



Leicester City Youth Offending Service Youth Justice Plan 2006 – 2007

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A. SUMMARY

Overview:

The Youth Justice Plan demonstrates the commitment of strategic partners, the Young Offender Management Board and Youth Offending Service staff to delivering continued improvements in preventing offending and re-offending by children and young people. The Plan has been subject to wide consultation amongst members of the YOMB, YOS Managers and staff and partner agencies. The YOS welcomes the new Youth Justice Board performance framework as an opportunity to identify both areas of achievement and under performance whilst reflecting a more robust approach to the measurement and improvement of services.

The YOS continues to perform well overall and above the national average against a range of YJB key performance indicators including completion of Asset assessments and providing pre sentence reports for the courts. The downward trend in reducing custodial sentences has continued although the use of remands to the secure estate still remains stubbornly high. The YOS still faces a significant challenge in meeting it's target for engaging young offenders in full time education, training and employment, and together with reducing remands this area will remain a key priority for performance improvement in 2006/07.

The YOS demonstrated a significant improvement in delivering services measured against YJB national standards in 2005 and will continue to work with staff to sustain and improve performance in the coming year. The YOS places a high value on delivering quality services as demonstrated in recent YJB Effective Practice and Quality Assurance audits. The Service will address areas identified for improving performance through the action plan submitted with this Youth Justice Plan.

Despite reduced levels of re-offending after 24 months for the 2002/03 cohort compared to the previous year, the levels of re-offending by both the 12 month and 24 month tracked cohort continues to be disappointingly high in common with the regional and national picture. The YOS will continue to work with its partners to monitor the quality of data provided.

The YOS is using the opportunities afforded by integration with others within a newly formed department to contribute to strengthened management of Community Safety issues. It will continue to maintain strong links with the Children and Young People's Department. As new service structures emerge the YOS will ensure that it continues to respond to local priorities in relation to Every Child Matters, the Children and Young People's Plan and the Local Area Agreement. The YOS will build on it's strong relationships with criminal justice partners to respond to the challenges of the RESPECT agenda, tackling anti social behaviour and local crime priorities, whilst continuing to work with victims, families and offenders.

I recommend this annual plan and look forward to working with strategic partners and YOS staff in delivering services that contribute towards safer communities whilst enabling children and young people to access appropriate services to achieve their full potential.

Sally Burton

Corporate Director

Adult and Community Services

B. LOCAL PLANNING ENVIRONMENT

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

The YOS has been located in the newly configured Adult and Community Services Department from 1st April 2006 incorporating Community Safety, Anti-Social Behaviour and DAAT functions, following Leicester City Council's Integrated Services Review. Work will continue at strategic and operational levels to ensure that children and young people who are offending and their communities are appropriately safeguarded whilst the new working arrangements are embedded during 2006/07. The YOS will also need to ensure that the needs of vulnerable children and young people at risk of offending continue to be prioritised in the new Children and Young People's Services. The YOS will ensure that it remains involved in future joint commissioning, planning and provision of integrated services for vulnerable children and young people through continued participation in the Leicester Federation Management Board and Children's Strategic Partnership Joint Commissioning Board.

The YOS is fully involved in consultation on the development of the Leicester Children and Young People's Plan for all five Every Child Matters outcome areas. The Leicester CYPP has established the need to prevent and reduce anti social behaviour, offending, re-offending and racial harassment by children and young people as one of the fourteen top local priorities for 2006/09. The YOS will continue to contribute towards the delivery groups of the CYPP particularly around the themes of staying safe from crime and anti social behaviour and making a positive contribution whilst recognising that it contributes to all thematic areas. The YOS welcome the prioritisation of participation by young people in the planning and delivery of services and will continue to contribute towards the participation of young people developments.

In January 2006 the DfES sponsored a national networking event in Leicester for YOS' working with pilot Children's Trusts. Leicester YOS has agreed to be a demonstration site for the second wave of DfES sponsored evaluation by the NCB on the developing relationships between YOS' and Children's Trusts. It is anticipated that this ongoing evaluation project will assist the YOS in continuing to raise the profile of youth crime issues within the emerging local Children and Young People's Services, whilst highlighting partnership work within the YOS that contributes towards improving universal services.

The YOS has made representations to the Leicester Partnership and Federation Management Board in the drafting of the Local Area Agreement for both the Safer and Stronger Communities Block and the Children and Young People's Block. The YOS welcome the emphasis on reducing inequalities across the City particularly with regard to education and employment and support the inclusion of the YJB ETE target in the LAA. The YOS is aware that no other YJB key performance indicators are translated into the LAA but will ensure that it is fully engaged in decision making around resource allocation to meet priority outcomes for both the children and young people and safer and stronger communities blocks.

The YOS will work with both the Director of Adult and Community Services and the Director of Children and Young People's Services to continue to contribute towards narrowing the gap in quality of life between disadvantaged neighbourhoods regarding crime, health and education and will seek to extend its involvement in the emerging Children's Centres and Extended Schools Services.

The YOS is a full member of the newly launched Leicester, Leicestershire and Rutland Local Safeguarding Board and is developing revised working agreements with principal officers to reflect new Safeguarding requirements in respect of children and young people known to YOS. The YOS has completed both a Bichard and section 11 Audit in consultation with principal officers from the Local Children's Safeguarding Board and will continue to hold joint liaison meetings with the County YOS Manager and Service Managers from the Safeguarding Board to ensure that vulnerable young people are appropriately protected. The YOS is represented on the local Multi Agency Public Protection Arrangements Operations Group and Strategic Management Board. This enables the YOS to contribute to the wider public protection agenda, whilst allowing best practice to be translated into internal YOS risk management processes.

The YOS Head of Service is a member of the Local Criminal Justice Board and chairs the LCJB Youth Justice Working Group overseeing delivery of the PYO Pledge, and first time entrant's target. The YOS is also active in contributing towards the core business of the LCJB through participation in the Improving Confidence and Diversity, Fair Treatment and Victims and Witnesses sub Groups.

The YOS are actively involved in the local Crime and Disorder Reduction Partnership and lead on the Prevent and Deter element of the Prolific and Priority Offender Strategy. The YOS performance targets to reduce first time entrants and track PPO are fully integrated into the CDRP Delivery Plan and progress reported by the YOS through the CDRP Performance Group. The interim Project Director for Community Safety and the Corporate Director attend the Community Safety Programme Board. This is a joint City/County initiative chaired by the Chief Constable, coordinating CDRP activity across the areas and overseeing delivery of the joint PPO strategy.

The YOS Head of Service is represented on the Bridges (IRT Trailblazer) Management Board and is involved in the pilot of the Common Assessment Framework through the Junior Youth Inclusion Programme. The YOS is working with the Bridges Project Manger to promote the extension of the CAF as part of the roll out of the new Youth Inclusion and Support Panel from June 2006.

The YOS facilitated a stakeholder event to engage strategic partners in the 2006/07 Youth Justice Plan and to promote awareness through a presentation of the YJB action-planning tool. The event was very well attended by members of the Young Offender Management Board and YOS operational management team and provided a platform to discuss complimentary and conflicting strategic priorities. As part of it's continuing commitment to integrated local planning the YOS will facilitate a similar event in November 2006 to review progress with strategic partners set against the priorities contained in the Youth Justice Action Plan.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

The Young Offender Management Board (YOMB) has seen the departure of its chairperson Andrew Cozens, Deputy Chief Executive of Leicester City Council, who left in December 2005. Interim chair arrangements for YOMB have been established with the support of the Probation Service representative pending the start in post of the new Corporate Director for Adult and Community Services who assumed responsibility for chair of YOMB meetings from April 2006.

The YOMB meets bi-monthly and continues to provide strategic leadership and scrutiny functions assisted by the provision of quarterly YOS management reports. YOMB members have been active in supporting the YOS in tackling areas of under-performance such as ETE engagement and a significant number of YOMB members attended the ETE Forum hosted by the YOS in October 2005.

The YOS Head of Service was seconded to a post of interim Project Director for Community Safety in December 2005 bringing together strategic responsibility for YOS, DAAT, Anti Social Behaviour and Community Safety functions. The current Deputy Head of Service has been Acting YOS Head of Service since January 2006. The Acting YOS Head of Service continues to be supervised by the YOS Head of Service who has been supervised by the Interim Corporate Director for Adult Services.

From May 2006 a new Service Director will provide line management and senior management leadership for all Community Safety Services including YOS.

The YOMB has been fully consulted in the preparation of the Youth Justice Plan and together with wider partners, and the operational management team invited to discuss individual agency contributions at a recent stakeholder event. In recognition of the importance of future YOS inspection and JAR plans for 2007/8, the YOS will be undertaking an independent pre- inspection audit and management training event together with YOMB partners in June 2006.

A priority for the YOS during 2006/07 will be to ensure that all partner agencies continue to be appropriately represented at a strategic level on the YOMB and that the needs of vulnerable children and young people known to YOS are represented at a time of organisational change across a number of key partner agencies. Building on the positive relationships with health partners it will be particularly important to secure ongoing senior health commitment to the YOMB following the planned merger of local Primary Care Trusts. The Corporate Director is developing a legacy plan with the existing PCTs. The Head of Service will also ensure that the YOS are appropriately represented at a strategic level in the emerging new Children and Young People's Services, Police and PCT structures from April 2006.

The YOS will identify suitable co-opted members to attend YOMB where deemed appropriate in the coming year and will continue to seek representation from the secure estate to address areas of under-performance such as Detention and Training Order planning boards.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Sally Burton	Leicester City Council Adult and Community Services	Corporate Director	White	Female
Trevor Worsfold	Leicestershire and Rutland Probation Service (Deputy YOMB Chair)	Assistant Chief Officer	White	Male
Peter McEntee	Children and Young People's Services	Head of Service Children's Fieldwork	White	Male
Paul Livock	Children and Young People's Services	Service Director Access, Inclusion and Participation	White	Male
Paul Smith	Leicestershire Constabulary	Superintendent	White	Male
Mel Thwaites	Leicester City West Primary Care Trust	Child Health and Strategy Manager	White	Female
Claire Cunningham-Hill	Specialist Mental Health Services and Learning Disability	Director	White	Female
Martin Clewlow	Leicester City Council Housing Department	Landlord Services Manager	White	Male
Mary Campagnac	Leicester City Council Adult and Community Services	Interim Project Director Community Safety	White	Female
David Thrussell	Youth Offending Service	Acting Head of Service	White	Male
Kate Galoppi	Drug and Alcohol Action Team	DAAT Co-ordinator	White	Female
The following members have been co-opted onto the Young Offender Management Board, and attend for specific relevant matters.				
Heidi May	Connexions Service	Head of Service, Leicester City	White	Female
Nick Watson	HM Court Service	Director of Legal Services	White	Male
Yogesh Patel	Children and Young People's Service	Accountancy Team Manager	Asian	Male
Peter Spencer	Leicester Mediation Service	Manager	White	Male
Iris Lightfoot	Leicester Race Equality Council	Director	Black	Female
Ian Hale	Leicester Children's Fund	Programme Manager	White	Male

C.2 PERFORMANCE AND QUALITY SYSTEMS

Overview particularly looking at performance management and data quality:

Performance Management continues to be a high priority for the YOS and statistical data has consistently been submitted within YJB timescales, requiring minimal or no alteration following submission. The Performance Management Team consists of 0.6 Performance Manager and a full-time Information Systems Manager who report to both the Head and Deputy Head of Service. Operational Managers also have responsibility for specific Key Performance Indicator's linked to their respective areas of work. The role of the Performance Manager, supported by the Information Systems Manager, is to interpret data, identify trends and provide management information to strategic partners.

