CHIEF CONSTABLE LEICESTERSHIRE CONSTABULARY	David Wyrko		
CHIEF PROBATION OFFICER PROBATION SERVICE	Tony Raban		
DIRECTOR SOCIAL SERVICES	Andrew Cozens		

LEICESTER CITY YOUTH JUSTICE PLAN 2001-02

INTRODUCTION

The Crime and Disorder Act 1998, Section 40 requires each local authority to formulate and implement an annual Youth Justice Plan. The plan has to set out how youth justice services in the area are to be provided and funded, and detail the staffing and management arrangements for the Youth Offending Team.

This is the second Leicester City Youth Justice Plan, and it has been produced following the detailed guidance received from the Youth Justice Board. The Plan is divided into 5 sections and its purpose is to:

- i) Provide information on the performance of the Leicester City Youth Offending Team in its first year 2000-01.
- ii) Describe the management, staffing and structural arrangements of the team.
- iii) Set out the objectives and targets for the team in 2001-02.
- vi) Detail the resourcing of the team.
- vii) Describe the linkages with other plans relevant to the Youth Justice Plan.

And overall to demonstrate a best value approach towards achieving its outcomes.

The process of completing this plan has involved consultation with a range of individuals and organisations in Leicester. Staff within the Leicester City Youth Offending Team have contributed both to the review of performance and to setting the objectives for the forthcoming year.

- ◆ The management group has individually and as a group provided information and advice.
- ◆ It has been presented to:-
 - Leicester City Youth Offending Team Management Group
 - Leicester City Council.
 - Leicester Partnership against Crime and Disorder
 - Leicester Magistrates Court
 - Leicestershire & Rutland Criminal Justice Strategy Committee
 - HMYOI Onley
 - Leicestershire Mediation Service

A questionnaire to establish levels of satisfaction with services provided is being distributed to all young people, and their parents/carers where appropriate, during the first week of January 2001.

This plan therefore seeks to take account of the advice and comments received during this consultation process.

The Leicester City Youth Offending Team came together in shadow form in November 1999 and was therefore ready to take on its new role and functions in April 2000. It has responded positively to the challenges of implementing the new measures as they came into effect during 2000, and is now well placed to consolidate and build on its performance in the forthcoming year. This is due largely to the commitment, enthusiasm, skills and experience of team managers and staff within the team, and the consistently high level of support of all the partner agencies.

An executive summary of this Youth Justice Plan (once approved by the Youth Justice Board) will be published in March 20001. A copy of the executive summary of the Youth Justice Plan 2000-01 is attached for information for the Youth Justice Board.

NON-DISCRIMINATORY PRACTICE

The Leicester City Youth Offending Team and its management group are committed to ensuring equality of access to services to young people, their families, victims and communities in Leicester. They acknowledge in particular, the cultural diversity of the City's population and they will seek to ensure that this is reflected both within the work force of the team and the composition of the management group.

The Youth Offending Team has produced the following statement to reflect its core values and principles.

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

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

A cross grade multi-disciplinary working group has been established within the team, assisted by the Social Services Race Equality Officer. An action plan has been drawn up to attempt to ensure that services are delivered consistently, fairly and appropriately, and that they are relevant to the cultural and gender needs of service users. Consultation on the action plan will be undertaken by staff with a responsibility to develop culturally and gender appropriate services with Asian, Black and African-Caribbean communities. Work undertaken by this group to date includes:-

- ◆ An audit of relevant organisations and facilities for young people.
- ◆ Distribution of user questionnaire in January 2001.
- ◆ Liaison with local organisations providing activities and facilities for young people from ethnic minority populations.
- ◆ Planning a training event for YOT staff to develop skills in non-discriminatory practice.
- ◆ Researching material for a programme for young offenders convicted of racially aggravated offences.
- ◆ Developing a programme of victim empathy work which includes victims from ethnic minority groups.
- ◆ Liaison with the Black Prisoners' Support Group.
- ◆ Agreeing 2 reparation placements within multi-cultural organisations.

- ◆ Providing advice to staff to improve practice in report writing.
- ◆ Identifying remand placements in relation to cultural and gender needs of young people.
- ◆ Use of the multi-cultural local media.
- ◆ Provision of information on ethnicity and gender to Courts, and the Crime and Disorder Partnership.

The action plan will also consider ways of promoting opportunities for staff development within the team, working together with partner agencies, all of whom have established equal opportunities policies in place. The Youth Offending Team aims to produce its own policy and practice guidelines during the course of 2001.

(ii) Population Of The Youth Offending Team Area – Table 1

Total / Ethnic Classification

ETHNICITY	TOTAL POPULATION	10-17 YEARS POPULATION
White		
British		
Irish		
Any Other White Background		
Total For White	193,502	16,380
Mixed		
White And Black Caribbean		
White And Black African		
White And Asian		
Any Other Mixed Background		
Total For Mixed		
Asian Or Asian British		
Indian	60,297	8,276
Pakistani	2,644	386
Bangladeshi	1,053	218
Any Other Asian Background		
Total For Asian Or Asian British	63,994	8,880
Black Or Black British		
Caribbean		384
African		70
Any Other Black Background		393
Total For Black Or Black British	6,613	847
Chinese Or Other Ethnic Group		
Chinese		84
Other		336
Total Chinese Or Other Ethnic Group	6,384	420
OVERALL TOTAL	270,493	26,527

The above information is provided by the 1991 census – Leicester Profile. Mid Year estimates for 1999 indicates a population 10-17 figure of 32,057. Information is not available in relation to ethnicity breakdown. However, the indications are now that the proportion of Black/Asian and White children and young people is nearer to 50:50.

SECTION ONE

PERFORMANCE MANAGEMENT 2000-01

i) LINKAGES WITH OTHER PLANS

a) The Criminal Justice System Strategic & Business Plans

The Leicestershire and Rutland Criminal Justice Strategy Committee was established in April 2000. It has two principal aims:-

- A) “reducing crime and the fear of crime and their social and economic costs”.
- B) “dispensing justice fairly and efficiently and to promote confidence in the rule of law”.

The group meets quarterly and has responsibility for the local implementation of the strategic and business plans. It has drawn up an action plan which includes the monitoring of performance in reducing delays in dealing with persistent young offenders, race and fair treatment issues, receiving reports from the Crime and Disorder partnerships and the DAT. The Youth Offending Team Manager is a member of this group, thereby enabling an effective link with the work of the Youth Offending Team.

The overall aims of this Committee are directly related to the work of the Youth Offending Team. Reducing anti-social behaviour by young people is part of the team's preventative responsibilities. In November 2000, 4 Anti-Social Behaviour Orders were made by the Leicester Youth Court, and the Youth Offending Team is working with other agencies to ensure that these Orders are complied with. Work with victims of crime, within a restorative justice framework has been a significant developing area for the team.

The Youth Offending Team is contributing to the speeding up of the Youth Justice process which relates to the second aim of this Committee. A Youth Justice working group, chaired by the Clerk to the Leicester Magistrates Court, with responsibility for Youth Court matters, has been established and has drawn up an action plan to reduce the time from arrest to sentence for persistent young offenders. Prior to 1999, the Leicestershire performance was significantly below the national average (176 days, cf 141 days national average). Since then, considerable progress has been made and in August the Leicestershire figure had fallen to 79 days (cf 92 days, national average). The quarterly figure July-September however rose to 89 days (95 days national average). The Youth Offending Team has contributed to this reduction, particularly through increased provision of verbal and specific sentence reports completed on the day. Between April – September, 55 such reports were prepared, thus avoiding an estimated 550 adjournment days.

b) **Crime and Disorder Strategy**

The comprehensive strategy produced by the Leicester Partnership against Crime and Disorder has been taken forward by the 6 priority groups which have all drawn up action plans in relation to their strategic focus. These action plans are regularly monitored by a sub group of the partnership, the Community Safety Management group, of which the Youth Offending Team Manager is a member. The Youth Offending Team has links with most of the strategic priority groups, but is most closely connected with priority group 5, whose remit is to reduce the level of serious and persistent offending within the 18-30 age group.

The Youth Offending Team has the lead responsibility for priority group 6 to develop preventative programmes aimed at reducing offending by young people aged 10-17. A multi-agency group, comprising representatives from Police, Education, Careers, City Council and Community Safety Team, and chaired by the YOT Manager, has focused on an added value approach to Final Warnings, and preventative work. The YOT Manager continues to represent the YOT on the Community Safety Management Group, responsible for setting, reviewing and co-ordinating the work of all 6 priority groups, and ensuring that the YOT contributes appropriately to progressing the objectives across the strategy.

Related to this objective a Retail Shop Theft Initiative has been set up as a partnership arrangement between the YOT, Education Department, a local Shopping Centre Manager, and Store Managers in an attempt to reduce shop theft within specific stores with high rates of crime. Young people subject to Reprimands and Final Warnings resulting from offence of theft from these stores, receive as part of their intervention 2 sessions on direct offender/victim mediation to promote understanding of the consequences of their offending to the retail market. Bans on entering these premises will be lifted after a period of time, subject to not re-offending, and that the young people concerned demonstrate an awareness of the impact of their offending. Local data has indicated that substantial amounts of such crime has been committed by school age young people during school hours and a follow up by the Education Department on increased school attendance will contribute towards the decision to lift the ban. This Scheme is in its initial stages and monitoring will be undertaken to assess its impact, particularly on repeat offending over a 6 month period.

c) **Children Services' Plan and the Quality Protects Management Action Plan (MAP)**

Progress has been made during the year to try to ensure that the work of the Youth Offending Team is integrated into the overall assessment and planning process for services to children and young people. This has been achieved through a variety of means, not the least of which is the close physical proximity of the Department and the Youth Offending Team offices. The YOT Manager regularly attends both the Children's planning and services divisional management groups, and receives professional supervision and support from the Assistant Director, Children and Families. Responsibility for the co-ordination of joint work where Children Looked After are also known to the Youth Offending Team is held by a YOT operational Team Manager, who also ensures that such cases are reviewed regularly. The YOT Manager is a member of the Quality Protects Project Management Group.

A protocol to define roles and responsibilities between the Department and the Youth Offending Team has been drawn up. This includes references to the Assessment Framework document for Children in Need, and the need to ensure that the Asset assessment tool is appropriately aligned to it.

The work of the Youth Offending Team is closely connected with two key objectives of the Quality Protects MAP, namely improving the chances of Looked After Children and young people and reducing their level of offending. The Remand Fostering Scheme, based within the YOT, has been expanded through funding from Quality Protects to include an additional half time Remand Fostering Officer, with the remit of increasing the number and range of remand foster placements. The targets set have been exceeded, and the scheme now has a theoretical capacity of 32 beds, including one out of hours PACE bed.

Progress has also been made in reducing offending by this group of young people. Of those 10-17 year olds continuously looked after for 12 months or more, offending reduced from 25% to 11.25% within the period October 1999- October 2000. Establishing systems to improve communications, joint planning and shared delivery of programmes between Social Services and Youth Offending Team staff have clearly contributed to this reduction of offending.

d) **Behaviour Support Plan and Education Development Plan**

These two plans are clearly linked, and have a number of joint objectives.

1) The Leicester City LEA Behaviour Support Plan is currently being reviewed prior to the preparation of the 2001-02 Plan. As a part of its review, consultation on performance will include the YOT. Of significance in meeting its target, provision for Key Stage 4 pupils at risk of exclusion is now established. The Education Key Stage 4 worker links through the cross service exclusions reference group which provides the forum for creating initial plans to meet the needs of excluded children, as well as other pupils disconnected from education.

2) A further forum for promoting the education of Looked After Children and for having oversight of the personal education plan required for each Looked After child is an additional means for joint planning where Looked After Children are also known young offenders. Establishing an education mentoring scheme complements this assessment and planning work.

3) The development of the role and functions of the Education staff within the YOT has been largely as outlined in the 2000-01 plan. Both education workers have strong links with the student Support Service. The Education Welfare Officer has been the conduit to address issues of non school attendance including those young people identified by the Police and Education on truancy sweeps, promoting the work of the YOT with schools through presentations and direct liaison, plus provision of education information to the Asset assessment document. In relation to performance, targets for attendance/absence have largely been met for secondary schools, unauthorised absence having reduced to 2.6% (target 2.20%). Attendance just fell short of its 90.2% target to 90.3%

4) The Education worker, Key Stage 4 level, works with potential and actual exclusions, and has responsibility for identifying further education or training needs of young people referred to the Youth Offending Team. This has involved close liaison with local secure facilities (e.g. Rainsbrook and HMYOI Onley) to provide relevant education information promptly to these institutions, and also to schools, or other education providers on release. Developing a referral and liaison system with the Careers Service is now being formalised within a protocol between that service and the Youth Offending Team.

