

Leicester City **youth** Offending Service

# Leicester City Youth Justice Plan 2017 - 2018

## CONTENTS

### Part One

Introduction	07
Performance Overview	08
Structure & Governance	10
Resources and Value for Money	11
Partnership Arrangements	12
Risks to Future Delivery	12
Priorities	13

### Appendices

Appendix One - Young Offender Management Board	14
Appendix Two - Leicester City YOS Budget for 2016/17	15
Appendix Three – Leicester City YOS Structure Chart	16
Appendix Four – Leicester City YOS Staff Profile	17

## Introduction

The aims of Leicester Youth Offending Service (YOS) are to prevent youth offending and reduce re-offending and the use of custody for young people. This is achieved through working in partnership to deliver services that ensure young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust risk management arrangements. Our aim is to intervene early to provide help and support to young people and reintegrate them into their local communities without offending.

This Plan supports a range of associated partnership strategies including the Leicester Children and Young People's Plan, Police and Crime Plan, the Safer Leicester Partnership Plan, Children's Services Improvement Plan.

We are working closely with our partners in the criminal justice system to ensure resources are effectively targeted at the minority of young people who are repeat offenders and responsible for the majority of youth crime.

We have reviewed the Out of Court Disposal Panel to enable the YOS to identify and intervene earlier with young people at risk of crime and anti-social behaviour. Arrangements for Integrated Offender Management are currently being reviewed and retain funding support from the Police and Crime Commissioner as part of our successful Deter Young Offender Strategy.

The YOS are active partners in the Troubled Families Programme. Phase Two of the Programme has ensured that support continues to be provided to families involved in offending through integrated early help family support, as part of the local early help offer.

The local Multi Systemic Therapy (MST) Team continues to be successful in engaging both young people at risk of custody and young people at risk of entering the care system. We have launched a new MST Standard Team and a Child Adolescent Neglect (CAN) Team supporting a range of families with complex needs including young people involved in offending.

The YOS continues to work in partnership to support victims of youth crime and to reassure local communities and young people about the consequences of crime and anti-social behaviour through local Joint Action Groups and the Safer Leicester Partnership.

The YOS is making an important contribution to realising our ambition for all our children and young people of raising aspiration and attainment, reducing health inequalities and improving wellbeing. We also recognise the need to continue to invest in earlier interventions to ensure our most vulnerable young people continue to receive support to address their substance misuse, generic and mental health needs.

The YOS has improved levels of young people's engagement in individually tailored assessment and support programmes. The YOS has reviewed the effectiveness of its interventions in reducing reoffending and has refreshed its evidence based intervention programmes using national best practice.

We have continued to deliver programmes for repeat high risk young offenders jointly supported by the Office of the Police and Crime Commissioner (OPCC) and in partnership with local voluntary youth sector providers. We have also taken steps to strengthen the reporting of learning from serious incidents and recommendations through the Local Safeguarding Children's Board.

The YOS continues to progress young people access to education, training and employment. Youth crime prevention interventions continue to involve the youth service working with local secondary schools, to identify and support young people who are at risk of involvement in crime, anti-social behaviour or exclusion through targeted early intervention.

Targeted individual advice and guidance continues to be offered to our vulnerable young people who are not in education, training or employment. The Connexions Service is also working with economic regeneration partners to ensure that Education, Training and Employment for young offenders remain a priority as new provision is developed.

The local Joint Strategic Needs Assessment for children and young people has been revised and relaunched in 2017 and young people who are first time entrants and at risk of offending are a target group in the current needs analysis. This work is informing future commissioning and delivery priorities for young people at risk of involvement in crime and anti-social behaviour.

## **Performance Overview**

We continue to prioritise preventing youth offending, reducing re-offending and the use of custody for young people as local performance indicators. The impact of the YOS performance and its contribution to wider safeguarding and public protection responsibilities are monitored and reported through the local Children's Trust Board, Safeguarding Children's Board and MAPPA Strategic Board.

The YOS has continued to refine its performance management reporting arrangements to better improve understanding of impact and outcomes and to inform the Young Offender Management Board in response to inspection recommendations. The YOS continues to work with the YJB to refine our diagnostic tools to provide a sharper focus on understanding of performance in respect of reoffending. This has included a diagnostic on disproportionality that has informed planning and delivery of interventions with young people.