The Young Offender Management Board is provided with regular updates on YOS Performance following the submission of quarterly Themis data. The YOMB is proactive in requesting additional performance information on new areas of activity such as PPO performance or areas of under performance such as ETE and use of remands. The YOS has commissioned an external facilitator to provide a half-day workshop with YOMB members in June 2006 to promote understanding of the performance monitoring framework and priorities and to reinforce the YOMB scrutiny functions.

The YOS provides timely information on performance data to key strategic partners including the CDRP, LCJB, Police and Children and Young People's Services. The YOS has used findings from the interrogation of Asset data to inform strategic planning in a number of areas including Education and Training, Mental Health and Substance Misuse Services, Prevention and Parenting Support, and tackling Anti Social Behaviour.

The Information Systems Manager has lead responsibility for management and development of Careworks, training of staff and liaising with the software providers with regard to upgrades and development issues. The IS Manager undertakes regular audits and follows through issues in performance by submitting reports to Operational Managers, contributing towards staff training, supervision and internal auditing procedures.

The YOS adopts a 'whole service approach' to responsibility for accuracy of data and improving quality and performance. A full range of staff are encouraged to be involved in the Effective Practice and Quality Assurance audits with lead responsibility held by the Deputy Head of Service. Operational Managers lead internal auditing on individual areas of service delivery and practitioners are fully involved in the auditing process. The YOS has instigated a number of successful practitioner forums to disseminate the findings of EPQA and National Standards audits. Action plans to address specific areas for improvement will be monitored through the relevant sections of the YOS delivery action plan.

The YOS has instigated an internal Asset audit with support from the regional YJB HR and Learning Advisor and the findings of the audit have been presented to YOS staff with agreed actions to review ongoing performance in 2006.

The YOS plan to continue the successful practitioner fora during 2006 to address ongoing areas of under performance and share findings on YOS service delivery to promote a culture of continuous service improvement. A full range of YOS staff will be engaged in the EPQA audits into Mental Health and Substance Misuse performance due for completion by September 2006. The EPQA findings and relevant action plans will be disseminated through a planned staff conference and practitioner workshops and translated into the Youth Justice Plan Action Plan.

The YOS utilises Local Authority appraisal systems and parent agency appraisal systems for seconded staff. YOS staff members are offered a full induction and regular supervision where issues of individual performance are discussed and if necessary, staff are offered support to address issues of competency and training needs.

The YOS routinely monitor Pre Sentence Reports prior to submission to court and additional peer scrutiny is given to reports on BME young people through a black cases forum instigated as part of the 2005 YOS Race Action Plan.

The YOS has sought to engage young people in identifying areas for quality improvement across the prevention service, and will seek to increase service user participation in planning and delivery of services during 2006/07. The YOS plans to commission a shadow inspection and internal file audit in late 2006 as part of a development plan to address priority areas for improvement that will involve young people and families.

C.3 RESOURCES

C3 a Financial resources

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

The YOS will continue to face a challenge to maintain its current level of programme resources set against a context of static or reducing partnership financial contributions, re-prioritisation of Neighbourhood Renewal Funding for 2006/08, tapering Children's Fund contributions towards the Junior Youth Inclusion Programmes and continued short term funding of key areas of service delivery including victim services and restorative justice. These financial challenges are in the context of the need to continue to contribute towards ongoing local government efficiency savings to provide Best Value services.

The YOS faces a challenging financial settlement in 2006/07 with no increase in financial contributions or uplift for inflation from health partners, due to other financial pressures and inflation only increases from the Local Authority and Probation Service. The Leicestershire and Rutland Probation Service has indicated it's desire to review and reduce it's contribution towards the YOS shared budget over coming years as a proportion of the total shared budget in line with a more standardised contribution to YOS budgets across the NOMS region. The issue of the calculation and presentation of shared partner contributions will need to be reviewed by the Young Offender Management Board during 2006/07 in consultation with the YOMB financial advisor.

The YOS is likely to face a reduction in YJB formula funding linked to an anticipated reduction in 17 year olds based on the 2001 census at a time of increasing demands to meet new local and national priorities including the extension of prevention and early intervention activities, the development of the Prolific and Priority Offender 'Prevent and Deter' scheme and expansion of services to tackle Anti Social Behaviour and respond to the RESPECT agenda.

The ending of the Neighbourhood Renewal Fund in March 2006 has led to the loss of five posts linked to areas of core YOS activity including restorative justice; reparation, victim contact work and ISSP advocate work. The YOS has been able to secure the positions of existing staff through managed vacancies for permanent posts although the ending of the NRF funding has led to a reduction in the establishment size and the loss of posts ring fenced to these core activities. The YOS will seek to apply for further grants from the next round of NRF funding linked to floor targets in violent crime and low educational attainment linked to super output areas.

The Junior YIP's will lose £106,000 from the 2006/07 budgets following the DfES 'claw-back' from the crime prevention element of the Children's Fund. As a result of the high profile success of the schemes the local Junior YIP was successful in securing a small grant from the DfES Change Fund to recruit a fixed term fundraiser until July 2006 to pursue bids for replacement funding. Despite this initiative there remain significant concerns about the impact of the reduced Children's Fund contribution on the ability of the YIP's to deliver sustained high quality youth crime prevention programmes. The YIP's will experience a further 29% reduction in their Children's Fund Grant amounting to a £106,000 reduction in finance for 2007/08. As responsibility for the Children's Fund budget aligns to the Leicester Children's Strategic

Partnership in 2006/07 it will be essential to ensure that the element of the budget ring fenced for crime prevention activities remains protected and any opportunities to enhance funding through pooled budgets is exploited.

The YJB Prevention Grant for 2006/07 will be utilised to deliver a Youth Inclusion and Support Panel to meet YJB prevention activity requirements. The small surplus for the fund will be used to develop a parenting support service for children and young people at risk of involvement in anti social behaviour and a range of other targeted groups to assist the YOS in meeting priorities contained in the RESPECT agenda. Both of these new initiatives will be located within existing prevention and early intervention structures to minimise start up, overhead and management costs.

The YJB decision to reduce the Regional HR and Learning Advisor post by 0.75 is likely to have an ongoing financial implication for the YOS to meet it's training requirements. This issue is particularly relevant at a time when staff recruitment and retention remains difficult and the YOS need to provide incoming staff with adequate basic training to meet YJB performance requirements.

Table A1: Services planned for the financial year 2006 – 2007

Core activity	Budget expenditure (£)	
Preventive services	529,800	12.92%
PACE Services	82,000	2.00%
Pre-court services	574,100	14.00%
Court-based services	287,100	7.00%
Remand services	266,600	6.50%
Community-based services	1,951,300	47.58%
Through care / after care (including RAP)	369,100	9.00%
Other orders	41,000	1.00%
Total:	4,101,000	100%

Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	125,900	53,000	90,600	269,500
Probation	140,000	137,000	103,500	380,500
Social Services	494,500	583,600	339,240	1,417,340
Education	123,300	6,600	65,660	195,560
Health (from Table A2b)	65,200	63,200	57,600	186,000
Local Authority Chief Executive				
Additional Funding (from Table A2a)	1,019,100	318,300	314,700	1,652,100
Total	1,968,000	1,161,700	971,300	4,101,000

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	1,209,300
Other	442,800
Total (for inclusion in Table A2)	1,652,100

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1:	85,600
Source 2:	100,400
Source 3: (etc.)	
Total (for inclusion in Table A2)	186,000

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

The YOS will extend its partnership with Crime Concern during 2006 by commissioning a Youth Inclusion and Support Panel resourced through the YJB Prevention Fund for 2006/08. The three Junior Youth Inclusion Programmes, managed by Crime Concern, continue to offer a diverse range of programme resources for children and young people aged 8-12 years in partnership with statutory, voluntary and business sponsorship. The YOS will use the remaining proportion of the YJB Prevention Grant for 2006/08 to extend parenting support services to targeted children and families at risk of exclusion and involvement in anti social behaviour and BME parents and families, whilst extending prevention and early intervention work with young fathers and asylum seeking families.

The YOS continues to work in partnership with the neighbouring County YOS in the delivery of joint Early Intervention and Intensive Supervision Surveillance and Support Programmes, the former managed through the County YOS and overseen by a joint Steering Group and the ISSP led by the City YOS and accountable to a joint ISSP/Resettlement and Aftercare Programme Steering Group.

RAP funding has now been extended until 2008 and the project will continue to work closely with Substance Misuse and Mental Health services to provide support and opportunities to vulnerable young people. Partnerships with the voluntary sector will be built upon in the coming year to improve the range of resources available. The YOS continues to work with the YMCA to provide accommodation and support services to young people as part of bail supervision, remand and resettlement and after care programmes.

The YOS has contributed limited funding in partnership with Health and the County YOS for the recruitment of a generic health worker to address the universal health needs of young people known to YOS. This shared post will assist YOS staff in signposting vulnerable young people to primary health services whilst complimenting the work of specialist mental health and substance misuse workers.

The YOS has secured funding from the Children's Services Grant for 2006/07 to recruit an Education Coordinator and two learning mentors to assist the re-integration of children and young people known to YOS back into education. The post will be jointly managed through the YOS and Children and Young People's Services. The YOS will work with Soft Touch Community Arts and the RAP Stars project in 2006 enabling young people to obtain an accredited Youth Achievement Award whilst continuing to work in partnership with the Princes Trust and APEX Trust to provide supported ETE placements for young people. The YOS are in negotiations with the YJB Regional Manager to host a new Arts Council post in 2006 to promote local community arts based provision and are working with Children and Young People's Services in the development of a planned new project with the Creative Arts Partnership targeting excluded young people.

C3 c INFORMATION TECHNOLOGY

Overview of the use of IT as an enabler to delivery of services (covering secure email, case management systems, IT to support engagement of young people, any other IT enablers, and barriers to IT use and how these will be overcome):

The Information Systems Manager has lead responsibility for the implementation and delivery of ICT requirements within the YOS. The IS Manager is an integral part of the YOS Management Team and is supervised and appraised by the YOS Performance Manager. The IS Manager is supported in professional development training to ensure that the requisite knowledge and skills are continually developed to meet ICT requirements. The IS Manager attends the YJB ICT Business User Group and is a member of the Careworks Product Development Group.

The YOS has a target set by the YJB to securely exchange information to the YJB Placement Team by the end of March 2006. We recognise that this brings many benefits and saves staff time. We are looking at our business processes with other criminal justice agencies to establish how these can be delivered using the secure e-mail system.

The present Careworks data system will be replaced by a Web based solution in 2006. The web solution will support mobile working whilst meeting the needs of the developing YJB ICT agenda and Criminal Justice System Exchange. The YOMB has approved a significant financial investment of £16k to support the implementation of the new Careworks web based solution. This has enabled the recruitment of additional support staff to deliver necessary induction and re-training for YOS staff in the system upgrade. The YOS has established a cross grade Practitioner implementation group with identified IT champions to embed the new IT system within the service and progress will be monitored by the YOMB through a robust business delivery plan.