5) The Education Psychologist's role has been targeted to provide education psychological assessments to Courts, for young people referred to the Bail Supervision Scheme. He has also advised the LEA on special education needs of these young people.

e) **Drug Action Team Plan (DAT)**

The Drug Action Team is responsible locally for the delivery of the Government's anti-drugs strategy. During 2000, considerable progress has been made by the 4 drug reference groups (DRG), which are overseen by the DAT. DRG1, which focussed on young people, and DRG3 concerned with provision of treatment, have been amalgamated and worked together to approve the plan, now approved by the DAT, for the treatment and targeted prevention for vulnerable young people. The agreed definition of "vulnerable young people" includes specifically young offenders, young people looked after, young people who truant and homeless young people. It recognises that some young people belong to multiple vulnerable groups highlighting the need for a cross cutting agenda.

Strong local links have been established between the DAT and the YOT. The DAT co-ordinator is a member of the YOT Management Group, and since September, the YOT Manager has attended the DAT and the DRG1 and 3.

Locally, an Arrest-Referral Scheme has been established countywide and co-ordinated by AddAction. A young person's drugs worker post has been funded for 2 years, partly by DAT and partly by AddAction through private sector input, to work with the Leicester City YOT and Leicestershire Youth Offending Service. This worker will also be a member of the treatment and targeted prevention team for vulnerable young people. Her role within the Youth Offending Team is to provide some direct services and facilitate access to more specialist services for complex needs. She will also link with the Drug Treatment and Testing Order co-ordinator in relation to provision for 16-17 year olds.

The Health Improvement Programme

As a result of funding from the Child and Adolescent Mental Health Services (CAMHS) modernisation funds, two primary mental health worker posts have been created, working directly within the YOT. One post is located within the Bail Supervision Team and provides Mental Health assessments for the Court on vulnerable young people. Recent reductions in remands to custody (30>22 between July – September) have been achieved largely by specific targeting second bail applications by this post holder.

The second worker also undertakes specific mental health assessments on young offenders following identification of need through Asset. Services may then be provided directly, or referrals made to more specialist mental health provision.

Additional funding was also secured from the Youth Justice Board Development Fund to supplement National Health Service money to appoint a cognitive behavioural therapist post to work with both City and County YOTs. The remit of this post holder is to design cognitive behavioural programmes for YOT staff to work with young people. However, as a result of specific local difficulties, (of which the Youth Justice Board are aware), there has been some delay in progressing this work, but a schedule for its development has now been agreed.

The CAMHS funding has also enabled the creation of a unique Young Person's Team of which the YOT posts are part. This team provides services to both the YOTs and Looked After Population, and comprises Primary Mental Health Workers, a Psychiatrist and Psychologist. A steering group represented by Health, Social Services and the 2 YOTs has been established to oversee and develop work of this team, and the YOT Manager is a member of this group. The Greenwood Institute of the University of Leicester has been commissioned to undertake an evaluation of the role of the Primary Mental Health Worker and its effectiveness, and is expected to report during 2001.

f) **Probation Service National Plan**

The Probation Service National Plan has 2 key objectives, both of which have direct relevance to the work of the Youth Offending Team. These are:-

- A "Supervising offenders effectively to reduce re-offending and protect the public".
- B "Providing the Courts and others with high quality information and assessments to assist them in sentencing and other decisions".

Probation staff have contributed specifically to improving performance in meeting National Standards within the team. Their knowledge and experience of effective practice based on "What Works" research has developed staff skills in the assessment and management of high risk cases. This has been supplemented by a training event for staff provided by the Probation Service Manager of the multi-agency Public Protection Panel which co-ordinates and provides resources to manage the highest risk offenders in Leicestershire. This has led to an agreement for procedures for referrals of particular high risk young offenders to the Panel, with the YOT Manager attending as appropriate.

A key area of work for the Youth Offending Team has been the provision of high quality reports to Courts, and the establishment of a dedicated Courts team which includes the services provided by the Bail Supervision Team. High rates of congruency between sentence proposals and outcomes (85% congruency rate between July-September) would appear to reflect confidence by sentencers in report writers' proposals. The YOT Manager and operational manager responsible for Court services have also made a number of representations to the Youth Court Panels on the new

Orders, and the work of the Youth Offending Team, including a joint presentation with a member of the Youth Justice Board, who is also a local Magistrate.

In addition to contributing staff and financial resources to the Youth Offending Team, the Probation Service continues to provide Community Service placements for 16-17 year olds, and also access to cognitive behavioural programmes. Access to approved Probation hostels in Leicester for this age group has been more problematic, given the risk levels posed by certain adult hostel residents, but the Probation Service has financially supported hostel placements out of the area, as appropriate.

A seconded Probation Officer has now been appointed to the post of Restorative Justice Development Worker, a decision partially based on her previous experience in the Probation Service working with the Victim Enquiry Unit. Her knowledge and skills are being used to develop a strategic and operational approach in developing a restorative justice model of working with young offenders and their victims.

A protocol between the Probation Service and the Leicester City Youth Offending Team and the Leicestershire Youth Offending Service has been drawn up which will underpin the commitments to work together effectively.

g) **Annual Policing Plan**

The over-arching aim of the Annual Policing Plan is to seek to reduce crime and the fear of crime, and to promote confidence in the Criminal Justice System.

Leicestershire Constabulary makes a key contribution to the delivery of the Community Safety Plan and the work of the Leicester Partnership against Crime and Disorder. In particular, the seconded Police Officers contribute directly to priority group six of the Action Plan, which focuses on young offenders engaging in city centre store thefts.

The Constabulary has also undertaken other activities specifically related to the objectives of the Youth Offending Team i.e.

- i) Establishing the Final Warning Scheme. The three seconded Police Officers contribute directly through undertaking assessments, interventions and liaison with victims.
- ii) Working in partnership to operate a fast track system for persistent young offenders.
- iii) Supporting the work of the Drug Action Team.

In addition to funding and staffing the Youth Offending Team, the Police have promoted the work of the Team within the Force. Seconded Police Officers have contributed to the training of Police staff to deliver Final Warnings and have been involved with training including new Police staff. They have also played a key role in developing working practices with young people based on restorative justice principles.

h) **The Prison Service Business Plan**

The Prison Service has 2 key objectives which link closely to those set for Youth Offending Teams. They are:-

- 1) To protect the public by holding those committed by the Courts in a safe, decent and healthy environment.
- 2) To reduce crime by providing constructive regimes which address offending behaviour, improve educational and work skills and promote law abiding behaviour in custody and after release.

The Youth Offending Team also has a specific responsibility to protect the public by effectively supervising young people released from custody. Key to this is the comprehensive and accurate assessment of risk, and the implementation of risk management plans and their subsequent monitoring. The prompt exchange of relevant information, including vulnerability assessments, between the Youth Offending Team and custodial provider will contribute to this process. At the local level, the Primary Mental Health worker located within the Bail Supervision Team has contributed significantly to the reduction of second remand episodes through the provision of mental health assessments of young people to the Courts.

Making custodial and community elements of the Detention and Training Order genuinely seamless process will depend on the level of partnership working and the joint ownership of the shared aim to prevent and reduce offending. Partnership work between the Leicester Youth Offending Team and local institutions (HMYOI Onley and Rainsbrook) has been established on a number of levels. The Education Key Stage 4 worker is developing mechanisms for the prompt transfer of education information to these institutions, and is also the conduit for identifying needs for ongoing education provision post release. A YOT operational manager attends the prison based East Midlands YOTs/Onley working group established to co-ordinate sentence planning activity. Finally an Onley Governor has been invited to become a co-opted member of the Leicester YOT Management Group to thus ensure a joint strategic approach to training plan management.

The Prison Service has also adopted a set of principles which underpins its work with prisoners. The following have particular relevance to the work of the Youth Offending Teams.

Principle 2: Encourage prisoners to address their offending behaviour and respect others.

Principle 3: Value and support each other's contribution.

Principle 4: Promote equality of opportunity for all and combat discrimination wherever it occurs.

Principle 5: Work constructively with criminal justice agencies and other organisations.

Principle 6: Obtain best value from the resources available.

At the local level, there have been a number of initiatives which have promoted the importance of creating effective working partnerships. The core modular training provided by the Youth Justice Board was delivered locally by a consortium of staff from Leicester City and County, Derby City Youth Offending Teams and HMYOI Onley. This training enabled staff from different disciplines to share perspectives and to understand more fully the different contributions that can be made in order to achieve common goals.

Locally, arrangements have been agreed and are in place to manage training plan meetings and requirements, acknowledging however, that the resourcing of boards is problematic for both the secure estate and YOTs, particularly in an area where the custody rate is well above the national average (7.5%). Performance in relation to meeting National Standards (8.1.4 and 8.1.5) has been reasonable (61.5% April – September) particularly given that training plan meeting dates are increasingly set by the institution outside the 5 days requirement, and that a significant number of young people (particularly young women) are located in institutions well outside the catchment area.

LEICESTER CITY YOUTH OFFENDING TEAM

PERFORMANCE AGAINST OBJECTIVES AND TARGETS 2000-01

OBJECTIVES

Objectives for the Leicester City Youth Offending Team have been set within a short and medium term planning context. They relate to both the establishment of the team and the services to be provided in the short term, and the local objectives for 2000 – 2001 which will support and work towards the achievement of the six National Objectives.

SHORT TERM LOCAL OBJECTIVES

1. To establish the Leicester City Youth Offending Team which will have as its primary aim the prevention of offending.
2. To put in place appropriate systems for the delivery of the new orders contained within the Crime and Disorder Act 1998.
3. To install within the Youth Offending Team an IT system capable of meeting the information specification of the Youth Justice Board, and other locally required information.
4. To ensure that all Youth Justice Board funded projects meet the requirements of the Board.

SHORT TERM LOCAL OBJECTIVES

OBJECTIVE ONE		To establish the Leicester City Youth Offending Team which will have as its primary aim the prevention of offending			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to complete recruitment of Youth Offending Team staff from Police, Probation, Health, Education and Social Services.	Youth Offending Team Manager/Partner agencies	By 31 st March 2000	That all Youth Offending Team staff have been appointed.	Achieved: Staff from all agencies recruited number of staff as agreed. <u>Additional posts</u> ½ time drugs worker (funded through DAT and AddAction). Mentoring Development Worker (Joint Leic & Leics YOTS/YJB development fund) Bail Supervision Posts. ½ QP funded remand fostering worker.
b)	to ensure that partner agencies have agreed the Youth Offending Team Budget for 2000-2001 and have in place a framework for budget decisions for 2001-2002.	Chief Executive, Leicester City Council and other relevant Chief Officers	December 1999	Agency agreement.	Achieved: Budget agreed for 2000-01. Budget framework now agreed for 2001-02.
c)	to put in place service level agreements in relation to provision of specialist services from key partner agencies and relevant voluntary organisations.	Youth Offending Team Manager/Partner agencies	By 31 st March 2000	Service level agreements, written and signed by relevant parties.	Achieved: Draft protocols in place with Social Services, Probation, Courts, Education, Careers, HMYOI Onley and Leicestershire Mediation Service, to be finalised in January 2001.
d)	to develop a media and information strategy to stakeholders (Courts, statutory and voluntary organisations, Committees, Leicester Crime & Disorder Partnership, the public on the establishment, role and function of the Youth Offending Team.	Youth Offending Team Manager/Young Offender Management Group	Ongoing	Information provided in advance of the Youth Offending Team becoming fully operational in April 2000.	Achieved: Strategy agreed and information provided via local media including Asian, African/Caribbean networks. Presentations made to Courts, Crime & Disorder Partnership, elected members, Community Groups, and partner organisations.
e)	To explore with the Leicestershire Mediation Service the feasibility of setting up of a joint restorative justice programme.	Youth Offending Team /Leicestershire Mediation Service	April 2000 onwards	Feasibility study completed.	Achieved: Joint programme and restorative practices established and joint training undertaken with support from Police and Riverside Housing Association.