Systems for improved monitoring of high risk offenders and young people involved in anti-social behaviour have been improved together with 'deep dive' analysis by the Young Offender Management Board into areas of challenging performance including reducing reoffending, Looked After Children, generic health needs of young people known to YOS, custodial sentencing and young offenders Speech, Language and Communication Needs.

YOS performance is reported through The Safer Leicester Partnership and Reducing Re-offending Board where shared priorities exist to reduce overall crime and anti-social behaviour. Reducing First Time Entrants and re-offending by young people is a priority of the Children and Young People's Plan, overseen by the Leicester Children's Trust Board.

The YOS continues to contribute towards regional and national improvement agendas and the latest YJB Quarterly Performance Monitoring report is attached. (Appendix 4)

### **Reducing First Time Entrants (FTE) Performance 2016/17**

- There have now been sustained reductions in FTEs in the last seven years. Leicester has continued to see a reduction in the number of First Time Entrants (FTE) and the rate of reduction is greater than the national rate.

### **Reducing First Time Entrants (FTE) Priorities for 2017/18**

- To re-commission and support evidence based youth crime prevention activity as part of a more integrated 0-19 early prevention strategy.
- To further reduce the numbers of young people entering the criminal justice system, in partnership with other local agencies through more integrated and targeted youth support.
- To reduce the frequency and seriousness of re-offending by first time entrants and to improve earlier identification and assessment of first time entrants, including young people subject to court orders.

### **Reducing Reoffending Performance for 2016/17**

- The percentage of young people supervised by the YOT that re-offend was 33.8% for April 14 –March 15 Cohort which is a slight drop on the previous year which was 38.4% but higher than the national average.
- The YOS has higher than average national rates for young people reoffending on pre court and first tier orders whilst re-offending by young people subject to custodial sentences is lower than the national rate.
- Re-offending by young people known to the Troubled Families and MST programmes is lower than the national average.
- Whilst the number of young people supervised by the YOT has decreased, there has been a continued increase in the frequency of offending each year. Using the latest national comparator data covering period October 2014 and September 2015, Leicester's rate for re-offending is higher than the midlands and national figure.

### **Reducing Reoffending Priorities for 2017/18**

- To reduce overall levels of re-offending and better understand effectiveness of programmes and disparity in local re-offending rates.
- To reduce the frequency and seriousness of re-offending by young people known to YOS at all levels including pre court and first tier interventions.
- To further improve reductions in reoffending by repeat young offenders, including young people at risk of custody and young people leaving custody.
- To complete a diagnostic of reoffending rates by young people in collaboration with the YJB and to monitor an improvement plan to reduce levels of re-offending.

### **Reducing the Use of Custody Performance 2016/17**

- The YOS has higher than average national rate for the use of custody although this is a relatively small cohort receiving custodial sentences in 2016-17.
- There has been a consistent reduction in the use of custodial sentencing in previous years.

### **Reducing the Use of Custody Priorities for 2017/18**

- To further reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after.
- To continue to work with partners to further develop robust processes for the identification remand cases and the full cost of remand placements, together with suitable community based alternatives to remand.
- To ensure young people who are subject to custodial remands or sentencing are appropriately safeguarded and their risk of harm to themselves and others is managed appropriately.

### **Engaging in Education, Training & Employment (ETE) Performance 2016/17**

- The level of ETE engagement is 76% and in excess of national, family group and regional comparators and places the YOS performance in the top quartile nationally.
- The high level of ETE engagement with young people known to YOS has been sustained through close partnership working with Education Welfare and Connexions Services.

### **Engaging in Education, Training & Employment (ETE) Priorities for 2017/18**

- To further reduce the numbers of young people who are not in full time Education, Training & Employment (NEET) and known to YOS.

- To improve the targeting of ETE support for high risk entrants and repeat offenders.
- To increase the use of trained volunteer mentors, YOS advocates, and Connexions Personal Advisors, to support young people to successfully engage and remain in Education, Training & Employment.