The YOS commitment to ICT is demonstrated through the allocation of further substantial resources to an ongoing PC renewal programme for 2005/06. This programme will result in the majority of YOS staff having individual access to updated PC terminals and together with the Careworks implementation reflects an investment of £34,000 by the YOS in ICT during 2006.

The YOS maintains positive working relationships with ICT colleagues and is fully integrated into the delivery plans for new ICT systems linked to CJS partner agencies. The Crown Court Portal is utilised by staff. The impending implementation of Project Libra in 2006 will have significant benefits in that the information from the Magistrates Court will enable case management systems to be updated with real-time information. The YOS has worked with the LCJB in developing accurate website information as part of the agenda to widen public participation and improve confidence in the criminal justice system.

Access to PNC data remains restricted by the Police and this can cause operational delays in obtaining data for reporting purposes. The YOS has good working relationships with the Police who provided PNC data to ensure the integrity of information on the YOS recidivism cohort.

The YOS has made considerable use of ICT in the implementation of the Prevent and Deter element of the Prolific and Priority Offender Strategy whilst the Offender Management Coordinator has utilised database information for both the catch and convict and prevent and deter cohorts.

The YOS currently do not engage service users in the use of IT, however we will explore how we will achieve this over the next 12 months. The YOS work in partnership with ICT colleagues within the City Council and will contribute towards the development of improved ICT services by the Local Authority through involvement in programmes such as upgrading of internet data and the implementation of new corporate ICT systems.

Additional programme monitoring requirements arising from the implementation of the YJB Prevention programme for 2006/08 will be detailed in the Prevention Action Plan section of the YOS Delivery Plan. The YOS are part of Bridges (pilot IRT) and Common Assessment Framework implementation Groups. The YOS will continue to work with the Bridges Programme Board during 2006/07 to extend the use of the Common Assessment Framework to work with children and young people at risk of offending through the development of the new Youth Inclusion and Support Panel.

The YOS will continue to work closely with the YJB to implement new IT initiatives such as E asset although are aware of the challenge in meeting the ongoing cost of software upgrades within the context of reducing core funding.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

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

The YOS currently employs 97 staff and has a diverse workforce with 38.1% of staff from BME backgrounds. The YOS also works with 135 volunteers as final warning support workers, referral order panel members, mentors and appropriate adults. 35.5% of YOS volunteers are from BME backgrounds reflecting the local communities that are served.

The YOS has continued to experience staff turnover with additional pressure placed upon maintaining core services due to the ending of fixed term NRF funding in April 2006. Although relevant post holders have been supported and retained through redeployment into existing vacant posts, this reduction in funding has led to a reduced service in key areas of performance for victim support, restorative justice and ISSP advocacy.

The YOS will produce a training strategy in conjunction with local workforce development plans for partner services engaging with young people. The YJB has indicated that it intends to develop training for managers to be delivered via supported training days and distance learning. The Acting Head of Service is currently undertaking a Diploma in Management Studies and is being supported with study leave to complete the course. The YOS will be seeking to ensure that all operational managers will be supported with opportunities to undertake a minimum level 3 ILM training, subject to availability.

The YOS continues to support the professional development of staff and provides student placements. The YOS will be commissioning a staff training audit and strategy to address issues related to future workforce planning during 2006. The details of the training strategy will be outlined in the action plan on workforce planning. Volunteers and mentors are offered a range of training to address safeguarding arrangements, communication with young people and parents and the roles of YOS staff. Additional training for volunteers in 2006/07 will include working with anti social behaviour and domestic violence.

Table A3: Staff in the Youth Offending Team (by headcount) at 31 March 2006

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	8	2		28	11	12				62
Fixed Term			1		8	1					10
Seconded Social Services											
Seconded Probation					4	2					6
Seconded Police					3						3
Seconded Health					1						1
Seconded Education					1	1					2
Seconded Connexions					2						2
Seconded Other											
Outsourced											
Temporary							5	6	1	135	147
Vacant			1		3						4
TOTAL	1	8	4	0	50	15	17	6	1	135	237
Gender/Ethnicity											
White Male	1	3	2		12	3	4	2		17	44
Black Male					3					4	7
Asian Male					7	2	2		1	3	15
Mixed Race Male					1					1	2
Chinese/Other Male											
White Female		3	1		15	6	5	3		70	103
Black Female					2	1	1			8	12
Asian Female		2			4	3	5	1		21	36
Mixed Race Female					3					8	11
Chinese/Other Female										3	3
TOTAL	1	8	3		47	15	17	6		135	233

Note: Difference in totals is due to vacancies

C4 b Workforce development

Overview of workforce development including volunteers and staff in outsource agencies:

The main focus of YJB training in 2005/6 has been on Foundation Degree, PCEP, EPUA and INSET. The YOT has contributed staff to all four areas of Youth Justice Training. Over the last three years the Leicester City YOS has had 28 staff apply to complete PCEP. The YOS has trained more of its operational staff as proportion of the total, than any other Youth Offending Team in the region.

Training 05/06	Number of staff	Cost Benefit from YJB
PCEP	12	12000
EPUA	8	1280
INSET APIS	4	420
INSET Mental Health	9	450
INSET Substance Misuse	9	990

The YJB will continue to offer the Foundation degree, PCEP and EPUA in 2006/7, but the cost of this training will have to be in part or fully met by the YOS. The reduction in the YJB provision by 0.75 of the Regional HR and Learning Advisor post in 2006 will provide a significant challenge to the YOS and other Services within the region to maintain the high level of INSET training previously provided. The YOS are currently in negotiation together with colleagues within the East Midlands Region and with the YJB Regional Manager to identify a delivery mechanism to meet the future training needs of the service within the limited budget available. The YOS is exploring the possibility of an outsourced training provider to enable individual training needs to be met where possible in partnership with other services. The focus of training in 2006/07 will continue to be on performance improvement and effective practice and additional training for volunteers will be developed, but as yet no specific plans have been outlined by the YJB.

The YJB will be changing the training provider for the National Qualification Framework to the Open University and anticipates that the cost could be reduced to half the current levels. The YOS very much regrets decision by the YJB to reduce the funding contribution to the Regional HR and learning advisor Post by 0.75 and feels that the East Midlands has been significantly disadvantaged in comparison to other regions.

C.5 PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets:

The YOS ETE target continues to be an area of significant underperformance set against traditionally high levels of turbulence and exclusion across some of the City's secondary schools and wide variations in levels of educational attainment. The Children and Young People's Service are financing an Education Coordinator for young offenders and increased mentoring provision through the Children's Services Grant in 2006/07 to support the re-integration of children known to YOS back into formal education. The YOS together with strategic partners will also need to ensure that young people who are offending or at risk of offending are included in any additional resources that emerge from the Local Area Agreement and future NRF funding priorities to tackle educational under achievement across the City.

The Connexions Service is working with the YOS in improving service delivery for young people not engaged in full time ETE and a joint YOS/ETE forum for young people is planned for 2006. The Connexions Service has appointed a Partnership Manager to work with the YOS to improve performance on the shared NEET target and the YOS will work with the Connexions Service and County YOS to ensure that young offenders are able to benefit from a recent successful European Social Fund bid to improve ETE provision and engagement.

Children and Young People's Services work closely with the YOS at a strategic and operational level to address shared priority outcomes. The YOS has been fully included in the formulation of the Children and Young People's Plan and preventing and reducing offending, re-offending and anti social behaviour is one of the 14 priority outcomes of the CYPP. The YOS has contributed towards the Children's block of the Local Area Agreement and the Leicester Federation are working in partnership with the YOS to engage in the YJB sponsored NCB evaluation of YOS and Children's Trust pathfinders. The needs of Looked After Children and vulnerable children and young people will continue to be a shared priority with both the Children and Young People's Services and Leicester Federation. The YOS has achieved a significant reduction in the numbers of Looked After Children within the criminal justice system and will continue to prioritise this work in 2006 through revised working protocols, joint agency training on recent CPS guidance on the prosecution of LAC.

The Local Children's Safeguarding Board is working closely with YOS to ensure that policies and procedures take account of recent guidance in respect of safeguarding children and young people within the criminal justice system. The LCSB has been fully engaged in addressing safeguarding issues for Multi Agency Public Protection Arrangements, Local Offender Management Panels and Prolific and Priority Offender Management. The LCSB has worked with the YOS to complete a Bichard and section 11 audit that will be reviewed in 2006.

The YOS has funded the appointment of a generic health worker to support the universal health needs of young people and the YOS will undertake an evaluation of the effectiveness of the new post during 2006/07. The 1.5 Health funded Community Psychiatric Nurse posts have started to make an impact on performance and service delivery and the YOS will be keen to ensure that the progress made working with the local CAMHS is sustained in 2006/07.

The City Council has supported the promotion of restorative justice opportunities for young people and adults across the criminal justice system and will host an event to raise awareness of community payback and restorative justice opportunities in April 2006. The City Council has endorsed a decision to allow Council employees up to 10 days unpaid leave per year to train as Panel Member volunteers and attend Panel Meetings. The decision to align the YOS, Community Safety, DAAT and Anti Social Behaviour functions under a new Service Director will

allow further opportunities for an integrated approach to addressing the Crime and Disorder and Community Safety neighbourhood priorities. The City Council has made an application for Beacon Status for Anti Social Behaviour in 2006 and the YOS will work collaboratively with strategic partners to contribute to this initiative and to address priorities contained in the RESPECT agenda.

The Crime and Disorder Reduction Partnership has adopted the YJB target to reduce first time entrants into the criminal justice system and has supported the Youth Inclusion and Support Panel with start up funding from the PSA Reward Grant for 2005/06. The CDRP are working with the YOS to deliver the Prevent and Deter element of the Prolific and Priority Offender strategy and has funded a Multi Agency Public Protection Offender Management post located within YOS. The CDRP are working with the YOS to improve monitoring of PPO young offenders and to reduce the frequency and seriousness of offending by the cohort. The CDRP has worked with the YOS to ensure relevant information is made available to Local Offender Management Panels in respect of young offenders and has supported the YOS to raise the profile of community reparation requirements for PPO young offenders across the City Council. The CDRP and Safer Leicester Partnership will continue to work with the YOS to progress shared priority outcomes including reducing violent crime and anti social behaviour.

The Local Criminal Justice Board has adopted the YJB target to reduce first time entrants into the criminal justice system whilst the Youth Justice Sub Group of the LCJB monitor performance against the PYO target. The LCJB has welcomed support from the Office for Criminal Justice Reform Performance Action Team in respect of local court capacity and PNC data issues impacting on the delivery of the PYO pledge. The need to improve the timeliness of data and capacity to deliver the pledge will continue to be monitored by the LCJB in 2006. The LCJB has welcomed contributions from the YOS to the Improving Confidence, Fair Treatment and Victims and Witnesses sub groups and the YOS will contribute towards the 2006 Inside Justice week. The LCJB has commissioned independent evaluation into the use of custody and secure remands within Leicester and Leicestershire and the findings of this report will be shared with partner agencies.