SHORT TERM LOCAL OBJECTIVES

OBJECTIVE TWO		To put in place appropriate systems for the delivery of the new orders contained within the Crime and Disorder Act 1998.			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to establish jointly with the Leicestershire Constabulary a pilot Final Warning Scheme, in advance of its general introduction in June 2000.	Youth Offending Team Operational Manager/Youth Offending Team Manager (Courts)/Leicestershire Constabulary/Interventions Team	February 2000 (Pilot) April 2000 (Main scheme)	To have undertaken 10 Final Warnings Assessments prior to April 2000.	Partially Achieved: Late pilot established May 2000 (slippage due to delay in receiving final guidance) 2 Final Warning Assessments completed in May. Scheme fully introduced in June 2000.
b)	to establish a reparation scheme for young offenders.	Youth Offending Team	April 2000 onwards	Exceptions as a percentage of reparation orders made.	Partially Achieved: Scheme in development phase. 7 Reparation Orders made (to September 2000).
c)	to establish links with relevant providers within the Secure Estate to meet the requirements of the Youth Justice Board and National Standards.	Youth Offending Team Operational Manager/Youth Offending Team Manager.	By April 200	Named link persons in Youth Offending Team and main custodial providers agreed and exchanged.	Achieved: Links established at strategic and operational level. Protocol agreed.

SHORT TERM LOCAL OBJECTIVES

OBJECTIVE THREE		To install within the Youth Offending Team an IT system capable of meeting the information specification of the Youth Justice Board, and other locally required information.			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	Agree and purchase IT system.	Young Offender Management Group/Youth Offending Team Manager	By April 2000	Return of required data to Youth Justice Board on required dates.	Achieved: IT system purchased and installed. Training of staff completed. Product in development phase, but YJB data returns provided by required dates.
b)	to implement the Action Plan produced as a response to the findings of the District Audit.	Youth Offending Team Operational Managers/Youth Offending Team staff	On-going	3 extra volunteers recruited to undertake PACE interviews. 50 per cent of Youth Offending Team practitioners' time spent on direct work with young offenders.	Partially Achieved: 1 volunteer recruited for PACE interviews. Workload sampling deferred in view of development stage of YOT and training requirements of all staff.

SHORT TERM LOCAL OBJECTIVES

OBJECTIVE FOUR		To ensure that all Youth Justice Board funded projects meet the requirements of the Board.			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to establish the projects and recruit required staff	Youth Offending Manager/Project Management group	On-going	Monitoring, evaluation and audit reports produced and sent to Youth Justice Board at required timescales	Achieved: Bail Supervision Scheme established Dec. 1999. Mentoring Scheme established June 2000. Cognitive Behavioural Therapist appointed. All YJB reports submitted by required timescales.

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

PERFORMANCE AGAINST OBJECTIVES AND TARGETS 2000-01

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

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

OBJECTIVE ONE		The swift administration of Justice so that every young person accused of breaking the law has the matter resolved without delay.			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to ensure that a relevant Youth Offending Team/ trained volunteer or Emergency Duty Team practitioner is available to attend and undertake the responsible adult function in relation to PACE interviews etc. within 2 hours of the request from the custody Sergeant.	Youth Offending Team Operational Managers	April 2000 onwards	Exceptions as a percentage of requests.	Partially Achieved by YOT staff. All requests for PACE interviews met within 2 hour timescales. However, the YOT cannot ensure that EDT is able to respond within these timescales.
b)	to ensure that 90 per cent of the Pre Sentence Reports (and 95 per cent on known persistent young offenders) are prepared within the National Standards of 14 calendar days.	Youth Offending Team Operational Managers	April 2000 onwards	Exceptions as a percentage of total Pre Sentence Reports ordered.	Partially Achieved: 100% PSRs prepared within National Standards timescales. Target not met in relation to preparation of PSRs on PYOs between April – September as a result of lack of identification system by Police Force and Court. Systems now in place for appropriate identification.
c)	to avoid adjournments for Pre Sentence Reports by providing verbal and specific sentence reports at the request of the Youth Court.	Youth Offending Team Operational Manager (Courts)	April 2000 onwards	Exceptions as a percentage of requests.	Achieved: 55 SSR/verbal reports provided equals 20.4% of total number of reports requested, therefore 825 adjournment days saved (based on 15 day adjournment periods), or 550 on 10 days adjournment periods. This has been matched by a reduction in PSR requests from 102 to 89 between April-Sept 2000
d)	to ensure that 95 per cent of the young persons referred to the Bail Support and Supervision Programme attend Court on the required date.	Youth Offending Team Operational Manager (Courts)	April 2000 onwards	Failures to attend as a percentage of referrals.	82% between April-Sept 2000 attended Court on required date.

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

OBJECTIVE TWO		To confront young offenders with the consequences of their offending			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to ensure 100 per cent of all supervision plans contain one element of either direct or indirect reparation.	Youth Offending Team Officers preparing plan.	April 2000 onwards	Exceptions as percentage of supervision plans completed.	Partially Achieved: All supervision plans include a victim perspective component, however the majority of these have been victim empathy sessions. Regular sampling of supervision plans to start from January 2001.
b)	to ensure that victims (where known) are contacted and (where the victim agrees) their views to be recorded, and accurately summarised in the Pre Sentence Report and other relevant reports. Victim's views to be used to provide a basis for challenging offenders with the consequences of their offending.	Relevant Youth Offending Team victim officer and report authors in the Youth Offending Team.	April 2000 onwards	Exceptions (given above criteria) i.e. "known" and "agree" as a percentage of Pre Sentence Reports and other relevant reports.	Not Achieved: Action Plan now drawn up to include greater contact with victims and ensure their views are appropriately recorded.
c)	to refer all young offenders sentenced to Supervision Orders with additional requirements and in relevant Detention and Training Order cases to groupwork programme providers meeting effective practice criteria.	Relevant Youth Offending Team officer	April 2000 onwards	Exceptions as percentage of Supervision Orders with additional requirements and relevant Detention and Training Orders.	Mainly Achieved: of 11 Probation/ Supervision Orders with additional requirements, all referred to Probation groupwork programme meeting effective practice criteria. Average length of DTOs has precluded referrals to programmes.

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

OBJECTIVE THREE		Interventions which tackle the particular factors which put a young person at risk of offending.			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a	to administer the Asset assessment tool to 100 per cent of all young offenders referred to in the Youth Offending Team.	All relevant Youth Offending Team staff	April 2000 onwards	Exceptions as percentage of referrals.	Achieved: Assets completed on all young people referred to YOT since April 2000.
b	to access programme provision which is in concordance with the risk/needs analysis provided by the Asset assessment.	Youth Offending Team Manager	April 2000 onwards	Number of programme places available as percentage of risk/needs analysis	Partially Achieved: Programmes to be developed as aggregated information from Asset becomes available.
c	to contribute to the Action Plan for the 10-17 year old age group within the Crime and Disorder Strategy.	Youth Offending Team Manager and Assistant Director, Children and Families	October 1999 onwards	2 sections of the Action Plan completed	Achieved: Targets in Action Plan met for year 1. Retail theft initiative established.
d	to demonstrate Youth Offending Team contributions to the reductions of offending amongst "Looked After Children".	Relevant Youth Offending Team staff/Youth Offending Team Manager	April 2000 onwards	Number of Youth Offending Team interventions as percentage of "Looked After Children" with convictions.	Achieved: All Supervision plans of LA children who are young offenders reviewed monthly. Joint YOT/ residential staff training on offending behaviour modules. Reduction in offending from 25% to 11.25%.
e	to ensure the prompt assessment of the mental health needs of young offenders referred to the Youth Offending Team.	Youth Offending Team staff and Youth Offending Team Primary Mental Health Worker	April 2000 onwards	X % of Pre Sentence Reports and other reports to include mental health assessment. NB X % indicates research not yet undertaken to establish realistic baseline. Will be undertaken prior to April 2000	Achieved: Number of mental health assessments provided for Courts. Relevant Asset data used to prompt referral Primary Mental Health Worker.

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

OBJECTIVE FOUR		Punishment Proportionate to the seriousness of offending.			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to put in place a system to monitor congruence rates of proposals in Pre Sentence Reports and other Court ordered reports.	Youth Offending Team Operational Managers/ Youth Offending Team Manager	April 2000 onwards	X% of proposals congruent with sentences. NB X % indicates research not yet undertaken to establish realistic baseline but will be completed prior to April 2000.	Achieved: System in place. 76% congruence rate recorded for PSRs. Including SSR this increases to 85% (April – September 2000).
b)	to establish a quality improvement programme (drawing on the work undertaken by the Association of Chief Officers of Probation) for Pre Sentence Reports and other Court ordered reports.	Youth Offending Team Manager/Youth Offender Team Operational Manager (Courts).	April 2000 onwards	To have delivered 6 monthly presentation to Youth Court Magistrates on the work of the Youth Offending Team and the effectiveness of community disposals, and satisfaction levels with Pre Sentence Reports and other Court ordered reports.	Partially achieved: Presentations delivered to Youth Court Panels on YOT and its work. System to record satisfaction levels with reports and YOT services being developed. Information on progress of orders available. Quality improvement programme for report writing deferred to 2001.

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

OBJECTIVE FIVE		Encouraging reparation to victims by young offenders			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to set up a scheme with X no of placements.	Youth Offending Team Manager/Youth Offending Team Operational Managers	April 2000 onwards	X no of reparation placements available. NB X % indicates research not yet undertaken to establish realistic baseline but will be completed prior to April 2000.	Partially Achieved: 6 placements established, other placements being currently under negotiation with providers including City Council voluntary organisations and private sector.
b)	to ensure that placements are available that reflect the multi-cultural population of Leicester.	Youth Offending Team Manager/ Youth Offending Team Operational Managers	April 2000 onwards	15% of reparation placements are representative of ethnic minority, community or religious organisations.	Partially Achieved: 1 placement agreed within an ethnic minority community, other placements to be agreed with religious leader of local Mosque and Temple, and the African/Caribbean community Centre.
c)	to ensure that all reparation orders made are effectively implemented by the Youth Offending Team and completed by young offenders.	Youth Offending Team Officers	April 2000 onwards	Exceptions as a percentage of reparation orders made.	Achieved: 7 Reparation Orders made (June-September) and completed successfully without further re-offending during course of the order.
d)	to ensure satisfaction levels with reparation schemes are sought from victims.	Youth Offending Team Officers	April 2000 onwards	System in place to record victims views.	Not yet Achieved: System currently being developed to record satisfaction levels of victims with reparation undertaken either directly or indirectly.

NATIONAL OBJECTIVES FOR SUPPORTING LOCAL OBJECTIVES FOR 2000/2001

OBJECTIVE SIX		Reinforcing the responsibilities of parents			
KEY ACTIONS		RESPONSIBILITY	TIME SCALE	PERFORMANCE INDICATOR	PERFORMANCE
a)	to encourage the involvement of parents/carers in the preparation of Court reports.	Youth Offending Team Officers	Ongoing	X% of Court reports (where direct contact with parents/carers has been established) that parents/carers make a direct contribution of their views of offender/offence to the report. NB X % indicates research not yet undertaken to establish realistic baseline but will be completed prior to April 2000	Partial Achievement: Practice in this area being developed by report writers where young people are in direct contact with parents/carers.
b)	to ensure that parents/carers are notified of and encouraged to attend Court even if they have not been present during police charging.	Youth Offending Team Officers/EDT/Police	April 2000 onwards	Agree a joint protocol. YOT/EDT/Police.	Not Achieved: Agreement not yet formalised, but joint agreement on need to undertake this work in 2001.
c)	to propose Parenting Orders in Court reports in appropriate cases and to provide access to appropriate levels of support.	Youth Offending Team Officers and Centre for Fun and Families	April 2000 onwards	50% of parents referred to parenting programmes satisfied with the progress made and assistance given.	Achieved: All Court reports include assessment of appropriateness of Parenting Orders. Voluntary contact offered where Parenting Orders considered inappropriate. 75% course participants expressed satisfaction with programme (*sampling of PSRs to start in January 2001).

SECTION ONE

iv) Analysis of Performance Data April – September 2000

Youth Offending Teams are required to submit data returns on both a quarterly and annual basis to the Youth Justice Board. It has only been possible to use the data from the first two quarters, namely from April to September. It is important therefore that the following analysis is regarded as indicating possible trends and demands, rather than providing comprehensive and statistically reliable information. It should also be noted that some difficulties have been encountered in data collection due to a number of factors. Firstly, the IT system installed in the Youth Offending Team is not yet capable of producing all the required reports. This has meant that much of the data has had to be collected manually from a variety of sources. Secondly, different interpretations of the guidance provided by the Youth Justice Board has resulted in the application of different counting rules to certain tables in the two quarters, a matter which has now been addressed.