## **Structure & Governance**

The YOS is positioned within the Education and Children's Department of the Local Authority. The YOS Manager is Head of Service for Early Help and Specialist Services, which includes a portfolio of services including the Youth Offending Service, Youth Service, Connexions, Education Welfare Service and Multi Systemic Therapy. This approach supports earlier identification of families with multiple and complex needs together with increased opportunities for more targeted work with children and families at risk of poor outcomes or involved in crime and anti-social behaviour. The Head of Service for the YOS is managed by the Director for Children, Young People and Families, who reports directly to the Director for Children's Services (DCS).

Governance arrangements for YOS reside with a multi-agency Young Offender Management Board (YOMB) chaired by the Strategic Director for Education and Children (DCS). The YOMB has senior officer level representation from statutory services including Police, Health and the National Probation Service. (Appendix One) Following the full joint inspection additional representation from Public Health and the Connexions Service has been added to the strategic management board. The YOMB meets on a quarterly basis where performance and finance reports are presented by the Head of Service, to inform strategic decisions and resource allocation. HM Courts are represented on the YOMB and attend meetings for focussed spotlight sessions as required.

Young Offender Management Board reports include quarterly analysis of performance against key national and local youth justice indicators, audit and self-assessment activity, Serious Incident reporting, National Standards audits; and quarterly YJB monitoring reports. The YOMB continues to revise its performance management framework to take into account best practice and changing local and national priorities. Ongoing strategic partnership analysis and priorities for 2017 include Child Sexual Exploitation (CSE), Children Missing and Trafficked who are involved in the criminal justice system, knife crime and gang related activity.

The YOS Manager is a member of the MAPPA Strategic Board and the Local Children's Safeguarding Board for reporting and monitoring lessons from Serious Incidents and Serious Case Reviews. The YOS Manager is a member of the Early Help Strategy Group which is a sub group of the Local Children's Safeguarding Board.

The YOS are members of both the Reducing Re-offending Board which supports Integrated Offender Management arrangements for young people and adults, and a Looked After Children Project Board, supporting transitions 16-24 year olds in the criminal justice system.

## **Resources and value for money**

The YJB Youth Justice Grant allocation focusses on innovation and service improvement and supports the YOS improvement plan reviewed by the Young Offender Management Board. This ensures resources continue to be prioritised in areas where there are risks to future delivery and performance. Service improvement activity in 2016/17 has been supported by the YJB through a local re-offending toolkit to provide a more detailed understanding of local re-offending rates.

Funding contributions from statutory partners in Health and the National Probation Service are confirmed for 2017/18. The OPCC has confirmed 2017/18 funding for YOS for both core police activities and to support work with high risk entrants and repeat offenders. In addition the

OPCC has provided increased funding for work with Troubled Families and young people at risk of domestic violence and child sexual exploitation. A table containing the financial, staffing and in kind contributions made by local partners is contained in Appendix Two.

YOS business planning for 2017/18 will take into account the national Taylor review of the youth justice system and any options for future remodelling of the service will be overseen by the YOMB Chair through an integrated Targeted Youth Support Remodelling Board.

The YOS successfully launched ASSET Plus in late 2015 and has commenced transitional arrangements for the implementation of a new Youth Justice Management Information System (Capita ONE) for summer 2017.

The YOS is appropriately resourced by seconded warranted Police Officers, a Probation Officer employed by the National Probation Service, and an education specialist managed within the Education Welfare Service.

The YOS are working with the Child and Adolescent Mental Health Service (CAMHS) to better understand the emotional health and wellbeing needs of young people known to YOS. The YOS are working with the Leicester Clinical Commissioning Group and stakeholders to ensure that the local CAMHS Transformation includes the support needs of young people known to YOS. Additional YOS resources include dedicated Educational Psychologist time and a dedicated Education, Training and Employment Personal Advisor surgery from the Connexions Service.

The YOS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire YOS workforce is employed on a permanent basis, there are no agency employees, and all frontline YOS Officers are professionally qualified.

The YOS works with a wide range of volunteers reflecting the diversity of Leicester's communities. Volunteers and permanent staff are trained in restorative justice. A structure chart including the full YOS staffing establishment is contained in Appendix Three.

### **Partnership Arrangements**

The YOS is fully integrated into local partnership planning arrangements for both children and young people and criminal justice services. There are regular joint meetings with key partners including the Police, Courts, Health (Public Health and Clinical Commissioning Group) and Probation (NPS) to support the delivery of shared strategic priorities.