The Police have initiated an independent evaluation of the Final Warning scheme to ensure consistent application of the Final Warning guidance following an increased trend in the numbers of Reprimands and Final Warnings being delivered in 2005/06 and the potential conflict between the target to reduce first time entrants with the target to increase offences brought to justice. The Police have seconded an additional officer to the YOS to meet the intelligence monitoring requirements in respect of Prolific and Priority Offenders and the opportunity for shared intelligence has had a beneficial impact on YOS enforcement procedures for non compliance. The Police have engaged the YOS at a local neighbourhood level in tackling nuisance and anti social behaviour through the police led local Joint Action Groups.

The Probation Service is working with the YOS on improving information sharing arrangements in respect of high-risk offenders from assessment to sentence and case transfer arrangements from the YOS. The Probation Service provide regular liaison meetings for staff seconded to the YOS and are working in partnership to identify increased opportunities for unpaid work for offenders within the City. The Probation Service is reviewing the management and delivery of Community Punishment for young offenders in partnership with the YOS. The Probation representative on the Young Offender Management Board has fulfilled the roll of chair to the YOMB prior to the arrival of the new Corporate Director for Adult and Community Services.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

The YOS achieved a 6.2% reduction in first time entrants into the youth justice system from April to December 2005 exceeding both the locally agreed target of a 2% reduction and on track for achieving the 5% national reduction target by March 2008. The YOS has successfully negotiated this target as a shared target for the Local Criminal Justice Board and Children and Young People's plan. Performance data from the neighbouring YOS within the local Police area highlights the challenges of meeting this target in the context of competing offences brought to justice targets. These pressures will continue to be highlighted through the Youth Justice Sub Group of the LCJB, chaired by the YOS Head of Service and the joint City and County YOS Police liaison Group.

As part of its commitment to multi agency crime prevention the YOS has commissioned a new youth crime prevention strategy to be undertaken by Crime Concern in cooperation with local officers from the Safer Leicester Partnership. The new strategy will build on a previous audit undertaken in 2003 that led to the formation of the three Junior YIP's. The new strategy will serve to raise the profile of youth crime prevention with strategic partners whilst providing an updated framework for provision of services reflecting both local and national priorities.

The YOS is developing a Youth Inclusion and Support Panel in partnership with Crime Concern with funding from the 2005/8 YJB Prevention Fund. A YISP Manager, two YISP workers and an administrative support worker have been recruited and the YISP will be co-located within the established Junior Youth Inclusion Programme to achieve a coordinated approach to crime prevention work across the City. The Crime Concern Prevention Programme Manager will provide operational management support and the YISP will report to the multi agency Prevention Steering Group chaired by the YOS Deputy Head of Service. The YISP Manager will work in consultation with the YOS Early Intervention and Information Systems Managers to ensure that YJB reporting requirements are met in relation to the prevention performance and monitoring requirements. A series of stakeholder events and training days have been organised to ensure that key partners are committed to and involved in the YISP and Panel Member training has been arranged prior to the commencement of the scheme in June 2006. The development of the YISP is contributing towards the "making a positive contribution" theme of the Children and Young People's Plan and supports the prevention and reduction of crime and anti-social behaviour priority outcome of the local CYPP.

Leicester City has three Junior Youth Inclusion Programmes, delivered by Crime Concern, established since 2003 and continues to deliver an excellent service across 3 areas of the City despite extreme difficulties caused by extensive cuts in funding due to the Children's Fund (DfES) 'claw back'. The impact is particularly felt in the New Parks area where a key post has been frozen and the YIP's are unlikely to be able to continue to deliver their current level of service beyond 2006 unless additional replacement funding can be identified.

There has been 90% engagement of the core group and the junior YIP's continue to support over 200 young people across the three areas plus involvement in inclusive activities of on average 30 other young people on the periphery of the core group. Activities run 5 days per week, including Saturdays. Successful engagement and involvement of young people is dependent on careful consideration of the 'what, when and where' of activities and this is an integral part of programme design.

This year has seen a growth in the involvement of partners and partnership prevention initiatives: for instance, the police gun and knife awareness, prison service Glen Parva outreach project, fire service arson reduction, domestic violence training for staff and racial harassment awareness training in cooperation with the Racial Harassment Awareness Group supported by the Leicester Racial Equality Council. Particular emphasis has also been placed on individual work with young people on behaviour and anger management with positive results observed within the Junior YIP setting, at home, in the community and at school. A parental review and the interim evaluation report (produced by Teesside University, independent evaluators) capture this positive impact and young people commonly state *“the YIP keeps me out of trouble.”* Parents, young people and staff participated in the production of a DVD shown at a YIP celebration event addressed by HRH Princess Royal and highlighting the value of the junior YIP programme to the local community.

Active involvement in neighbourhood Joint Action Group meetings has enabled the Junior YIP to respond to hotspot concerns by ensuring that children and their families are aware of the inclusive activities the YIP offers. The Junior YIP has in one case put on additional activities in a ‘super ouput area’ of deprivation, high crime and youth disturbance.

The YIP’s are well positioned in the development of integrated children’s and youth services already having well established involvement with the extended schools agenda, Bridges (IRT) Information Sharing and Assessment and the implementation of the Common Assessment Framework. As part of the need to prioritise targeted preventative services across the city the YIP’s have been fully engaged in a Targeted Youth Support Pathfinder funded by the Neighbourhood Renewal Team and piloted in one of the high crime and high depravation areas where a junior YIP is delivered. Extensive engagement with the local community from January to March 2006 revealed the continuing regard placed on the YIP by local residents, parents, carers and young people in promoting positive opportunities and reducing the fear of crime and anti-social behaviour.

The YIP’s work in cooperation with the anti social behaviour unit and have been successful in identifying and engaging with a small number of young people at risk of involvement in anti social behaviour and will contribute towards the City Councils Beacon Status application and response to the RESPECT agenda. It is anticipated that the YIP’s will continue to contribute towards the universal Every Child matters outcomes consistent with the YJB YIP Quality Assurance framework particularly in relation to ‘staying safe’ and ‘making a positive contribution’ outcomes.

The YIP’s have piloted a highly successful Youth Apprenticeship Scheme that has attracted sponsorship from the Norwich Union, and enabled two young people from the local community, to be employed and trained to work with children at risk of exclusion. This innovative scheme has received national recognition from the ODPM and provides a vehicle for youth participation and reducing fear of crime.

Data:

KPI: 05/06 April – December actual and % against target	662/957
First time entrants	
KPI: 06/07 target	

INTERVENE EARLY

The YOS has again exceeded the performance target and supported 130 young people totalling 82% of Final Warnings with an intervention during April to December 2005. This figure is a 0.9% reduction in performance on the previous year but still places the YOS above the family group average. Although the performance against the target remains relatively constant from last year there has been an increase in the number of Final Warnings referred for pre-assessment.

The YOS continue to work jointly with volunteers recruited, trained and managed by the jointly funded City and County YOS Interventions Team. The team continue to offer a high standard of interventions to Final Warnings on a short-term basis or mentoring on a long-term basis for those identified with greater needs and risk factors. All volunteers receive a range of basic training to address safeguarding issues, substance misuse, working with parents and the roles of YOS staff.

The YOS has experienced an increase in the number of Reprimands Final Warnings in 2005/06 compared to the previous year. The limited resources of seconded police officers have been diverted due to ongoing difficulties with the quality of incoming information received from the police service with a significant number of cases needing to be returned as unsuitable or inappropriate for Final Warning intervention. Due to a significant disparity in final warning figures between local Basic Command Unit areas and the need to ensure that final warning guidance is consistently applied, the Police Service has commissioned an independent review of the final warning scheme across both City and County YOS. Any relevant findings from this review due to be completed in 2006 will be translated into the Youth Justice Plan final warning action plan.

The YOS completed an Effective Practice and Quality Assurance Final Warning audit in June 2005 and produced an improvement plan, which has been implemented and is subject ongoing monitoring. Overall, systems are in place to monitor and audit the completion of pre-assessments within National Standards timescales. All staff responsible for Final Warnings are involved in a rolling programme of training, concentrating on assessments, evidencing information and intervention planning. Assets are monitored to ensure appropriate referrals are made to relevant specialists and a County YOS administrator attends the City YOS on a weekly basis to input intervention team contacts on Careworks. The intervention team volunteers have continued to receive ongoing training jointly from the City and County YOS and one of the two police officers are currently undertaking training in the PCEP.

The YOS Prevention and Early Intervention Manager will be working closely with the Crime Concern Programme Manager to oversee performance in relation to reducing first time entrants and promoting the integration of the Youth Inclusion and Support Panel with statutory partners prior to it's launch in 2006. The work of volunteers and mentors will support the YOS in addressing anti social behaviour.

Data: Final Warnings

KPI: 05/06 April – December actual and % against target (old KPI)	130/159 = 81.8%	EPQA: 03 rating	2
KPI: 06/07 target (New KPI)	N/A	EPQA: 05 result	2

PROVIDE INTENSIVE COMMUNITY SUPERVISION

ISSP continues to provide a cost-effective programme that has had a significant impact on reducing the severity and frequency of offending. The successful completion rate of the local ISSP scheme continues to be maintained above the national average for 2005/06 and above the 60% stipulated target set by the YJB. 92 young people received ISSP in 2005/06, 36 as a community penalty ISSP; 19 through the DTO route and 28 were subject to Bail ISSP. Therefore, locally we have continued to exceed our ISSP quota by over 127%.

The ISSP Team consists of 2 senior advocates, 18 advocates, a programme manager, YOS practitioner, substance misuse worker and Bail ISSP worker. However, the programme is due to lose two local funding streams at the end of March 2006, which will reduce the number of advocates available. This will be a challenge for the programme especially with evening and weekend working. The programme will need to concentrate on developing further links with local community resources that can be accessed during the evenings and weekends.

The programme has continued to provide excellent packages to court and maintained a credible option for courts to consider whilst ensuring a low rejection rate. ISSP provides feedback to courts at user groups, through the ISSP newsletter and at the ISSP Steering Group. The increase in rejection rates for the scheme is partially attributable to increased demand coupled with changes to the eligibility criteria. The ISSP Manager will develop a revised referral protocol to target the prolific and priority cases and ensure a fair and consistent approach is applied to all referrals as part of the Youth Justice Plan intensive community supervision action plan.

The programme has worked closely with the Enhanced Supervision Team to ensure ISSP is targeting the most prolific and priority offenders. The programme has also worked closely with the RAP team to ensure that ISSP cases are able to access after-care provision when appropriate. ISSP has also developed excellent links into the local MAPPOM process and work closely with both the City and County Offender Manager Co-coordinators. ISSP are kept informed of all MAPPOM cases and attend the relevant meetings in accordance with the PPO strategy. ISSP has developed its links with Local Policing Unit's with the support of the seconded Police Officer that leads in intelligence within the YOS. This has enabled the team to develop a local protocol to access LPU's at the weekends as a reporting mechanism for ISSP cases.

The ISSP continues to achieve 100% delivery rate in all core elements of ISSP. The programme is particularly successful in returning young people to full and part time ETE. All staff have, or are in the process, of being trained in the Youth Achievement Awards to ensure that young people attending group work programmes can work towards an accredited award. By training all ISSP staff in the Youth Achievement Awards it is intended that all young people can access this qualification as well as being trained as peer educators. This will enable the delivery of three Peer Education Programmes in 2006.