Young People referred to the Youth Offending Team

During this 6 month period 578 young people were referred to the YOT, either by way of a Final Warning or Court disposal, 478 (82.7%) were male and 100 (17.3%) female, 349 (60.3%) were white and 229 (39.6%) from ethnic minority communities, predominantly Asian or Asian British (57 – 9.9%). 15-17 year olds accounted for 66% of the offending population (381 out of 578).

If this figure is doubled to provide an annual statistic estimated offending population would rise to 1156. This is a lower figure than that reported in last year's plan, and is likely to be an under-estimate of the actual figure. One reason for this is the exclusion of numbers of young people receiving a caution plus prior to the implementation of the Final Warning Scheme.

Type and Prevalence of Offending

535 offences were reported in the data returns as having been committed during this period. However, uncertainties over the counting rules in the first quarter means that offences committed in this quarter were seriously under reported, and a more accurate figure is approximately 750.

Theft and handling accounted for the greatest number of offences (22%), followed by violence against the person (15%). Arson and Criminal Damage represented 9% of offences, vehicle theft 8.5%, public order 8% and burglary and drugs offences 5% each. 23% of offences were recorded as "other", which includes vehicle interference, driving whilst disqualified, drunk and disorderly etc.

PACE Requests and Police Decisions

338 requests were made by the Police for an appropriate adult to attend a Police Station for interview or charging in place of a parent/carer. In the second quarter, 68 young people were detained overnight in a Police Station, including 8 young women. Of this number 46 were aged 16 or under, including 5 who were aged 12-13. It is not yet clear why arrangements were not made for them to be transferred to local authority accommodation but discussions with the Police and Emergency Duty Service are taking this issue forward.

Pre Court Decisions

A limited pilot of the Final Warning Scheme was introduced in May prior to the general implementation the following month. 152 Police Reprimands and Final Warnings have been issued, a much lower figure than predicted based on the previous cautioning plus system. Although numbers are now increasing, an investigation may need to be undertaken in 2001 to examine possible reasons for this apparent shortfall. Not surprisingly, Reprimands and Final Warnings are more common for younger offenders, the peak age for both boys and girls being 13-14 years. 49 (32%) of the overall numbers were ethnic minority young people.

Remand Decisions

There has been a significant reduction from the 1st to 2nd quarter in the use of Court ordered remands and remands to custody (38 to 25, a 34% reduction). Remands to local authority accommodation also fell from 16 to 9 (43% reduction).

Reports for Courts and Congruence Rates

A total of 216 reports were written for Courts with an additional 55 verbal or specific sentence reports prepared on the Court day. 16 were Action Plan Reports and 9 Reparation Reports. Over the 6 month period, the congruency rate between proposal and sentencing outcome averaged 82%.

Although 69 reports were written on persistent young offenders, none of these were written within the required National Standards timescales, due to difficulties encountered by Police and Courts in accurate identification. Systems now in place should result in improved performance in this area in the third quarter.

Bail Supervision Scheme

Since its implementation in December 1999, 23 young people have been referred to the Scheme. These were all young people either at risk of a custodial remand, or were bailed at a second Court appearance. 4 young people were breached, and 3 failed to attend Court on the required date.

National Standards Performance

The data derived from the first quarter highlighted poor performance in meeting National Standards with community penalties, with only 25% complying with requirements. However, this figure improved significantly to 50% in the second quarter, but there is clearly scope for improvement. Work will be undertaken in 2001 to clarify acceptable/unacceptable absences, introduce pre-planning of appointments and establish greater consistency in enforcement practice to improve overall compliance rates with orders.

National Standards performance in relation to Detention and Training Orders improved over the two quarters from 60% to 63%. This was a creditable performance by staff, given that young people have been placed increasingly outside the normal catchment area (particularly young women) and that a number of institutions have set sentence planning dates outside the timescale (e.g. 10 days as opposed to 5 days following sentence).

SECTION TWO

Management, Structural and Staffing Arrangements for the Youth Offending Service

i) **The Leicester City Young Offenders Management Group (YOMG)**

The Youth Offending Team Manager is accountable for the performance of the team to the Young Offenders Management Group (YOMG). This group is represented by senior managers from all the statutory partner agencies, and since January 2000 it has been chaired by the Deputy Chief Executive of the City Council. Additional members have been co-opted onto YOMG to reflect the links between the Youth Offending Teams and other local organisations. These co-opted members are:

- ◆ The Clerk to Leicester Magistrates Court with specific responsibility for the Youth Court
- ◆ The Manager of Leicestershire Mediation Service
- ◆ A Governor from HMYOI Onley

In the last year there have been changes in Probation and Social Services representation due to staff moves. A Police Superintendent has attended in place of the Assistant Chief Constable. Both the Health Authority and the Leicestershire and Rutland Healthcare Trust are represented, as contributors of funding and staffing to the Youth Offending Team. Each partner agency has also nominated a “link” worker to provide support, advice and training opportunities for their seconded staff.

The Chair’s assessment of the performance of YOMG:-

“ Whilst retaining an overview of Crime and Disorder issues, the Chief Executive of Leicester City Council has asked me, as Deputy Chief Executive to lead on such issues, including the arrangements for the Youth Offending Team. I chair the YOMG and have been directly involved in supporting the Youth Offending Team Manager.

The YOMG meets on a planned bi-monthly basis, but partners are willing to attend other meetings when required (e.g. to reach agreement on the budget, and to approve the draft and final Youth Justice Plan).

The YOMG has been directly involved in the preparation of the Youth Justice Plan. Progress is monitored through the reports of the Youth Offending Team Manager, provided at each meeting, and scrutinised by the group.

The direct involvement of the Deputy Chief Executive has contributed to the development of real partnership work within the group. It has also facilitated the provision of information to the Leicester Partnership against Crime and Disorder on the work of the Youth Offending Team and its contribution to the delivery of the Crime and Disorder Strategy.

The operation of the YOMG has, in my view, played a successful role in establishing and setting the broad management framework for the YOT by:

- ◆ Guiding the preparation of the Youth Justice Plan and monitoring its implementation.
- ◆ Considering and deciding on how new developments in the team should be responded to in the Leicester context.
- ◆ Developing increasingly clear partnership working between all of the agencies involved.
- ◆ Ensuring that the City and County Youth Offending Teams work closely together in appropriate areas.
- ◆ Attending Youth Justice Board events.
- ◆ Meeting to resolve inevitable early tensions between particular agencies and their secondees working in a new organisation.
- ◆ Promoting the role and functions of the YOT.

Difficulties have inevitably arisen in the first year, and some remain to be resolved. Many of those tensions arise from budget pressures being faced by partners in a context where there are no firm guidelines on contributions and the basis for cost sharing is an informal one”.

Table 25 clearly highlights the ethnic diversity within the YOT staff group. This reflects the local position in Leicester with its significant ethnic minority population (Table 1). It is recognised that the YOMG lacks ethnic minority representation, but efforts have been made to ensure that an appropriate perspective can be provided. The ethnic minority chair of the Crime and Disorder Management Group receives information on the work of the YOT, and advice has been provided by the Social Services Race Equality Officer and the Policy Officer for Cultural Diversity.

Table B : Membership of the Steering Group

NAME	AGENCY REPRESENTED	POST HELD IN AGENCY	ETHNICITY	GENDER
CHAIR : Peter Webster	Leicester City Council	Deputy Chief Executive and Director, Environment and Development Department	White	Male
Tom Cartwright	Leicestershire Constabulary	Superintendent	White	Male
Heather Munro	Leicestershire & Rutland Probation Service	Assistant Chief Probation Officer	White	Female
Bob Foster	Leicestershire Health Authority	Children's Strategy Manager	White	Male
Andrew Wingard	Leicester Education Department	Education Officer	White	Male
Kim Bromley-Derry	Social Services Department	Assistant Director, Social Services Children & Families	White	Male
Sarah Charnock	Leicestershire & Rutland Healthcare Trust	Associate Director of Specialist Services	White	Female
Rod Moore	Drug Action Team	Substance & Misuse Co-ordinator	White	Male
The following members have been co-opted onto the Young Offender Management Group and attend for specific relevant matters.				
NAME	CO-OPTED AGENCY REPRESENTED	POST HELD IN AGENCY	ETHNICITY	GENDER
Nick Watson	Leicester Magistrates Court	Clerk to the Justices	White	Male
Rohit Rughani	Leicester City Council	Management Accountant, Social Services	Asian or Asian British	Male
	HYMYOI Onley			
Dave Liddle	Leicestershire Mediation Service	Manager	White	Male

ii) **Line Management of the Youth Offending Team Manager**

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

iii) The Management Arrangements for the Team

The Leicester City Youth Offending Team is a functionally distributed service located within one office base in the City Centre, and therefore highly accessible to service users from all parts of the City. The office is adjacent to the Social Services Department, Leicester Youth Court and other services providers for young people.

The functional structure and deployment of staff was reviewed in November 2000, a year after the team came into effective operation. This review was conducted to take account of the following factors:-

1. To ensure effective provision of services and appropriate deployment of staff against predicted demand.
2. Appropriate use of the skills of specialist staff.
3. The need to ensure a best value approach in utilising YOT resources.
4. Issues of recruitment and retention of staff.
5. The views of partner agencies.

As a result of this review a case manager model has been introduced whereby responsibility for the overall assessment, delivery of services and review is held chiefly by Social Workers and Probation Officers within the team. This includes the preparation of Pre Sentence Reports. Other specialist staff contribute directly to this work, and hold case responsibility for some orders depending on the needs presented, and the specific skills of these staff.

Staff Roles and Responsibilities

Operational Team Managers

There are three Operational Team Managers who work closely together to provide an integrated approach to service delivery. In addition to supervising a multi disciplinary staff group, each operational Team Manager has specific functional areas of responsibility. The Courts and Early Interventions Team Manager is responsible for managing the Bail Supervision Programme, services to the Courts, overseeing the Final Warning Scheme and the development of the Reparation Scheme. The other two Team Managers are responsible for the delivery of services to young people on a variety of community based disposals and throughcare. Specific areas of functional responsibility held by them include liaison with secure providers, Social Services, including the management of the Remand Fostering Scheme and staff training.

The Administration Officer is responsible for the supervision of 8.5 clerical staff, and also has taken a lead in the establishment of the IT system, data collection and the training of staff and providing the administrative arrangements for the team.

Social Workers and Probation Officers

Assessment, supervision planning and review, enforcement action, pre sentence reports, Court duty including provision of specific sentence and verbal reports, chairing of Detention and Training Order Boards, remand fostering placements, and recruitment and support of foster carers, office duty and development of Reparation Scheme based on restorative justice principles.

Social Work Assistants and Probation Service Officers

Management of a reporting group for low risk young people, PACE duties, escort duties, specific interventions in appropriate cases, bail information and support, recruitment and support of volunteers and other generic duties.

Police Officers

Final Warning assessments and rehabilitation programmes, liaison with victims, training of Police staff on the Final Warning Scheme, co-ordinating the retail shop theft initiative, co-ordinating parenting work, developing reparation placements, managing Court orders as appropriate and other generic duties. Presentations and briefings to the Leicestershire Constabulary on the work of the Youth Offending Team.

Education Staff

Liaison with schools and the LEA on specific education needs, including exclusions, liaison with education providers in custodial institutions, and provision of educational information. Liaison with Careers Service, and contributing to the development of the Connexions Service, Liaison with Student Support Service and Education Psychology department. Education assessments for Courts and other generic duties.

Primary Mental Health Workers

Direct work with young people, and referral to specialist mental health services, mental health assessments, training for YOT staff, membership of CAMHS funded Young Persons' Team and some generic duties.

Drugs Worker

Assessment and provision of counselling and other services, referral to more specialist treatment services, staff training, member of the Arrest-Referral team, and the Targeted Treatment and Prevention Team.

The Interventions Team

The Interventions Team is a joint arrangement with Leicestershire Youth Offending Service, and funded by other partner agencies. It is responsible for the recruitment and training of volunteers who undertake rehabilitation programmes in support of Final Warnings. This Scheme has successfully recruited over 100 volunteers, and it is envisaged that in the course of 2001, their span of work will be widened to include PACE duties and other appropriate volunteer support to both teams.

The Mentoring Scheme, again a joint project with Leicestershire Youth Offending Service, and funded through the Youth Justice Board Development Programme, is located with the Interventions Team. The Mentoring Development worker has met her target for year 1 in recruiting and training a number of mentors, drawn from a wide range of backgrounds, including some from the ethnic minority communities in Leicester. These mentors work specifically with young people who have received a Final Warning, and have been assessed as being at a high risk of re-offending. It is envisaged that each mentor will support and act as a role model for the young person for up to 12 months.