The programme has recently agreed to participate in research to be conducted by Oxford University aimed at increasing understanding of young people's engagement and participation into ETE. It is hoped that the information gathered from interviews held with ISSP clients that the programme could further improve its performance in this area.

The ISSP work supports the YOS contribution to the Children and Young People's Plan outcome for 'making a positive contribution' and has developed excellent links with local reparation placements such as The Bike Project, ENVIRON, Riverside Rangers and Leicester Parks and Leisure. The programme will continue to build on links with placements to ensure that all young people are able to complete a reparation placement that is both suitable to the individual and relevant to the local community.

The programme has effectively promoted Bail ISSP's in the previous year. A dedicated Bail worker has ensured that assessments are carried out swiftly in court and that magistrates are offered an alternative to remands. The programme has also targeted DTO cases by effectively devising a tracking system of custody cases and ensuring young people are continually motivated in custody by ISSP and RAP workers prior to release onto ISSP. 58% of ISSP cases were DTO's in the period October – December 2005 highlighting the success of tracking all custody cases through the system.

ISSP has developed a good working relationship with Securicor in respect of electronic tagging, monitoring and enforcement. Over 95% of all ISSP clients are electronically monitored and Securicor provide daily reports on violations to the Intelligence Officer. This information is quickly administered in order for YOS Officers to action breaches and warnings accordingly.

The programme has invested significantly in training staff in key requirements of ISSP. All staff are now trained in delivering victim empathy packages and identifying and supporting young people on appropriate reparation placements. The programme continues to provide specialist mediation and victim programmes for young people who continue to show little or no victim empathy.

The ISSP Manager still attends the YJB ISSP Project Board and has enjoyed and benefited from this experience over the past twelve months. The programme continues to be a joint City/County resource with line management and budget responsibilities held by the City YOS.

The ISSP will hold a 5th Anniversary event in October 2006 involving young people and partner agencies in celebrating the success of the Programme.

REDUCE RE-OFFENDING

KPI Achieve a reduction in re-offending rates by 5% in 2006/07 when compared with 2002/03 with respect to each of the four populations:- Pre- court, first tier penalties, community penalties and custodial sentences.

The re-offending rate for the 2003 cohort compared to the 2002 cohort shows an overall increase of 0.5% with significant variations in each of the four cohort populations. Re-offending rates were down in all categories in 2003 with the exception of the custody cohort where there was a 27.5% increase in recidivism from the 2002 figures.

There was an overall 11% increase in seriousness of re-offending in 2003 but a 4% decrease in frequency of re-offending compared to the 2002 figures. The custody cohort demonstrated a 41% increase in seriousness of re-offending whilst a 28% reduction in frequency of re-offending. The pre-court cohort had the largest overall reduction of 3.6% in re-offending with evidence that 37% of those who had a Final Warning intervention re-offended compared to 43% re-offending by those who had not had any intervention support. Many community penalties indicated similar figures for re-offending in 2003 although a notable reduction in recidivism following action plan orders was recorded from 88.9% in 2002 to 57.1% in 2003.

The YOS will continue to work with partner agencies from the Police, Courts and Probation Service to provide as accurate data as possible in tracking the recidivism cohorts. The YOS has received considerable support from the Police in respect of interrogation of PNC data and will work with the Police and Probation Service to ensure that appropriate infrastructure support is available to continue to undertake the recidivism tracking.

The YOS MAPPOM Coordinator is providing additional data on recidivism linked to reducing seriousness and frequency of re-offending in respect of the youth Prolific Priority Offender cohorts and this information is being shared with partners through the local CDRP Performance Management Group.

Outcome	2002	2003	% Difference
Pre Court (144 cases)	32.4%	31.3%	(-3.6%)
First Tier (102 cases)	64.9%	62.7%	(-3.4%)
Community (74 cases)	76.1%	74.3%	(-2.3%)
Custody (20 cases)	66.7%	85%	27.5%
Total (340 cases)	53%	53.2%	0.5%

Data:

KPI: 05/06 actual (Oct – Dec cohort) and % against target*

Note: 2005 data unavailable

See

Above

REDUCE THE USE OF CUSTODY

The YOS has achieved a continued reduction in both the percentage and the absolute use of custodial sentences in recent years set against local traditionally high rates of custody. Custodial sentences represent 5.6% of all sentences for the period April to December 2005 (44 young people), still above the national target of 5% but below the locally agreed target of 6%. This figure places the YOS for the first time below the national average. This performance is testimony to the close co-operation between the YOS, the Courts, the Police and the strength of community-based sentences that have maintained the confidence of magistrates and judges.

The YOS has found the locally agreed target of 37.2% of remand episodes a difficult one to achieve. The average over the 3 quarters April to December 2005 is 45.5%, down just 1% from the equivalent 2004 figure. The current quarter January to March 2006 looks more promising and may reduce this year's total to a figure nearer the target. Numbers of custodial remand episodes have also varied greatly with 23 in the July to September 2005 quarter but only 10 in the October to December 2005 period. The YOS has been taking part in a remand sampling exercise in collaboration with the Youth Justice Board to scrutinise remand decisions and any findings will be analysed and actions incorporated into remand EPQA and Youth Justice Plan Remand Action Plans.

The Local Criminal Justice Board has commissioned an independent study into the use of remand and custody across Leicester and Leicestershire and the findings of this recently completed report will be shared with the relevant practitioners and strategic partners.

There has been an increase in recent months, in both Bail Supervision and Remands to Local Authority Accommodation episodes. This appears to be having an impact on custodial remand figures for the early part of 2006. Following the changes made to the ISSP eligibility criteria, the availability of bail ISSP has been more limited due to the wider criteria and this has contributed towards the continuing difficulty in meeting the remand target.

Data:

KPI: 05/06 April – December actual and % against target (remand)	50/110= 45.5%	KPI: 05/06 April – December actual and % against target (custody)	44/792= 5.6%	EPQA: 05 rating (where applicable)	1.62
KPI: 06/07 target		KPI: 06/07 target		EPQA: 07 target	

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

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

The Leicester YOS continues to exceed the 90% target for the preparation of pre-sentence reports within National Standards timescales. A 100% completion rate has been achieved and this places the YOS 15% above the family group comparison performance and 11% above the national average.

The use of recently prepared PSR's, standown reports and case information updates has restricted PSR requests to 165 in the period April to December 2005. There is a risk that the expectation developing within the Youth Court with regard to standown reports will exceed the ability of the YOS to provide them. In the medium term it is hoped to extend the number of staff trained to complete standown reports. The pro forma for such reports is currently under review with the intention of providing greater clarity and accessibility to courts. Requests for 'serious enough' PSR's continue to require scrutiny and together with PYO identification, these issues are being addressed through the quarterly LCJB Youth Justice Working Group.

Performance against the PYO pledge continues to be within target with latest figures available until November 2005 indicating 65 days for dealing with Persistent Young Offenders from arrest to sentence. There are some concerns about the 'live' status of some PYO cases and the delays in the administration of court results impacting on the ability to accurately track all PYO cases. In addition there continues to be some local confusion about the criteria for the definition of a PYO and the relevance of Referral Order extension to PYO status. The non-recording on PNC of certain Road Traffic offences has also caused some problems with PYO identification. These issues are being addressed through the Local Criminal Justice Board with support from the Office for Criminal Justice Reform Performance Action Team.

There have been an increased number of afternoon courts in 2005 in an attempt to further reduce delays in the youth court and this has placed increased pressure on YOS and court administrative resources. The City and County YOS are in discussions about staffing and administering the Youth Court and this should result in maintaining ongoing improvements in the service. Case progression meetings chaired by HM Courts Service have continued to meet monthly and are attended by the YOS.

Data:

KPI: 05/06 April – December actual and % against target	165/165=100%
KPI: 06/07 target	

ENFORCEMENT AND ENABLING COMPLIANCE

The YOS is now complying with national end-to-end enforcement targets for successful conclusion of breach matters within 25 working days for 50% of cases and 35 working days for the remaining 50%. YOS staff are being encouraged to develop their practice to ensure periods of adjournment to test commitment are within prescribed limits and that any parallel Court appearances are utilised for enforcement hearings. The YOS police intelligence officer will track the progress of high risk and PPO warrants enabling swift execution of cases. The YOS also plans to introduce a new system of notification of Court dates prior to September 2006 to minimise delays caused through the use of summons.

The Assessment, Planning, Intervention and Supervision EPQA audit highlighted inconsistencies in communication about enforcement to young people. As a result standard letters have now been prepared for all Orders and will be introduced across the service by May 2006.

All YOS staff are now trained in enforcement practice and recording and this has led to improvements in service delivery. The 2005 National Standards shows that good progress in relation to enforcement timescales has been maintained. The issuing of recorded written warnings for failed appointments increased from 50% in the 2004 National Standards Audit to 100% in 2005, whilst breach action, or action stayed by a manager within NS remained at 100% in 2005.

A standard pro forma for recording the supervision of case management staff incorporating enforcement monitoring has been piloted and will now be modified for use in all teams. This will ensure that the individual needs of all young people are discussed when compliance is an issue and obstacles to compliance reduced where possible.

The YOS will incorporate future YJB guidance on arrangements for quality assessing compliance performance through the YJP Enforcement Action Plan. The YOS plan to facilitate a Practitioner workshop on enforcement; risk assessment and case transfer requirements with colleagues from the Probation service in 2006.

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Performance against the Community Asset completion target has been maintained at 97% remaining above both the family group and national averages whilst DTO Asset remains at 100% for the period April to December 2005. Planned peer gate-keeping, a recommendation from the 2005 APIS EPQA audit has not taken place but a tool for quality monitoring has instead been developed and managers have undertaken some sampling and feedback on 20 cases across the YOS. Key message regarding improvement of evidencing have been relayed to staff and further sampling will take place during the coming year to compare performance. Aggregated data now needs to be produced to inform managers of areas of deficit and fed back to practitioners via supervision. A lack of engagement with the views of young people in custody was a finding of the EPQA audit and this will be addressed through the APIS section of the delivery action plan.

ISSP plans have been amended to allow young people and adults to sign agreements. A further audit is required to ensure that plans are being signed in all cases. The number of intervention plans completed within the specified timescale increased by 65% in 2004 to 82% in the 2005 audit marking a substantial improvement in performance. Training on completion of Intervention Plans has been delivered to all key staff and performance in this area will be reviewed quarterly.

During 2005 there was an increase in staff undertaking assessment training and systems will need to be maintained to ensure relevant basic APIS INSET training is provided to new and incoming staff in 2006. Further work is planned over the next year to ensure that induction of new staff and training and development of established staff members is targeted to improve areas of performance highlighted through appraisal and EPQA audits. With the reduction in central funding for HR and learning support, staff within the YOS will be utilised to cascade INSET skills training. A comprehensive set of training on risk assessment and management will be delivered to all staff and volunteers during the coming year with regular events planned to ensure early training of new staff. A more in depth training on MAPPA public protection arrangements will also be delivered in partnership with other agencies during 2006.

The YOS has continued the use of aggregate ASSET data to inform service planning with partner agencies in Education, Health, and Children and Young People's services. This data will continue to be developed to contribute towards integrated service planning for vulnerable young people. The YOS will continue to ensure that DTO ASSET data is shared with the secure estate to ensure the needs of young people in custody are appropriately considered.

Data:

KPI: 05/06 April – December actual and % against target (ASSET)	489/505=96.8%	KPI: 05/06 April – December actual and % against target (DTO)	44/44=100%	EPQA: 03 rating	1
KPI: 06/07 target		KPI: 06/07 target		EPQA: 05 result	2.25

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

The capacity of the YOS to support all known young people into full time ETE is influenced by the wider challenges faced by the Local Authority in engaging children and young people into education and training. Levels of turbulence in city schools have traditionally been high from both inward migration and movement across or out of the city and have increased in recent years as a consequence of the arrival of new communities into Leicester. Local Authority figures show that there are high levels of secondary school exclusions in the city compared to family group and national averages whilst across the city 21.6% of the school aged population have special educational needs and of these 3.6% have an education statement. 52% of all school age children in Leicester are from black or minority ethnic groups and 43.5% of the school population have English as an additional language.

The YOS delivered a 10% improvement in ETE engagement for the period April – December 2005 on the same period the previous year. Despite this improvement the YOS performance of 58% ETE engagement remains below both the national and family group average. Increased improvements on the YOS ETE performance in the past year have been impeded by staffing changes due to the end of a teacher secondment, the departure of a learning development tutor and delays in recruiting a YOS based Education Coordinator. Despite the overall poor ETE performance the YOS has managed significantly higher rates of ETE engagement in areas where it has more direct control over provision of services through the RAP and ISSP programmes. These programmes combined with a strategy to provide enhanced Connexions PA support to Prolific and Priority Offenders identified through the Prevent and Deter Strategy has enabled the YOS to ensure that limited ETE resources are targeted at young people most at risk of re-offending and education exclusion.

The YOS completed an Effective Practice and Quality Assurance ETE Audit in September 2005 and scored an average of 1.3 placing the YOS below both the national and family group average. The EPQA identified a number of issues in relation to inconsistent or inaccurate recording of ETE status by YOS practitioners and low referral and engagement with existing ETE provision in some cases. Following the EPQA audit the YOS has taken a number of actions to raise the profile of ETE performance both within the service and amongst partner agencies. An ETE forum was held in October 2005 for all YOS practitioners with relevant ETE partners invited to attend. The event was hosted by the YOS and launched by the Acting Director of Education and Deputy Chief Executive of the City Council. The focus of the event was to raise awareness of the poor ETE performance and to improve practice in relation to improving ETE recording and engagement. This event was followed by a robust management action plan that has involved ongoing scrutiny of ETE recording by operational managers through supervision of individual case managers and case sampling. The YOS has also ensured that educational needs of BME young people are scrutinised through a Black Cases Forum chaired by a YOS operational manager.

The YOS has continued to work at a strategic level with statutory partners to support young people to engage in ETE. The YOS Head of Service is a member of the Leicester Federation Management Board, and the Strategic Director for Student Support Services is a member of the Young Offender Management Board. The YOS Head of Service is a member of the Connexions Board and the YOS has contributed towards the 2006/07 Connexions Business Plan which prioritises the need to raise the ETE engagement of young people known to the YOS. The YOS Deputy Head of Service attends the Regional Learning and Skills Council Offender Learning and Skills Strategy Steering Group for young offenders.

The YOS continues to work with statutory agencies at an operational level to support young people at risk of school exclusion most notably through the Raising Achievements of Looked After Children Group (RALAC), and is involved in supporting the Behavioural and Education Support Team (BEST) in a secondary school with the highest exclusion rates in the city. The YOS are also working with the newly formed Children's and Young People's Department to ensure that opportunities are maximised for young people known to YOS to benefit from the developing extended schools service.

The YOS has contributed towards the Children and Young People's Plan for 'enjoying and achieving' and 'achieving economic well being'. Priority outcomes for the CYPP include raising attainment at Key Stage 4 and increasing appropriate education pathways post 14 in order to raise educational attainment. The Local Authority has stated its commitment to reducing educational attainment and employment inequalities across the City through the Children and Young People's block of the Local Area Agreement. The commitment of the City Council to working with the YOS and its partners to attain full time ETE engagement for young people is reflected in the inclusion of the YOS ETE target in the 'Making a Positive Contribution' strand of the Children and Young People's block of the LAA.

Further additional resources have been allocated to the YOS by the Education Department through the Children's Support Grant for 2006/07. This will enable the recruitment of an Education Coordinator and two learning mentors to support the re-integration of children known to YOS back into full time education. The YOS continue to work collaborating with colleagues from the Education Psychology and the Educational Welfare Services to meet the needs of school age children and young people. The Education Psychology staff have introduced a surgery for YOS staff to discuss the learning support needs of young people and offered sign posting support to relevant services. The seconded Education Welfare Officer continues to contribute towards tackling truancy and offering advice and support to YOS staff, young people and families in respect of school reintegration.

The engagement of 16-17 year olds into full time training and employment is hindered by a lack of appropriate supported training placements for young people across Leicester and Leicestershire. In addition the Connexions Service report that 8.9% of 16-19 year olds experience learning difficulties. The profile of the poor ETE performance has contributed towards additional resources being provided to the YOS by the Connexions Service. An additional Connexions PA was recruited in September 2005 to improve operational performance and a new post of Connexions Partnership Manager has been created to provide strategic support to the YOS in reducing the numbers of young people not in full time ETE. The YOS are planning an ETE forum for young people in partnership with the Connexions Service in 2006 to further raise the profile of existing ETE provision. The Connexions Service has also introduced a regular surgery based at the YOS to offer support and guidance to young people not in full time ETE. Basic Skills training has also been offered to all staff at the YOS.

Despite the comparatively low levels of ETE engagement by 16-17 year olds the YOS continues to work in partnership with a number of voluntary organisations to engage young people in innovative training and support programmes through the APEX Trust, Leicestershire Cares, YMCA and the Princes Trust.

Data:

KPI: 05/06 April – December actual and % against target	232/400=58%	EPQA: 03 rating	1
KPI: 06/07 target		EPQA: 05 result	1.31

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

The YOS has again fully achieved the Accommodation KPI target and continued to build on the constructive partnerships already forged with local voluntary and statutory housing providers. The YOS manage an in-house remand fostering scheme providing a PACE (38.6) overnight provision along with remand beds. This ensures that young people are not held in custody unnecessarily overnight. Leicester YMCA currently provides accommodation provision for young offenders with an element of support and 25 Young Offenders were placed at the YMCA Centre from March 2005 to March 2006. A new Bail Support Project providing direct access and supported accommodation is due to be launched in partnership with the YMCA in 2006 to assist the ongoing reduction of the high numbers of remands to custody.

The YOS places a high priority on accommodation support and this is recognised at a strategic level with representation from the Housing Department on the Youth Offender Management Board. The present YOS accommodation officer post has become vacant due to the promotion of the post holder and interim arrangements will need to be made through the YOS Service Manager to ensure continuity of service prior to a replacement being appointed.

The YOS attends the City Young Homeless Persons Accommodation Strategy Group and the Young People's Housing Forum. The Service has been instrumental in encouraging the Housing Department and Supporting People to establish a direct access hostel specifically for young people. This provision is due to be operational by April 2006. Currently a city review of floating support is underway and the YOS are keen to ensure that the proportion of floating support allocated to young offenders is expanded. The YOS has also welcomed the provision of a new accommodation support service for BME young people including young asylum seekers who can be referred by YOS staff.

In 2005/06 the accommodation officer provided Looked After Children and Bail Support Training for YOS staff. Remand Foster Carers had access to over 20 courses during 2005 run by the Local Authority Fostering Department. The YOS has been invited to participate in the launch of a new Value Improvement Project jointly run by Connexions Service and the Children and Young People's Department Post 16 Team planned for 2006. The aim of the project is to provide seamless leaving care, education and housing related support to vulnerable young people including those who are Looked After Children or young people leaving care who are sentenced to custody, upon their release.

A Remand Management Effective Practice Quality Audit was undertaken during 2005. This piece of work highlighted a number of recommendations in its improvement plan that will be addressed in the Youth Justice Plan Remand Action Plan. The YOS have also been involved in commissioning and overseeing a piece of research into the support needs of young people. This has been undertaken jointly with Housing, Leaving Care and Connexions. The Researchers are due to present their findings during the end of April /May 2006.

The YOS accommodation officer works in close cooperation with colleagues in the Children and Young People's Services Department and this has enabled the YOS to contribute towards the Children and Young People's Plan 'staying safe' outcomes. The YOS will need to recruit a new

accommodation officer due to the departure of the existing member of staff due to internal promotion and this is likely to have a short-term impact on service delivery until a suitable replacement can be recruited.

The YOS will seek to ensure that suitability of accommodation is routinely addressed through pre sentence reports, community and DTO Gate-keeping Panels prior to sentencing whilst ASSET data will be used to investigate whether accommodation support translates to intervention plans. The YOS has worked collaborating with the Anti Social Behaviour Unit to ensure that young people known to YOS and are at risk of involvement in ASB are appropriately supervised.

Data:

KPI: 05/06 April – December actual and % against target		KPI: 05/06 April – December actual and % against target (suitable accommodation)	432/432=100%
KPI: 06/07 target		KPI: 06/07 target	

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

The YOS has achieved a 100% attainment from April to December 2005 in referring young people with acute mental health difficulties to the Child and Adolescent Mental Health Service (CAMHS) for a formal assessment within five working days. A small number of young people were assessed as acutely ill from April to December 2005 although no figures were available for the previous year when specialist services were unavailable.

77.6% of young people assessed by YOS staff as manifesting non-acute mental health concerns from April to December 2005 were engaged by the CAHMS within fifteen working days. This represents 38 young people and is a 10% improvement in performance from the equivalent period in 2004 although still places the YOS at 10.7% below the national average for non-acute mental health assessments. . The YOS are discussing with CAMHS providers pre referral consultations to ensure that young people are referred at an appropriate time to minimise the delay in non-acute assessments.

In the first 3 quarters of 2005 mental health services were provided solely by an agency locum mental health practitioner, not linked to CAMHS and employed directly by the Youth Offending Service carrying out assessment, consultancy and onward referral via General Practitioners. Services directly provided by the local CAMHS resumed in September 2005 following meetings held by a countywide strategic group to monitor, oversee and review performance and commissioning. The new CAMHS service provides 1.5 FTE Community Psychiatric Nurses who not only deliver assessment and referral but also direct treatment. It is anticipated that these posts will assist the YOS to continue to improve on performance in supporting access to mental health services.

The YOS continues to develop partnership working with CAHMS at a strategic level through the through the CAMHS Joint Steering Group. Monthly meetings are held between middle management and clinicians in YOS and CAMHS to consolidate and strengthen partnership working whilst YOS is represented on the CAMHS Vulnerable Young People's Team steering group. The YOS were fully involved in the recent completion of a CAMHS Partnership Self-Assessment Matrix identifying existing provision and opportunities for improving services to young people. The need to ensure that acutely ill 16 and 17 year olds receive assessment in a timely way appropriate to their needs was highlighted as an issue to be taken forward by specialist CAMHS. Appropriate venues to see young people and informed consent prior to referral are issues that have been highlighted in ensuring that assessments for all young people are progressed as planned in 2006/07.