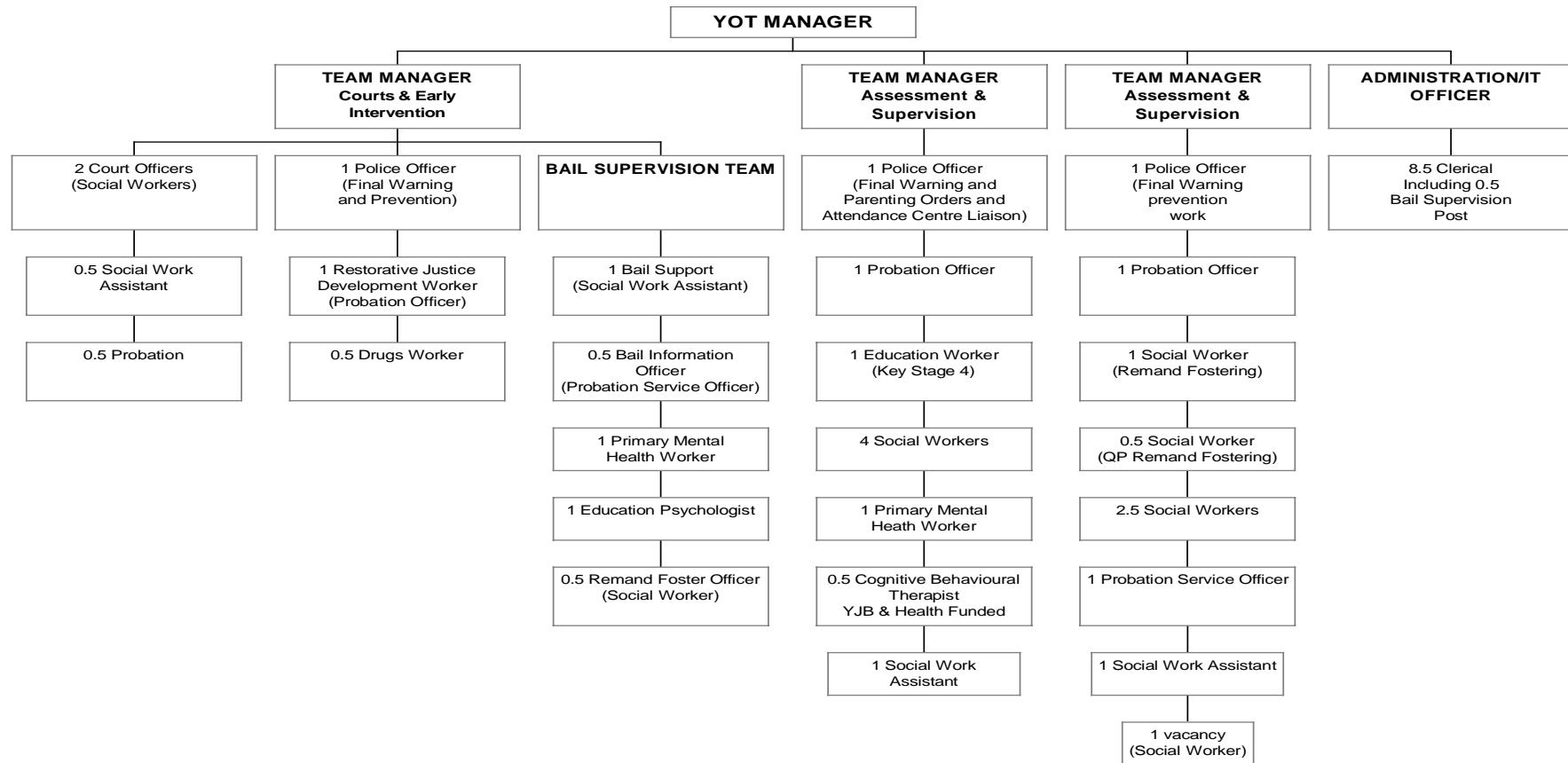
Table 25 : Staffing of the Youth Offending Team (as at 01.01.2001)

POSITION	Number of full time equivalent posts	Number of posts line managed by Yot manager	Gender		Ethnicity	No of Welsh Speaking
			M	F		
Yot Manager						
				1	WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Unit Manager(S)			2	2	WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Education Service			1	1	WHITE	
					MIXED	
			1		ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Health Authority			2	1	WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	

					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Police Service						
			1	1	WHITE	
					MIXED	
				1	ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	
Probation Service						
				2	WHITE	
				1	MIXED	
			1	1	ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
				UNKNOWN		
Social Services						
			4	2	WHITE	
				2	MIXED	
			1	3	ASIAN OR ASIAN BRITISH	
			1		BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
				UNKNOWN		
Administration Support						
				4	WHITE	
					MIXED	
				4	ASIAN OR ASIAN BRITISH	
				1	BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
				UNKNOWN		

Other (s)						
					WHITE	
					MIXED	
					ASIAN OR ASIAN BRITISH	
					BLACK OR BLACK BRITISH	
					CHINESE OR OTHER ETHNIC GROUP	
					UNKNOWN	

LEICESTER CITY YOUTH OFFENDING TEAM



TRAINING PROGRAMME FOR LEICESTER CITY YOUTH OFFENDING TEAM 2001-02

It will be seen from the review 2000-01 that all staff undertook a variety of training according to their specific needs and also to develop their understanding of the aims and objectives set for Youth Offending Teams.

For this year the training budget has been set at £15,000 and this figure includes an amount for the purchase of relevant material, books and periodicals etc. The training planned is more specifically targeted to develop and enhance practice, and is linked more strategically to assist staff in meeting the objectives set for the team in year 2. A specific training event for all staff will focus on achieving equality and working with diversity within a multi-agency organisation.

REVIEW OF LEICESTER CITY YOUTH OFFENDING TEAM TRAINING PROGRAMME 2000-01

	TYPE OF TRAINING	STAFF TRAINED	METHOD OF DELIVERY	DATE COMPLETED
1	YJB core modular training	All current YOT staff	Consortium of trainers from Leicester City YOT, Leics Youth Offending Service, Derby City YOT and HMYOI Onley trainers	November 2000
2	Management Development Programme	YOT Manager	Office for Public Management	July 2000
3	Financial Management	YOT Manager and Team Managers	Leicester City Council	November 2000
4	Operational Managers Modular Programme	3 Team Managers	Office for Public Management	December 2000
5	I.T. Training	Clerical Staff, YOT Practitioners and Managers	Combination of in-house and commissioned trainers	December 2000
6	Use of Asset	YOT Practitioners and Managers	In-house and YJB trainers	October 2000
7	Risk Assessment & Management	YOT Practitioners	In-house	June 2000
8	New Orders resulting from Crime & Disorder Act	YOT Practitioners	YOT Manager	May 2000
9	Team Building	All YOT Staff	Commissioned 2 days event 13 days Geese Theatre Co	March 2000
10	Child Protection/Adolescent Sex Offenders	YOT Practitioners and 1 Manager	Area Child Protection CBT Worker	June 2000
11	Implementation of National Standards	YOT Practitioner	YOT Team Manager	June 2000

**REVIEW OF LEICESTER CITY YOUTH OFFENDING TEAM
TRAINING PROGRAMME 2000-01**

TYPE OF TRAINING		STAFF TRAINED	METHOD OF DELIVERY	DATE COMPLETED
12	What Works – Principles of effective practice in Court work	YOT Practitioners	CBT Worker	January 2000
	Effective Practise in Court Work	Court Duty Officers	External Training	February 2000
	Restorative Justice	3 YOT staff and 1 Team Manager	YJB 5 days training event	April 2000
	Restorative Justice	4 YOT staff and Leicestershire Mediation Service	External Trainer	June 2000
13	Parenting Programme	6 YOT Practitioners	Centre for Fun and Families	November 2000
14	Handling the Media	YOT Manager	External	July 2000

LEICESTER CITY YOUTH OFFENDING TEAM
TRAINING PROGRAMME 2001-02

	TYPE OF TRAINING	STAFF TO BE TRAINED	METHOD OF DELIVERY	TIMETABLE
1	PSR and reports quality improvement	YOT Practitioners	In-house/East Midlands Regional Training Event	By March 2001
2	Children In Need Assessment Framework	YOT Practitioners	Social Services Training Dept./YOT Team Manager	From January 2001
3	Connexions personal advisor	Relevant YOT Practitioners	Multi-agency	From April 2001
4	Equality and Diversity in a multi-agency organisation.	All YOT Practitioners	External Trainer – 2 day event	By April 2001
5	YJB Core Modular Training Restorative Justice	New YOT Practitioners	Consortium of East Midland YOTS and HMYOI Onley	During 2001
6	Developing Effective Practice in group work with young people.		Internal/External (including input by Probation Service)	During 2001
7	I.T. Business Objectives & Reports	YOT Manager and Operational Managers	External Provider	By June 2001
8	Adolescent Sex Offenders	Primary Mental Health Worker/Designated YOT Practitioners	External/internal	During 2001

LEICESTER CITY YOUTH OFFENDING TEAM
TRAINING PROGRAMME 2001-02

	TYPE OF TRAINING	STAFF TO BE TRAINED	METHOD OF DELIVERY	TIMETABLE
9	Referral Orders	YOT Practitioners	Collaborative approach planned using local pilot area	During 2001
10	Operational Management	Operational Managers	YJB/OPM	During 2001
11	Drugs and Substance Misuse	YOT Practitioners	AddAction Young Person's Drugs worker	During 2001
12	Development of presentational skills	Relevant Court staff, Team Managers, Restorative Justice Development worker	External	During 2001
13	Financial Management/ Best Value	YOT/Team Managers/Administration Officer	External	During 2001
14	Support Services	Clerical Staff	City Council	During 2001

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001-02

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

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001/02

N.B. All numbers based on YJB data returns April – September 2000 and doubled to provide estimate for full year.

OBJECTIVE ONE (National and Local)		The Swift Administration of Justice so that every young person accused of breaking the law has the matter resolved without delay.			
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
a)	Provision of Pre Sentence Reports and other Court reports	Reducing time from plea to sentence of young people.	95% (232) (general population) and 100% (140) (PYOs) prepared within National Standards timescales of 15 and 10 working days.	From April 2001	Youth Justice Services Agreement. Joint Performance Improvement Plan
b)	Provision of Specific Sentence Reports	Reduce adjournments for PSRs.	Increase provision of SSRs to 50% (216) of all Court report requests in the Youth Court.	By March 2002	Youth Justice Services Agreement/Joint Performance Improvement Plan
c)	Provision of Specific Sentence Reports	Reduce delays from plea to sentence in the Crown Court.	20% of reports required for the Crown Court to be produced as a SSR.	By March 2002	Youth Justice Services Agreement/Joint Performance Improvement Plan
d)	Bail Supervision Scheme	Young people attend Court on required date and do not re-offend on bail.	80% (33) of reduction in offending by young people subject to the scheme 95% (38) attendance on required Court date. Extend supervision and support to evenings and weekends.	From April 2001	Youth Justice Services Agreement/Joint Performance Improvement Plan

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
e)	Bail Information and Assessments to Courts.	Reduce secure remands and remands to custody.	Reduction in secure remands and remands to custody by 20% (24).	By March 2002	Youth Justice Services Agreement/Joint Performance Improvement Plan
f)	Provision of information to Police to execute warrants on Persistent Young Offenders.	To reduce delays in dealing with PYOs.	All requests for information on known PYOs supplied by YOT within 24 hours of receiving request.	From April 2001	Joint Performance Improvement Plan
g)	Provision of information on success rates of Bail Supervision Scheme.	Increase confidence of sentencers in effectiveness of the Bail Supervision Scheme.	Information supplied quarterly to Youth Court Users Group, and Youth Court Magistrates Panel.	From April 2001	Joint Performance Improvement Plan
h)	Increase levels of engagement and understanding of young people and their parents/carers in the Court process.	Reduce unnecessary delays in Court.	Joint Police/YOT review of information pack provided at time of charge. Translations available in 5 main languages.	By July 2001	Joint Performance Improvement Plan/Policing Plan
i)	Monitoring remand and sentencing decisions.	Identify areas of discrimination in relation to race and gender.	Provision of information of remand and sentencing decisions by race and gender to Youth Court Users Group and Youth Court Magistrates Panel.	From April 2001	Joint Performance Improvement Plan/Criminal Justice Strategic Business Plan
j)	Police decisions.	Reduction in numbers of young people detained overnight in Police Stations.	Joint Police/YOT/EDT review of practice. Increase number of transfers to local authority accommodation by 50% (100).	By March 2002	Childrens' Services Plan

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE TWO (National and Local)		To Confront young offenders with the consequences of their offending			
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
a)	YOT Retail Shop Theft Initiative.	Ensure understanding by young offenders subject to interventions following Final Warnings of the impact of their offending. Reduce social and economic costs of crime.	Reduce incidence of similar offending by young offenders referred to scheme by 50% (baseline information to be collected during 2001).	By March 2002	Crime & Disorder Strategy/Criminal Justice System Strategic & Business Plans
b)	Establishment of groupwork programme meeting effective practice criteria.	Improve pro-social behaviour among participants and reduce offending.	100% PYOs and those young offenders subject to Supervision and Probation Orders, and those released following Detention and Training Orders (where appropriate) assessed as medium/high risk of re-offending referred to programme.	By March 2002	Probation Service National Plan
c)	Direct/Indirect reparation.	Ensure young offenders have the opportunity to make amends for their behaviour.	100% community orders to include element of either direct or indirect reparation.	From April 2001	Crime & Disorder Strategy

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
d)	Effective enforcement of all Court orders	Improve levels of compliance with Court orders by young people. Increase confidence of Courts, victims and communities. Reduce the fear of crime.	100% of missed appointments assessed within 1 working day as acceptable/unacceptable. 100% of cases of non-compliance breached within National Standards timescales.	By July 2001 By September 2001	Probation National Plan/ Joint Performance Improvement Plan
e)	Implementation of start and exit questionnaires	Young people to assess effectiveness of the intervention and their likelihood of re-offending.	All young offenders asked to complete an exit questionnaire designed to measure changes in attitude and behaviour.	By August 2001	Probation National Plan
f)	Implementation of programme for Asian and Black young offenders	Ensure that culturally relevant interventions are provided that will assist changes in attitude and behaviour.	100% Asian and Black offenders offered specific programme.	By March 2002	Probation National Plan

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE THREE (National and Local)		Interventions which tackle the particular factors which put a young person at risk of offending			
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
a)	Supervision of young offenders who are also Looked After.	Improve the life chances of young people Looked After.	To reduce offending by young people Looked After continuously for 12 months or more by a further 10% (3) and those Looked After for shorter period by 20%.	By March 2002	Quality Protects Management Action Plan /Children's Services' Plan
b)	Prompt assessment of specific education needs.	Increase access to educational provision, and thereby to improve education attainment.	All young offenders at risk of exclusion referred to exclusions reference group. Reduce timescales by X% from release from custody to placement admissions (baseline information to be collected). Provision of relevant education information on 100% (96) young people sentenced to Detention and Training Orders within 5 days of sentence.	From April 2001 By March 2002 From April 2001	Behaviour Support Plan Behaviour Support Plan Behaviour Support Plan
c)	Careers/Connexions Service Assessment.	To increase access of 16-17 year olds to employment/training provision.	100% 16-17 year old young offenders referred to Careers Service for assessment and interview in line with YOT/Careers Service protocol.	From April 2001	Connexions Service Developments/ Careers Service Plan
d)	Preventative work with children at risk of offending	Reduction in unauthorised school absences by 10 year olds.	Links established by YOT Education Worker with Primary School sector.	By August 2001	Behaviour Support Plan

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
e)	Assessment of mental health needs of young people referred to the YOT.	Improve access to mental health services, based on assessed need.(100 assessments undertaken 2000)	Mental Health assessments to be undertaken on all young offenders where needs indicated through Asset.	From April 2001	HIMP/Drug Action Team Plan/CAMHS Strategy
f)	Accommodation resources for 16-17 year olds.	Increased numbers and range of accommodation resources available.	Undertake audit of current provision of available accommodation and identify gaps. Joint Housing Department/Voluntary Sector/YOT accommodation referral system to be established.	From June 2001 By September 2001	Quality Protects Management Action Plan/Housing Dept. Business Plan/DAT Plan Probation Service Plan/Crime & Disorder Strategy
g)	Services for young drug misusers	Increased direct service provision and access to specialist services. Reduction in offending by young people misusing drugs.	Assessments undertaken on 100% of drug misusing young offenders. Direct services provided or referral to specialist services on all young offenders with specific drug misuse by specialist drugs worker. (Baseline information to be collected during 2001).	From April 2001	DAT Plan (Plan for treatment and targeted prevention for vulnerable young people).
h)	Implementation of Citizenship Development Programme	Reduce offending by young people and increase their inclusion in main stream society.	5 young people during the course of their order to have participated successfully in the scheme without re-offending.	By March 2002	Crime & Disorder Strategy/partnership with Rainsbrook Secure Training Centre.
i)	Reducing teenage pregnancy programme	Improving life chances of young women known to the YOT.	Completion of research study to identify physical and sexual health needs of young offenders. Establish baseline information on teenage pregnancy numbers within the YOT.	From September 2001	Tackling teenage pregnancy/Sure Start Plus/HIMP.

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
j)	Attendance Centre Development Project	Integration of Attendance Centre Programmes with YOT provided youth justice services.	100% (44) action plan reports to include assessment of suitability for Attendance Centre requirement. 90% (90) young people referred to Attendance Centres to commence orders on first available session following Court appearance. Link YOT officer nominated to exchange information (including breach) between YOT and Attendance Centre.	From April 2001 By September 2001 By May 2001	Community Safety Plan
k)	Integrated sentence management between YOT and secure providers	Reduce re-offending by young people released from Detention and Training Orders and Section 53 sentences.	50% (48) parents/carers to attend initial sentence planning boards. 80% (77) young people released from a DTO have an extra licence condition related to one or more objectives identified in their sentence plan. 10 days attendance at HMYOI Onley/YOT by YOT/Prison staff respectively to promote joint working practices.	By March 2002 By March 2002 By March 2002	Prison Services Business Plan /Probation Service National Plan
l)	Development of Mentoring Scheme	Reduction in re-offending by those young people assessed as high risk of re-offending and subsequently referred to Mentoring Scheme.	70% (9) young people allocated a mentor do not re-offend during 12 month period following a Final Warning.	By March 2002	Community Safety Plan

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE FOUR (National and Local)		Punishment Proportionate to the seriousness of offending			
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
a)	Satisfaction level of sentencers with Pre Sentence and other Court reports.	Improve confidence of sentencers in YOTs ability to provide effective and challenging supervision programmes in the community.	Quality improvement of Pre Sentence Reports and Court Reports through audit and training. 20% (19) reduction in custodial sentences passed by Leicestershire Courts.	By July 2001 By March 2002	Probation Service National Plan/Joint Improvement Performance Plan/Community Safety Plan
b)	Final Warning Interventions	To ensure effective targeting of young people at greater risk of re-offending.	Establish a range of interventions including mentoring offered following effective assessment of risk and need.	By May 2001	Community Safety Plan
c)	Establish joint working group to plan implementation of Referral orders.	Identify demand and resources required for Referral Orders.	Working group established. Training for YOT staff underaken Plan or recruitment of appropriate volunteers written.	By June 2001 By January 2002 By September 2001	Joint Improvement Performance Plan/Community Safety Plan
d)	Community penalties	Increase proportion of community sentences made by the Courts and thereby reduce proportion of custodial sentences.	Increase by 20% (20) Supervision, Probation and Combination Orders.	By March 2002	Probation Service National Plan

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
e)	Monitoring of sentencing decisions in Leicestershire Courts	Identify patterns of sentencing in relation to ethnicity and gender.	Provision of information to Youth Court Users Group and Youth Court Panel. Comparison of sentencing decisions with other identified areas with high ethnic minority populations.	From April 2001 By March 2002	Joint Improvement Performance Plan

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE FIVE (National and Local)		Encouraging reparation to victims by young offenders			
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
a)	Improving contact with victims.	Victims offered opportunity to engage in the YOTs work with offenders. Monitor victims' satisfaction levels with service provided.	Reparation Orders; 80% of non-corporate victims identified, contacted and offered opportunities for involvement (excluding those who have already indicated that they do not wish to be involved). Exit questionnaire to monitor satisfaction level provided to all victims engaging with restorative justice based mediation, with 70% of respondents responding satisfied with outcome.	From June 2001 By March 2002	Annual Policing Plan/Probation Service National Plan/ Crime & Disorder Strategy
b)	Restorative Justice	Increase restorative conferencing interventions on orders supervised by the YOT.	To offer 10 Restorative Justice Conferences between victims and offenders facilitated by the Youth Offending Team. Referral protocols established with Leicestershire Mediation Service. 20 cases referred to Leicestershire Mediation Service for victim offender mediation. Resourcing requirements identified.	By March 2002 By April 2001 By March 2002	Annual Policing Plan/Probation Service National Plan/ Community Safety Plan

ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
c)	Reparation activities	Increased understanding of victims' experiences by young offenders. Increased number and range of reparation placements available.	Victim empathy group established at least 1 per month. Database of Reparation placements available to the YOT. Placements to be diverse taking account race, gender, disability, sexual orientation and other considerations. 10% of all placements to established within ethnic minority organisations or communities. Identification of approved session adviser.	June 2001 June 2001	Annual Policing Plan/Probation Service National Plan/ Community Safety Plan
d)	Partnership with Victim Support	Agreement with Victim Support covering the nature of YOT contact with victims and YOT referrals of victims to Victim Support.	Protocol in place.	By July 2002	Annual Policing Plan/Probation Service National Plan/ Community Safety Plan
e)	Victim Personal Statement Scheme	Greater awareness by young offenders of the impact of their crime on victims.	All VPS to form basis of work on victim perspective (where victim willing).	From implementation of scheme locally	Criminal Justice System Business Plan

SECTION THREE

NATIONAL AND LOCAL OBJECTIVES 2001/02

OBJECTIVE SIX (National and Local)		Reinforcing the Responsibilities of parents			
ACTION/SERVICE STRATEGIES		OUTCOMES INTENDED	THE TARGET(s)	TIMESCALES	LINKAGES
a)	Parenting Programmes	To offer a range of services designed to assist parents/carers discharge their responsibilities effectively.	Individual or groupwork programmes to be proposed in all Court reports on 16 year old offenders and below.	From April 2001	Quality Protects Management Action Plan/Behaviour Support Plan
b)	Looked After Children	Develop more effective planning and services for young people in the public care who are also young offenders.	Social Worker to attend Court/provide relevant information to sentencers on progress of Looked After children who have offended. YOT Police Officers to contribute to programmes on offending behaviour with LA children in residential care	From April 2001	Quality Protects MAP, Children's Services' Plan
c)	Attendance at Court by parents/carers	Improve engagement between sentencers and parents to promote greater involvement in subsequent supervision process.	Increase by 20% attendance at Court by parents/carers where an appropriate adult request has been received. (646 requests received, monitoring of attendance to be established).	By March 2002	Children's Services Plan/Quality Protects Management Action Plan

SECTION FOUR

RESOURCING OF YOUTH OFFENDING TEAMS 2001-02

Resourcing of the Youth Offending Team has been provided through a contribution of direct staffing, financing the shared costs and in-kind contributions by all the statutory partners. The Management Group (YOMG) had hoped to move from year 1's budget agreement to agreeing a formula between agencies to put in place a 3 year budget framework from 2001. This would enable agencies and the Youth Offending Team to have a clearer and longer term arrangement. This however, has not been possible for a variety of reasons, not the least of which has been the uncertainty given the relatively short length of time that some of the new measures have been in place, of knowing whether the predicted demand was an accurate forecast. However, progress has been made in reaching agreement on the budget for this year and adopting a formula for setting contributions to the pooled element of the budget. It is envisaged therefore that this framework can be applied in agreeing a 3 year budget cycle from 2002.

There are a number of factors which have implications for the adequate resourcing of the Youth Offending Team. Firstly, the rigorous demands of the new National Standards, which require twice weekly contacts during the early stages of community orders, the timescales set for Detention and Training Order boards, plus the decision made by the Youth Justice Board that Youth Offending Teams be responsible for the entire supervision of these orders, (potentially for young people up to 20 years of age) were not known when budgets were first agreed. Similarly, the requirement that 2½% of the budget should be allocated to the provision of preventative services, has been an additional constraint. However, this requirement has been met, largely through the Youth Offending Team's significant contribution to the Crime and Disorder Strategy, in its work with the 10-17 year old strategic priority action plan.

Locally, there have been some problems in the recruitment and retention of qualified staff, an issue that a number of agencies have also been experiencing. This has been compounded by a number of maternity leaves within the team, and although partner agencies recognise the impact this has on the Youth Offending Team there is as yet no clear agreement on how this can be covered.