The YOS intends to further develop joint work with the Primary Care Trust in 2006 through recruitment of a generic health worker in partnership with the neighbouring County YOS. It is intended that this post will provide a sexual and physical screening and health signposting service for vulnerable young people known to YOS. By supporting the primary health care needs of identified young people the YOS will actively contribute towards strategic partnership priorities outlined in the 'being healthy' outcomes contained in the Children and Young People's Plan to reduce health inequalities, promote emotional resilience and positive mental health.

Fifteen YOS workers have been trained via the YJB INSET Mental Health Training and a Community Psychiatric Nurse from the YOS will deliver further in-house training to YOS staff in 2006. A YOS Practitioner forum to address the mental health needs of young people will be arranged in 2006 to raise awareness and increase the number of trained case management staff. An Effective Practice and Quality Assurance audit will be completed by September 2006 and a comprehensive action plan formulated to drive future improvements.

The YOS will need to ensure that the recent progress in performance in supporting young people to gain access to mental health services is not jeopardised by the reconfiguration of the local PCT's and any resultant pressure on financial contributions to the YOS in 2006/07. The Corporate Director is maintaining this with the NHS.

Data:

KPI: 05/06 April – December actual and % against target (Acute) – One Case	100%	KPI: 05/06 April – December actual and % against target (non-acute)	38/49=77.6%	EPQA: 05 rating (where applicable)	
KPI: 06/07 target		KPI: 06/07 target		EPQA: 07 target	

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

The YOS assessed 73 young people (78.5%) for substance misuse from April-December 2005 marking a 9.4% improvement in performance over a similar period in 2004 and placing the YOS above both its family group and national YOS average for substance misuse assessment. Whilst the YOS has been able to offer appointments with specialist workers within five working days non attendance levels by young people means that improvement in substance misuse assessment continues to prove a challenge.

All young people with identified substance misuse needs were provided with access to intervention and treatment services within 10 working days sustaining the performance achieved in 2004. This continues to place the YOS above both national and comparison family group performance.

The YOS has recently introduced new policies to ensure that young people make informed consent to referrals and are motivated to comply with the assessment process and that a highly flexible and confidential substance misuse service is publicised to them. Evaluation of the impact of these new policies will be undertaken quarterly by specialist YOS staff.

The YOS are contributing towards a local multi-agency alcohol strategy led by the Primary Care Trusts that will include sections on young people. This strategy is consistent with the Leicester Child Health Strategic Framework 2005 and the priority objective of the Leicester Children and Young People's Plan to reduce smoking, substance and alcohol misuse. Following completion the new alcohol strategy will be launched at a local multi agency seminar in 2006.

The YOS are involved in the local Crime and Disorder Reduction Partnership thematic group linked to tackling violent crime including alcohol related offending and work collaboratively with the Drug Alcohol Action Team (DAAT) to support the delivery of substance misuse targets. The YOS are contributing towards the negotiations for the re-commissioning of targeted services for young people through the Drug, Alcohol, Response Team.

23 members of staff have now completed INSET Substance Misuse Training and 9 others have completed other relevant local training. All Resettlement and Aftercare Programme (RAP) and Intensive Supervision and Surveillance Programme (ISSP) staff have completed in house training of 10 half-day sessions on substance user awareness. 17 staff completed an Internet course on delivering education around use of volatile hydrocarbons. Training for new staff and volunteers particularly Referral Order Panel members is a high priority for the coming year.

The YOS will complete a Substance Misuse Effective Practice and Quality Assurance audit in September 2006 and the Action Plan this produces will be used to drive improvements over the following year. The YOS plans to provide additional neighbourhood based premises for the delivery of therapeutic work including assessment in 2006.

The RAP scheme has improved retention and treatment outcomes for young people with tier 3/4 substance misuse needs. The introduction of the National Drug Treatment Monitoring Service returns will give strong empirical evidence of how RAP is performing in these areas.

Data:

KPI: 05/06 April – December actual and % against target (Assessment)	491/464=94.5%	KPI: 05/06 April – December actual and % against target (specialist assessment)	73/93=78.5%	KPI: 05/06 April – December actual and % against target (early access to intervention)	81/81=100%	EPQA: 05 (where applicable)	
KPI: 06/07 target		KPI: 06/07 target		KPI: 06/07 target		EPQA: 07 target	

SUPPORT RESETTLEMENT INTO THE COMMUNITY

The 2005 audit of National Standards in relation to custody visits and post-custody supervision showed significant improvement when compared to 2004 figures. 19 young people have been subject to ISSP on licence and RAP has provided services to 27 young people on post-custody supervision. The use of ISSP and RAP has proved highly effective in managing risk and there have been no serious further offences on licence during the last 12 months. Persistent and Priority Offender audits over the coming year will enable post-custody ISSP and RAP to be evaluated in relation to preventing recidivism amongst this group.

The YOS has introduced new working arrangements ensuring that staff are now always available to attend planning meetings within National Standards timescales despite the continued dispersal of trainees to institutions throughout the country. Access to young people and the facility to book boards within timescales at prison service institutions remains a significant obstacle to fully meeting National Standards on DTO boards and on allowing young people to participate more fully in the planning process. Strategic working with the secure estate will be crucial to overcoming these targets and prison service representation is still being sought for the Youth Offender Management Board. This issue has been raised by the YOS with the Area Director of the Prison Service through the LCJB.

A review of practice in relation to community phase DTO boards was undertaken in 2005 and a new model has been implemented with a standard agenda and clearer chairing arrangements. This has produced a 10% improvement in attendance at boards and better coordination of resettlement activity. The YOS work closely with colleagues in the Children and Young Peoples Department to ensure that Looked After Children are appropriately re-settled into the community following their release from custody, and joint protocols will be updated in 2006 to reflect the recent safeguarding requirement.

The YOS conducted an Effective Practice and Quality Assurance Resettlement Audit in September 2005 scoring an average of 1.87 placing the YOS above both the national and family group average. The EPQA identified issues around the need to improve whole sentence planning and practitioner knowledge of custody and resources. A training event to look at these issues is planned during the coming year and key staff from secure institutions will be invited to participate alongside YOS staff.

A joint ISSP and RAP Steering Group continues to be chaired by the YOS Deputy Head of Service and both RAP and ISSP Managers have made presentations to the Youth Offender Management Board in 2005/06. The RAP and ISSP resettlement support will enable the YOS to contribute towards the Children and Young People's Plan outcomes for 'staying safe' and for improving safeguarding and support for children and young people known to YOS who run away, experience domestic violence or are resettled into the community following custody. The YOS are contributing towards a Value Improvement Programme pilot led by the Children and Young People's Department aimed at coordinating a multi agency service for vulnerable young people who are aged 16+ and requiring support to remain living in the community.

Data: Resettlement

EPQA: 05 rating	1.87	EPQA: 07 target	
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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

The YOS continues to exceed the restorative justice target with 99% of victims offered the opportunity to participate in a restorative process and maintained 100% of victims satisfied. This performance above both the family group and national average has been attained through additional resources being secured through the Neighbourhood Renewal Fund to fund an NRF victim contact worker seconded from Victim Support, and 3.5 reparation workers. Through the NRF support the YOS have been able to extend the number and range of community reparation placements available for young people ensuring they are more culturally appropriate and community based and adhere to the principles of community justice. All staff involved in Restorative Justice have received comprehensive restorative justice training and the services provided have been reconfigured to provide an enhanced service to prolific and priority offenders.

The YOS Head of Service has worked with the City Council elected members to raise the profile of restorative justice as a corporate responsibility across all council departments. As a result the City Council has endorsed a proposal to allow council employees ten days paid time from work from 2006 to train as Panel Members and attend Panel meetings. The Council will hold a restorative justice awareness event in 2006 intended to raise the profile, and significance in offering community payback opportunities across a range of Council Departments for both young and adult offenders.

The YOS has built excellent links with corporate victims in 2005/06 and received positive media representation in the form of two Leicester Mercury articles focusing on corporate victims and one radio interview with Saga Radio to discuss and how the YOS are working towards reducing the fear of crime.

The YOS has been successful in recruiting and training 30 volunteers to assist in supervising young people undertaking reparative activities at local community and neighbourhood level. The YOS will need to extend the use of volunteers to supervise reparation activities in 2006 as the fixed term funding for salaried reparation workers comes to an end. This work is seen as increasingly important in providing opportunities for young people to make a positive contribution in line with the strategic outcomes identified in the local Children and Young People's Plan and Community Cohesion Plan.

Despite the very positive achievements attained in recent years in developing restorative justice services the reconfiguration on Neighbourhood Renewal funding priorities from 2006 onwards means that it is unlikely that the YOS will achieve the same level of financial support or performance outcome in the coming year. The loss of NRF funding for a dedicated victim contact worker is likely to have a significant impact on delivering the established high levels of performance and the YOS will continue to explore opportunities to secure additional funding for this service.

The inclusion of the YOS within a newly configured Adult and Community Services Department from 1 April 2006 will provide opportunities to further extend restorative justice services through increased collaborative working with criminal justice partners in the Community Safety Team. It is intended that the restorative justice service will also enable the YOS to make a contribution to the local priorities emerging from the RESPECT agenda and local neighbourhood priority areas and local Joint Action Groups.

A major area of focus in the coming year will be to implement the victims and witnesses code and in partnership with the Local Criminal Justice Board Victim and Witnesses sub group. The YOS will also continue to seek to identify further funding to employ a replacement victim liaison officer and reparation officers to allow the YOS to continue to deliver excellence within this field.

The YOS plans to prepare for an Effective Practice Quality Assurance Audit in 2007 will be outlined in the Restorative Justice section of the Action Plan.

Data:

KPI: 05/06 April – December actual and % against target (intervention)	226/228=99.1%	KPI: 0405/06 April – December actual and % against target (satisfaction)	27/27=100%
KPI: 06/07 target		KPI: 06/07 target	

SUPPORT PARENTING INTERVENTIONS

The YOS achieved 62% parenting intervention rate in final warnings and community based penalties in 2005/06, with 99% satisfaction rate. This achievement can be attributed to the work of the parenting coordinator who has developed a 4 tier approach to parenting interventions with the tiers ranging from advice and guidance signposting, referring to alternative but more appropriate agencies to group work and 1-1 direct interventions. The YOS has developed a robust referral and assessment process with clear procedures and policies as to the types of interventions provided and the contracts of work entered into by parents. The services offered to parents are culturally appropriate with interpreters used where required, varying times of day to suit all parents and transport and childcare cost reimbursed to offer reassurance and motivation.

The parenting coordinator has developed a network of partner agencies to support parenting interventions that have agreed to cross-refer and help facilitate groups. These include the Children and Young People's Department, Parents peer education project, Fun and Families and Red Cross. All parents undertake a comprehensive assessment to determine their levels of need, ensuring services are planned reflecting individual needs. A range of staff and volunteers are trained in delivering parenting interventions and parents who have successfully completed the groups are now in the process of being trained as peer educators to assist in the running of groups and support sessions. Two parents who successfully completed the YOS parenting programme recently participated in a Channel Four News item in response to meeting family needs as part of the RESPECT agenda.

The YOS will use part of the YJB Prevention Grant for 2006/08 to enhance the existing parenting interventions work to develop new services for fathers, young parents, BME parents, parents from asylum seeking communities and the children of parents who have been referred for parenting interventions. The YOS will establish in 2006 a 'parallel' group for young people whose parents are on the parenting group looking at how to live with adults, family group conferencing and to develop close working links with parents and young people involved in anti social behaviour. The new services funded through the YJB Prevention Grant will provide the YOS with additional capacity to respond to the RESPECT agenda to strengthen family and parenting support. The YOS will work with the City in its beacon status application for Anti Social Behaviour and the YOS parenting support service will contribute towards proposed piloting of Parental Compensation Order's.

The strong links already forged between the YOS parenting workers and both statutory and voluntary sector support services has ensured that the YOS has been fully engaged in contributing towards the Children and Young People's Plan outcomes for staying safe and making a positive contribution. Leicester City has identified that support for parents, carers and families is vitally important in achieving all five Every Child Matters themes and is a priority outcome for the Children and Young People's Plan for 2006/09. As part of its contribution to delivering integrated parenting support services across the City the YOS parenting forum has now been absorbed into the Leicester Federation Parenting Strategy group.

The YOS plans to relocate the parenting support team into more local neighbourhood accommodation in 2006 where facilities will be better tailored to the needs of families. The YOS will continue to identify opportunities to contribute towards the wider City priorities to reduce inequalities across communities and provide better support for parents and carers as identified in the Local Area Agreement and Children and Young People's Plan.

Data:

KPI: 05/06 April – December actual and % against target (Interventions)	227/366=62.2%	KPI: 05/06 April – December actual and % against target (Satisfaction)	186/188=98.9%	EPQA: 04 rating	1
KPI: 06/07 target		KPI: 06/07 target		EPQA: 05 result	2.12

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

The YOS has developed a cross grade Black Cases Forum, and it is a requirement that specialist staff i.e., mental health, connexions, substance misuse workers must attend meetings where the need for relevant specialist support is being discussed. The Forum meets regularly to address issues of race, ethnicity, culture, and identity and extensively works through all equality issues. Feedback from case managers has been very positive. The YOS is part of the Children and Young People's Department Black Cases Overview Management Group. The Management Group representation includes the City Council Race Policy Officer and all the Chairs of the other Black Cases Panels in the Department. The function of this management group is to ensure effective use of the panels to identify themes that emerge from all the panels and identify training for panel members, and management reporting back to Directors.

Pre-sentence reports are monitored on all BME young people for quality assurance prior to sentence and there are a pool of YOS staff that undertake this aspect of monitoring. Bail packages are more problematic to monitor as presenting a verbal package is common practice in the Youth Court. The monitoring of secure remands demonstrated a 35% total BME young people, 19% Asian, 3% African Caribbean and 4% Dual Heritage.

A YOS Operational Manager has attended 7 half-day training days on working with Black children and their Families, facilitated by the Racial Equality Unit. This is a three-year research project sharing best practice across Local Authorities and identifying gaps in services. An interim report has been presented to the Children and Young Peoples Department.

The lead Operations Manager has attended an Equality Impact Assessment training event, this will be put into implementation once the transfer to adult services, and consultation with the Equality officer has taken place.

Basic Equality and Diversity training has been delivered to over 100 City and County volunteers. The training was received well by the volunteers and there was positive feedback in the learning.

The YOS Deputy Head of Service attends the Departmental Equality Group ensuring YOS priorities are considered as part of planning process. The lead YOS Operational Manager attends the Departmental Race Equality group with the same remit. The YOMB Chair is also the Chair of the Departmental Equalities Group. The YOS Deputy Head of Service attends the LCJB Fair Treatment Group to promote awareness of BME issues for young people and parents involved in the criminal justice system.

The YOS has a Race Action Plan Steering Group made up of practitioners at all levels seek to discuss and plan the service needs of young people and their families and monitor performance set against the race Action Plan. This group is chaired by the YOS Deputy Head of Service.

The YOS will offer Equality and Diversity Training to all staff as part of a rolling programme in 2006. A Case Manager has undertaken training in working with Asian sex offenders and will offer guidance to staff. ISPP and RAP advocates have undertaken Equality and Diversity training and the YOS Group work co-ordinator will develop group work in 2006 specific to Dual Heritage young people and through the Black Cases Forum.

E. REVIEW AND APPROVAL

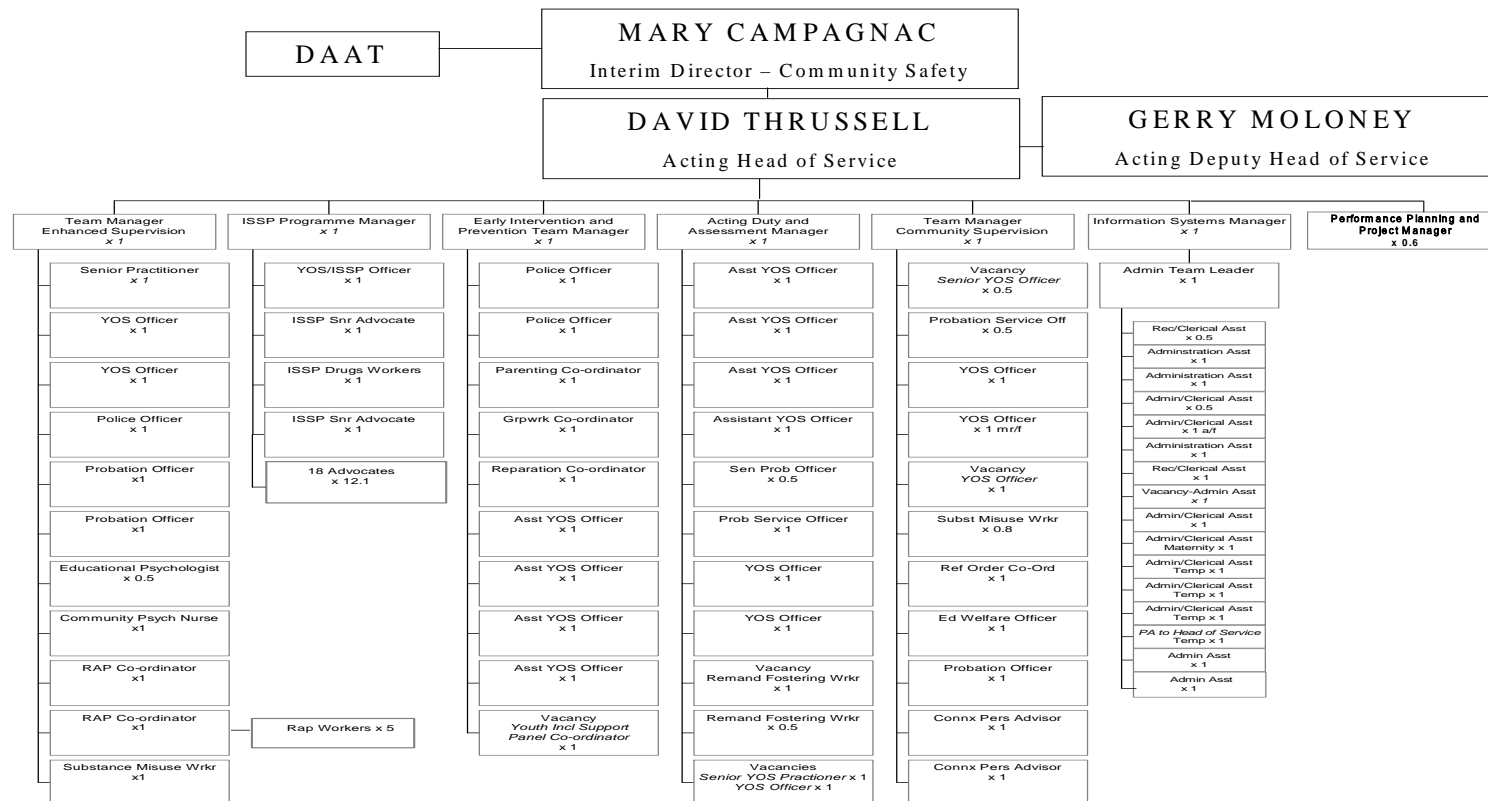
Table B: Schedule for review of plan:

Review date	Reviewer
November 2006	YOS Head of Service & YOS Managers Young Offender Management Board

Table C: Signature of approval

Position	Name Of Chief Officer	Signature	Date
Chief Executive Leicester City Council	Rodney Green		
Corporate Director Adult and Community Services	Sally Burton		
Corporate Director Children and Young People's Services	Sheila Lock		
Chief Constable Leicestershire Police	Matt Baggot		
Chief Probation Officer Leicestershire and Rutland Probation Service	Heather Munro		
Director Eastern Leicester PCT	Carolyn Clifton		
Director Leicester City West PCT	Rob McMahon		
Chief Executive Connexions Leicestershire	Rosemary Beard		

APPENDIX A: ORGANISATIONAL CHART



18/04/2006

APPENDIX B: PERFORMANCE MEASURES

KPIs

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 05/06):</p> <p>Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>		662 FTE from 957 2004 baseline	
<p>Prevent Offending (old target):</p> <p>At least 200 young people are identified and targeted for support each year</p>	773	555	
<p>Intervene early (new target):</p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 			100%
<p>Intervene early (old target):</p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	81.7%	81.8%	80%
<p>Reduce re-offending:</p> <p>Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	2002/03 cohort % re-offending after 24 months:	2003/04 cohort % re-offending after 24 months (if available):	2004/5 cohort % re-offending after 24 months:

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Pre-court			Reduction of 5%
First tier penalties			Reduction of 5%
Community penalties			Reduction of 5%
Custody			Reduction of 5%
Reduce the use of custody (secure remands): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	46.5%	45.5%	30%
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	6.4%	5.6%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	99.0%	100%	90%
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	99.0%	100%	90%
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	97.0%	96.8%	100%
Ensure that 100% of assessments for community disposals are completed at closure stage	100%	100%	100%
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	100%	100%
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	100%	100%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	91.0%	100%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	49.0%	58.0%	90%
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	100%	100%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	66.2%	77.6%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	77.2%	78.5%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	74.0%	100%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%	100%
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	82.3%	99.12%	75%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that 75% of victims are satisfied	100%	100%	75%
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	76.6%	62.02%	10%
Ensure that 75 % of parents participating in a parenting intervention are satisfied	93%	98.9%	75%
Ensure equal treatment regardless of race (new target): Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			New Target
Ensure equal treatment regardless of race (old target): All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year		See 2005/06 Race Action Plan	Old Target

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2	2	2
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05 – 07 or 06 – 08			
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision	2	2	2.25
Education, training and employment	1	1	1.31
Substance misuse: 05 – 07 or 06 – 08	Sept 06	Sept 06	2006
Mental health: 05 – 07 or 06 – 08	Sept 06	Sept 06	2006
Accommodation (n/a)			
Resettlement	2	2	1.87
Parenting	2	2	2.12

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

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

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