There is undoubtedly real commitment from partner agencies to ensure that the team is adequately resourced, but also that a best value approach be demonstrated, recognising that each agency also faces its own budget pressures. Clearly the additional funding provided by the Youth Justice Board Development Fund (Bail Supervision Scheme, Mentoring, IT grants, and the one off contributions for Mapping services, IT and Tackling Delays) has considerably boosted resources. An extra contribution, recognising the high level of offending in Leicester has been welcome. However, the tapered funding arrangements for some of these projects has had to be taken into account not only by the Youth Offending Team, but also by the partner agencies which have contributed

(Probation, Health, Education and Social Services for the Bail Supervision Scheme), (Health in meeting the funding requirements for the cognitive behaviour therapist post).

It will be seen from Table 27b that there is an anticipated underspend of £61,200 in the pooled budget. This underspend will be offset against this year's budget thereby effectively reducing agencies' contributions. The Probation Service has reduced its percentage contribution, but for this year has agreed to leave its share of the underspend within the pooled element of the budget. There has been a small amount of growth provided by the other partners.

The Young Offender Management Group is committed to undertaking a more detailed assessment of the significant contributions made by agencies of additional services that support the work of the Youth Offending Team. Some work has already been done in identifying the substantial costs of providing remand services, transport and the remand fostering scheme, currently funded by Social Services. However, it has not been possible to cost out services for Children in Need, or the provision of the Emergency Duty Team. 4 ASBOS were made in Leicester in 2000, with costs borne jointly by the Police and Local Authority, but there is no current allocation of funding for the Youth Offending Team involvement in these orders. The Police, Probation Service and Health have also provided information on funding of services for young people. Undertaking a more comprehensive review of all services will provide a more accurate picture of the real costs in resourcing work with young offenders in Leicester.

A further planning requirement will be to consider the resourcing needed to implement the Referral Order in 2002, recognising that some funding will be provided by the Youth Justice Board to establish the scheme. A further area of work that needs to be considered is the allocation within the budget to establish partnership arrangements with the voluntary sector to enhance service delivery, particularly in the area of restorative justice. This is currently provided as an "in-kind" service, with the Police having contributed a small amount for training.

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

CORE ACTIVITY	SERVICE PROVIDER IF NOT SOLELY THE YOT	TOTAL BUDGET / PROJECTED COST TO THE YOT
PREVENTIVE SERVICES		11,000*
PACE SERVICES	YOT and Emergency Duty Team (Social Services)	
PRE COURT		
COURT BASED SERVICES		
REMAND SERVICES	Social Services and YOT	
COMMUNITY BASED DISPOSALS	Probation Service (Community Service, programmes and hostels)	25,000 (C.S.)
THROUGH CARE / AFTER CARE		
OTHER ORDERS (Table 14)	YOT and Centre for Fun & Families (Parenting Programmes) Education Department (Education Parenting Orders) Social Services (Child Safety) ASBOS (Police and Local Authority)	

* This figure calculated as 2½% of the pooled budget of £440,000 e.g. = £11,000

Table 27 : Youth Offending Team Budget 2001/02 - Sources

AGENCY	STAFFING COSTS	PAYMENTS IN KIND - REVENUE	OTHER DELEGATED FUNDS	<u>TOTAL</u>
POLICE	155,200	6,000	23,900	185,100
PROBATION	181,100		22,500	203,600
SOCIAL SERVICES	569,000	17,000	77,500	663,500
EDUCATION	94,200		16,100	110,300
HEALTH	114,500		14,600	129,100
LOCAL AUTHORITY CHIEF EXECUTIVE		4,500		4,500
ADDITIONAL FUNDING (Table 23a)	13,200		22,400	35,600
TOTAL	1,127,200	27,500	177,000	1,331,700

PLEASE NOTE:

- All staff costs include on-cost plus travel costs.
- The staffing costs in the above table includes all practitioners costs and all pooled staff costs.
- The other delegated funds includes all other pooled costs e.g. furniture and equipment, stationery, telephones, printing etc.
- Payment in kind reflects management time as estimated by each agency.

AGENCY	PRACTITIONERS COSTS A	POOLED STAFF COSTS B	STAFFING COSTS = A+ B
POLICE	106,000	49,200	155,200
PROBATION	122,500	58,600	181,100
SOCIAL SERVICES	412,100	156,900	569,000
EDUCATION	61,500	32,700	94,200
HEALTH	85,200	29,300	114,500
TOTAL	787,300	326,700	1,114,000

AGENCY	TOTAL POOLED COSTS INCLUDING INTERVENTION TEAM TABLE 27b C	POOLED STAFF COSTS D	OTHER DELEGATED FUNDS = C-D
POLICE	73,100	49,200	23,900
PROBATION	81,100	58,600	22,500
SOCIAL SERVICES	234,400	156,900	77,500
EDUCATION	48,800	32,700	16,100
HEALTH	43,900	29,300	14,600
TOTAL	481,300	326,700	145,600

**Table 27a : Additional Sources Of Funding For The Financial Year
2001/02**

ADDITIONAL SOURCE	AMOUNT (£000)
SINGLE REGENERATION BUDGET	
EUROPEAN FUNDING	
YOUTH JUSTICE BOARD (BAIL SUPERVISION SCHEME)	35,600
OTHER	
TOTAL (for inclusion in Table 27)	35,600

PLEASE NOTE:

No figure has been submitted in relation to the Youth Justice Board grant for mentoring. This is a joint Leicestershire Youth Offending Service/Leicester City Youth Offending Team project, but as Leicestershire Youth Offending Service is the lead, they have included all grant funding on their Table 27a

Table 27b : Pooled Budget For 2001/02

AGENCY CONTRIBUTING	AMOUNT (£000)	Forecast Underspend	Revised Contributions
POLICE	73,000	8,100	65,000
PROBATION	81,100	11,500	69,600
SOCIAL SERVICES	234,400	29,800	204,600
EDUCATION	48,800	6,200	42,600
HEALTH	43,900	5,600	38,300
LOCAL AUTHORITY CHIEF EXECUTIVE	-	-	-
TOTAL	481,300	61,200	420,100

PLEASE NOTE:

- The above pooled costs includes staff costs of £248,700 and £48,200 for Interventions Team.
- It is anticipated that there will be an underspend of approximately £61,200 in 2000/01. This underspend will be offset against the budget 2001/02, hence reducing agency contributions.
- The budget figure of £481,300, before taking into account the underspend has been used in Table 27.

Table 27c : Partner Agencies Contributions To Youth Justice Services External To The Youth Offending Teams

AGENCY	ESTIMATED COSTS
POLICE	
PROBATION (C.S. provision for 16-17 year olds)	25,000
SOCIAL SERVICES	360,100*
EDUCATION	
HEALTH	24,500

Community Service	25,000
Secure Remand Accommodation and Transport	125,100*
Remand Fostering Scheme	235,000*

The cost of Emergency Duty Team (EDT) is not available at present, but will be included in next year's Plan.

Table 27d : Contribution To Youth Offending Team By Health Service By Source.

HEALTH CONTRIBUTION : FUNDING SOURCE	AMOUNT £K
HA1	129,100
HA2	
HA3	
HA4	
OTHER SOURCE	
TOTAL*	129,100

*as in Health row – Table 27

SECTION FIVE

LINKAGES WITH OTHER PLANS

i) Criminal Justice Cluster

The aims and objectives of all the key criminal justice strategic plans clearly overlap and should complement delivery of services in relation to government priorities for youth justice. A number of these criminal justice agencies are however, at different stages in formulating their plans for 2001-02, and therefore linkages are to some extent in proposal and planning form at this stage.

The Criminal Justice Strategic and Business Plan

The Leicestershire and Rutland Criminal Justice Strategy Committee has agreed an action plan for 2001-02 to meet its aims and objectives. Key areas of work will focus on tackling delays within the youth justice system, examining issues of fair treatment with a specific focus on race, and the needs of victims. The YOT Manager will be a member in 2001 of the working groups focusing on fair treatment and speeding up youth justice, and will therefore ensure that the work of the Youth Offending Team contributes directly to these priority areas.

Leicester Crime and Disorder Strategy

The Youth Offending Team will continue its work in the delivery of the action plan for the 10-17 year old strategic priority group. It will also seek to contribute to the other strategic groups, particularly the 18-30 years offending group which will be establishing its burglary reduction programme. As part of its contribution to the overall partnership, the Youth Offending Team will develop its work with specific City Council departments which are incorporating a crime and disorder focus within their respective business plans.

The Joint Performance Improvement Plan/Youth Justice Services Agreement

Locally, a working group has been established composed of representatives from the Leicester Magistrates Court, Police, Crown Prosecution Service, Witness Scheme and the two YOT Managers. This group chaired by the Clerk to the Leicester Magistrates Court has prepared a Youth Justice Service agreement, which will be adopted countywide from the beginning of 2001. The agreement incorporates an action plan for dealing with young offenders at all stages within the criminal justice system and arrangements for the processing of persistent young offenders. It includes the setting of targets for timescales and for the monitoring of its performance. The work of the Youth Offending Team will contribute to meeting these objectives in a number of ways. Its objective to provide 100% of reports on PYOs, within the required National Standard

timescales and its commitment to increasing the provision of specific sentence and verbal reports to 50% of the overall requests for reports will contribute to the government target of 71 days. The introduction of the temporary Court duty post funded by the Youth Justice Board Development Fund, will be instrumental in prioritising this area of work, particularly within the Crown Court. Given the increase from 230 days in September 2000, to 245 in October 2000 to reach sentence in the Crown Court, this new service could significantly assist in reducing delays in this area of the criminal justice process.

The Youth Justice Service Agreement also outlines how information on the work of the Youth Offending Team will be provided. This will include information on patterns of offending, sentencing and re-offending rates. Analysis by the Youth Justice Board of the first data returns by Youth Offending Teams indicates that the East Midlands has the lowest pre-court population (25.4%, cf 55.7% nationally), but the highest convicted population (74.6%, cf 55.7% nationally). This finding is reflected locally and requires further analysis by the relevant agencies including charging decisions by the Police and sentencing patterns by Courts.

The Youth Justice Board analysis also revealed the high use of custodial sentences within the region, again a funding supported by local data (7.1% custody rate for East Midlands, cf 4.5% nationally). Clearly, the Youth Offending Team needs to respond by developing the confidence of sentencer in the use of the range of new community orders now available, and in rigorously enforcing such orders.

Annual Policing Plan

The Annual Policing Plan is developed jointly by the Police Authority and the Chief Constable and sets out both Home Office priorities and targets and those for the Leicestershire Constabulary. It links with a number of other national and local plans including the Youth Justice Plan.

The Leicestershire Constabulary is committed, as part of its partnership approach, to provide an effective service for all young people. Force priorities including:-

- ◆ Preventing offending behaviour.
- ◆ Reducing anti-social behaviour.
- ◆ Reducing likelihood of re-offending.
- ◆ Reducing victimisation.
- ◆ Encouraging young people to make an active contribution to crime prevention and community safety.

These priorities are also encompassed within and driven by the Force Youth Strategy. A key component of this strategy is the funding, staffing and general support to both the Leicester City and Leicestershire Youth Offending Teams to contribute to the successful delivery of the objectives within the Youth Justice Plan.

In addition, Leicestershire Constabulary makes a significant contribution to the Leicester Partnership against Crime and Disorder. A specific priority within the Crime and Disorder Strategy is work in partnership with the Leicester City Youth Offending Team and other agencies to develop preventative programmes for young people aged 10-17 at risk of re-offending. Actions within this group that are currently being progressed include:-

- ◆ Targeting retail crime.
- ◆ Developing data on offending and non-school attendance.
- ◆ Research into the correlation between offending and substance misuse.
- ◆ Developing effective links with the Careers Service.

The priority group is working towards specific objectives and targets which are monitored as part of the overall strategy to reduce crime and disorder in Leicester.

The Leicestershire Constabulary will continue to support the partnership approach to developing and implementing interventions based on a restorative justice model. The Force will monitor the developments in Restorative Justice practices in other Forces and in particular the cost effectiveness of such schemes and their impact on offending.

Probation Service National Plan

The Home Office has recently issued a key document for the National Probation Service setting out the aims of the new service, its priorities and Action Plan 2001-02. The 3 aims are:-

- ◆ Protection of the public.
- ◆ Reduction of re-offending.
- ◆ Proper punishment of offenders.

All of these aims are clearly linked to the key national objectives for YOTs. The Action Plan includes the Probation Service's contribution to Crime and Disorder Partnerships and to the resourcing of YOTs and their development.

Clearly the aims and objectives of preventing and reducing offending are central to both the work of the Probation Service and the YOT. Appropriate assessment and effective supervision of young offenders, targeting persistent offenders, should contribute towards delivery of these objectives. Specific work on integrating Asset, Ogrs and Oasys Assessment scales to ensure that where young offenders are transferred to adult supervision, a jointly owned assessment of need is undertaken.

The development of accredited programmes to be delivered by the Probation Service may provide YOT staff with appropriate training opportunities to develop programmes more specifically related to the needs of young people.

Services to be provided under Drug Treatment and Testing Orders are currently being established. Criteria for appropriate assessment of young offenders, and access to services will need to be established. The YOT is represented by the YOT Manager on the DTTO Steering Group and will contribute to overseeing the development of progress in this area of work.

The Probation Service from April 2001 will become a new national service with a national directorate and a new board to replace the Probation Committee. The aim is to create greater consistency in the way in which offenders are supervised whilst allowing for flexibility for the service to respond to local needs, including work with other agencies and community groups.

A key part of this modernisation process is the development of evidence based practice and the introduction of nationally accredited programmes. Rigorous assessments of offenders will be needed, and the Leicestershire and Rutland Probation Service and YOT will work together to align the various assessment frameworks. Young offenders will be eligible for this programme, and YOT staff will be briefed and offered training where possible, and potentially have the opportunity to co-own programmes, although clearly the strict criteria required will have to be met. The aim of this will be to develop a more thorough knowledge and working practice with YOT staff and to look to develop both in an individual and group work basis, programmes of work appropriate to the needs of younger offenders.

Areas of work to be developed during 2001-02 will explore the practicalities of improving electronic communication between the Leicestershire and Rutland Probation Service and the YOT. These would include e-mail links, and the possibility of accessing the Probation Service and YOT case record system. Developments in this area would speed up and improve the quality of information transfer, particularly where the Probation Service provide programmes on behalf of the YOT, but where enforcement of such orders is the responsibility of the YOT.

The Probation Service can offer the YOT access to partnership arrangements, such as the services of the Black Prisoner's Supports Group to work with young offenders. The Probation Service has a long established record of recruiting and involving volunteers in many aspects of its work, and it continues to provide the framework to assess and train potential volunteers, who can then work with the Interventions Team that deliver a large proportion of Final Warning interventions, and also other YOT activity, i.e. PACE interviews. Community Service will continue to be a major service provided by the Probation Service for 16-17 year olds.

The YOT will also seek to share its developing practice in the field of restorative justice work with offenders. The Probation Service will be required to expand its contact with victims and to take their views into account into wider services than hitherto. The YOT restorative justice development worker, who is a seconded Probation Officer, will contribute, where appropriate to sharing and developing expertise across the two agencies.

The Prison Service Business Plan

The Prison Service Business Plan and the Youth Justice Plan have a cross-cutting agenda with a joint responsibility for providing effective supervision of young people receiving a custodial sentence through an integrated training plan management process.

In 2001 the Leicester City Youth Offending Team intends to build on the partnership work and protocols established with the secure estate. Joint training will be undertaken by prison and YOT staff to develop practice based on a restorative justice approach. The Youth Offending Team can benefit from the skills and experience of prison staff in delivering programmes based on effective practice criteria, to develop relevant programmes to be undertaken in the community. There also needs to be some joint work to ensure that effective offence focused work can be achieved during short sentences and that needs identified at initial sentence planning boards can realistically be met. The Youth Offending Team is keen also to explore the feasibility of seconding staff to HMYOI Onley to enhance partnership working and the effective delivery of the seamless sentence.

An innovative multi-agency project is currently being devised by Rainsbrook, the Institute for Citizenship and the Leicester City and County Youth Offending Teams. Its aim is to promote a model of citizenship both during custody and on release for young people which will involve a number of agencies, including education providers, sports and youth organisations.

ii) Social Services

The Leicester City Children's Services Plan (1998-2000) is a document which summarises the aspirations of Social Services, Education and Health, for the city of Leicester. The requirement to produce a replacement plan has twice been relaxed by the Department of Health, and the latest guidance will remain in draft form until at least 2002 when it appears the next plan will be required.

The joint planning forum which will host the multi-agency children's planning process has been modified significantly this year, with the creation of the Leicester Children's Planning Partnership (LCPP). This forum incorporates the Health Action Zone Children's planning subgroup and is establishing structural links with the other major children's planning fora in the city (i.e. YOT, DAT, ACPC & EYDCP).

LCPP is working on developing a multi-agency Children's Services Plan for vulnerable children by March 2001. The YOT Manager is a member of the Children's Services Planning Working Group. The draft guidance makes clear that the Department of Health is expecting that:-

"The Children's Services Plan should be the vehicle for rationalising, co-ordinating and securing more effective planning"

With this in mind it will incorporate the key elements of this Youth Justice Plan into the over-arching plan for all vulnerable children in Leicester.

Developing clear linkages between the objective of preventing and reducing offending and the Quality Protects, Management Action Plan and prospective Children's Services Planning is critical.

Through developing a range of joint protocols for work between the YOT and Social Services it is intended to target resources and to reduce drift and delay in work with children who are both looked after or in need.

The initial focus will be reducing offending amongst children who are looked after by 5% by March 2002. Placement stability also contributes to reducing offending behaviour, as a result targeted action to reduce the number of placement moves for children looked after will also be a priority.

The implementation of the Leaving Care Act in October 2001 will require significant strategic co-operation and development between the YOT, Social Services and the emerging Connexions Strategy. This will have a significant impact on the ability to increase the level and range of accommodation available for 16-17 year olds.

Social Services, Health and Education are working together, through HAZ, to develop a City wide initiative linked to the three Sure Start programmes in Leicester with focused intervention, aimed at reducing and alleviating the impact of teenage pregnancy.

Housing

The City Council Housing Department has taken a lead in co-ordinating work to assess the level of need among young people with accommodation problems. The YOT is contributing to this work at an operational and strategic level. A mapping exercise to define levels of need among young offenders and care leavers is planned with an objective to establish a small number of supportive lodgings, if demand is indicated. Improved access to hostel provision locally within the voluntary sector, will also increase the range of accommodation resources to young people. These YOT objectives will complement the priority area for Quality Protects Map 3.

Leicester Community Plan

The Local Government Act 2000 introduced a duty on local authorities to produce community strategies. This involves working in partnership to promote economic and environmental well being to improve the quality of life for local people. Following a major consultation exercise with local people, a number of key priorities emerged:-

- ◆ Diversity
- ◆ Community Safety
- ◆ Health and Social Care
- ◆ Environment
- ◆ Jobs and regeneration

These priorities largely mirror the key objectives of the Crime and Disorder Strategy. Clearly the objectives of the Youth Offending Team also link with a number of these priorities. One plan acknowledges that Leicester is both a multi-cultural and multi-faith city and that there is a responsibility to ensure that inequalities, discrimination and social exclusion are challenged constantly.

Improving community safety and reducing crime is a long term objective of the plan, and the Youth Offending Team is contributing to this priority and its direct supervision of young offenders and its input to the Crime and Disorder Strategy.

Progress on meeting these objectives will be monitored adopting the principles of best value. These will effectively act as a tool to ensure that the aspirations identified in the Community Plan are turned into effective action on the ground as a key part in the modernising agenda for Leicester.

Table 28: Rates Of Offending By Looked After Children

Data Period: 01.10.99 – 30.09.2000

POPULATION 10-17 YEAR OLDS	NUMBER	NUMBER OF POPULATION OFFENDING	PERCENTAGE OFFENDING
GENERAL POPULATION	32,057		
LOOKED AFTER POPULATION	142	16	11.25%

Within Leicester City Social Services Department, there is no common definition of "Children in Need". Work is currently in progress to define parameters more closely. However, the national "Children in Need" Census indicated that between 28th February 2000 and 5th March 2000, 2,086 children were in receipt of a service provided by Leicester City Social Services Department. These were children supported in families or living independently. The YOT was included in this survey, and therefore this figure includes young people referred to the YOT. As there was no specific category for young offenders included in the survey, it is not possible to subtract this number from the overall figure for Children in Need.

In relation to Looked After Children during the Census week, the figure was 523.

Table 29 : Offending By Children In Need and Those "Looked After"

Data Period: 01.04.2000 – 31.12.2000

POPULATION 10-17 YEAR OLDS	NUMBER	NUMBER OF POPULATION OFFENDING**	PERCENTAGE OFFENDING
GENERAL POPULATION	32,057		
CHILDREN IN NEED POPULATION			
LOOKED AFTER CHILDREN / YOUNG PEOPLE			

iii) Education

Education Plans for 2001-02 include developing services for Key Stage 3 pupils at risk of exclusion.

Increasing the level of educational provision for all excluded pupils.

The “Excellence in Cities” Initiative provides an important additional resource to develop:-

- ◆ Learning mentors in secondary schools
- ◆ Learning support units to meet the needs of vulnerable pupils

It also includes challenging new targets for reducing permanent exclusions in secondary schools. During 2001-02, the emphasis will be on consolidating the implementation of this initiative .

Limited information available from the aggregated Asset data (October/November) will be used to identify and link those pupils at Key Stage 3, specifically, and defined vulnerable pupils, building on the established relationships with the Student Support Services will be key to develop this area of work. Key areas of work will focus on the establishment of systems for liaison between YOT and LEA staff to improve planning for co-ordinated educational provision, particularly for young people on release from custody. This will include working to improve access to educational assessment for young people with complex difficulties with or without a viable school place.

Connexions Strategy

Although the Connexions Service will not become operational until 2002 in Leicestershire, plans are already progressing towards implementation. The YOT is agreeing a protocol with the Leicestershire Careers Service in respect of exchange of information related to educational and training needs of young offenders, and to ensure prompt referral and monitoring of progress to the Careers Service. The Key Stage 4 Education worker is contributing to the developments of the local personal advisor scheme, and will continue to ensure the YOT plays its part in the emerging service. A recent contribution on the Asset document at a multi-agency event on assessment framework will help to ensure that the multitude of different models are aligned and complimentary.

Work to be undertaken during 2001-02 will focus on targeting specifically young people in secure facilities in relation to ensuring a streamlined approach to providing education and training opportunities on release.

iv) Health

Drug Action Team Plan

Following the Government's decision to re-align DAT areas within local authority boundaries, it has been agreed locally that there will be 3 DAT co-ordinator posts across Leicester, Leicestershire and Rutland. Specific details of how the new arrangements will work have not yet been finalised, but it is likely that there will be some over-arching structure to ensure co-ordination, and that each co-ordinator may have a focus on specific issues relevant to their geographical area of responsibility. In respect to the YOT, a local DAT will ensure greater focus on the specific needs of young people in the city and a closer working relationship to provide a comprehensive range of services.

The plan for the treatment and targeted prevention for vulnerable young people has now been approved by the DAT. A multi-agency steering group has been set up to oversee the implementation of the plan and the further development of the service. Membership of the steering group is likely to include representatives from Social Services, Education, Health, YOT and specialist drug services. The YOT Manager will represent the YOT on this group. The steering group will have oversight specifically of both the Treatment and Targeted Prevention Team, which will include the YOT Drugs worker, and the training programme for tier 1 and tier 2 providers and report to the DAT on progress (and in future to DATS and/or any DAT strategic partnership). The steering group will also link with other children's strategies.

To ensure a more comprehensive service to the YOT, it is anticipated that Government funding will be forthcoming to appoint at least one full time drugs working during the course of 2001. A small amount of funding will be available from the DAT to provide research on information needs and assessment for the Crime and Disorder Group 10-17.

Health Improvement Programme and HAZ

The steering group for the Young Person's Team will consider during 2001 how mental health services for young people can be provided for local secure facilities and access to appropriate services on release.

Additionally, a research study across the two YOTS, is planned, dependent on funding from the Youth Justice Board Development Fund to map the needs for physical and sexual health needs of young people. This will have clear links to the DATS work with vulnerable young people, where community health needs will also require identification. Dependant on the findings of this study, longer term health provision would focus on a more holistic approach to meeting all the health needs of young people, as well as considering a more preventative strategy.

Although the YOT has not had a direct connection to date with the local HAZ, the development of the Children's Services Plan, in which the Youth Justice Plan will be summarised, provides a clearer opportunity for greater integration of planning and services. The strategy partnership, chaired by the Assistant Director of Social Services, will have overall planning responsibility for Children's Services, and there will be a clear overlap with the Youth Justice Plan and Vulnerable Children's Plan.