The YOS Manager or YOS Service Manager is represented on the following key strategic partnerships:

- Leicester Children's Trust Board (LCTB)
- Local Safeguarding Children's Board (LSCB)
- Early Help Strategy Group
- Safer Leicester Partnership (SLP)
- Multi Agency Public Protection Arrangements Strategic Board (MAPPA)
- Reducing Re-offending Board (RRB)
- Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership
- Young Adult Transitions Board (Tbc)
- Multi Systemic Therapy Strategic Board (MST)

The YOS co-commissions youth crime prevention programmes with the Office of the Police and Crime Commissioner (OPCC) that focus on preventing re-offending by high risk entrants to the youth justice system and repeat high risk offenders. This includes jointly commissioned work with local voluntary sector youth service providers that support national indicator performance and outcome measures jointly monitored by the OPCC.

The YOS are partners in the Troubled Families and Multi Systemic Therapy Team and re-offending by young people known to the programmes is lower than the national average.

Accommodation is included as part of all intervention planning by case managers for any young person made subject to a custodial sentence or remanded to Youth Detention Accommodation. Every young person who is made subject to a custodial sentence or made subject to Youth Detention Accommodation is allocated a Youth Advocate. The focus of the advocate work is to deliver and enable access for support with health, family, education, training and employment and accommodation.

All young people subject to custodial sentences are reviewed by multi agency panel including Connexions, CAMHS and substance misuse, and parenting workers to ensure that young people's safeguarding, risk of harm, welfare and mental health needs are appropriately assessed. Parenting support is provided to all young people in custody and their families throughout the custodial sentence to plan and support reintegration into the community.

### **Risks to future delivery**

A challenge for the YOS is to maintain continuous improvement in the context of any proposed national changes to the Youth Justice System arising from the Taylor Review. Additional risks to future service delivery arise from reduced government and partnership funding.

Local pressures on council funding are mirrored across the strategic partnership and the YOS is working with partners to develop a sustainable delivery model moving forward, that reflects shared strategic priorities and reduced income.

The YOS is working with strategic partners through the YOMB to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for young people.

The YOMB has overseen an Improvement Action Plan following the Full Joint Inspection undertaken in 2016 and this has informed service priorities for 2016/17. The YOS continues to focus on areas of performance improvement related to management of risk of harm, safeguarding and better understanding health needs and improving health outcomes for young people.

### **Priorities for 2017/18**

- To review the existing model of service delivery taking into account the findings of the Taylor Review and responding to local reductions in the numbers of young people entering the youth justice system.
- To further improve the quality of assessments and effectiveness of YOS interventions to reduce re-offending, including a better understanding of speech, language and communication needs of young people known to YOS.
- To ensure that young people who are known to YOS as children in need or in need of protection including from Child Sexual Exploitation, are identified, safeguarded and their cases escalated where appropriate.
- To ensure a partnership approach is maintained to prevent offending and further reduce reoffending by children and young people.
- To reduce the number of children looked after who enter the criminal justice system and to further reduce the number of young people subject to remands and custody.



- To better understand the emotional health and wellbeing needs of young people known to YOS to improve their physical and mental health.
- To improve earlier identification and support for young people at risk of involvement in gangs and organised crime.
- To provide a better understanding and support for young people involved in violent crime, including knife crime through targeted prevention interventions for young people.

## Appendix One

### Leicester City YOS – Young Offender Management Board (YOMB) 2017/18

Name	Organisation
Frances Craven	Strategic Director, Children's Services, Leicester City Council (Chair YOMB)
Caroline Tote	Divisional Director, Children's Services, Social Care and Early Help, Leicester City Council
Sian Walls	Chief Inspector, Leicestershire Police
Charlotte Dunkley	Deputy Head, Leicester, Leicestershire and Rutland (Midlands), National Probation Service
Mel Thwaites	Associate Director of Children and Families, Clinical Commissioning Group
Clare Mills	Lead Commissioner, Public Health, Leicester City Council
Julia Conlon	Service Manager, Connexions Service & Targeted Youth Support, LCC
David Thrussell	Head of Service, YOT Manager, Early Help and Specialist Services, Leicester City Council
Karen Manville	Service Manager, Youth Offending Service
Martin Judson	Head of Finance, Education and Children's Services

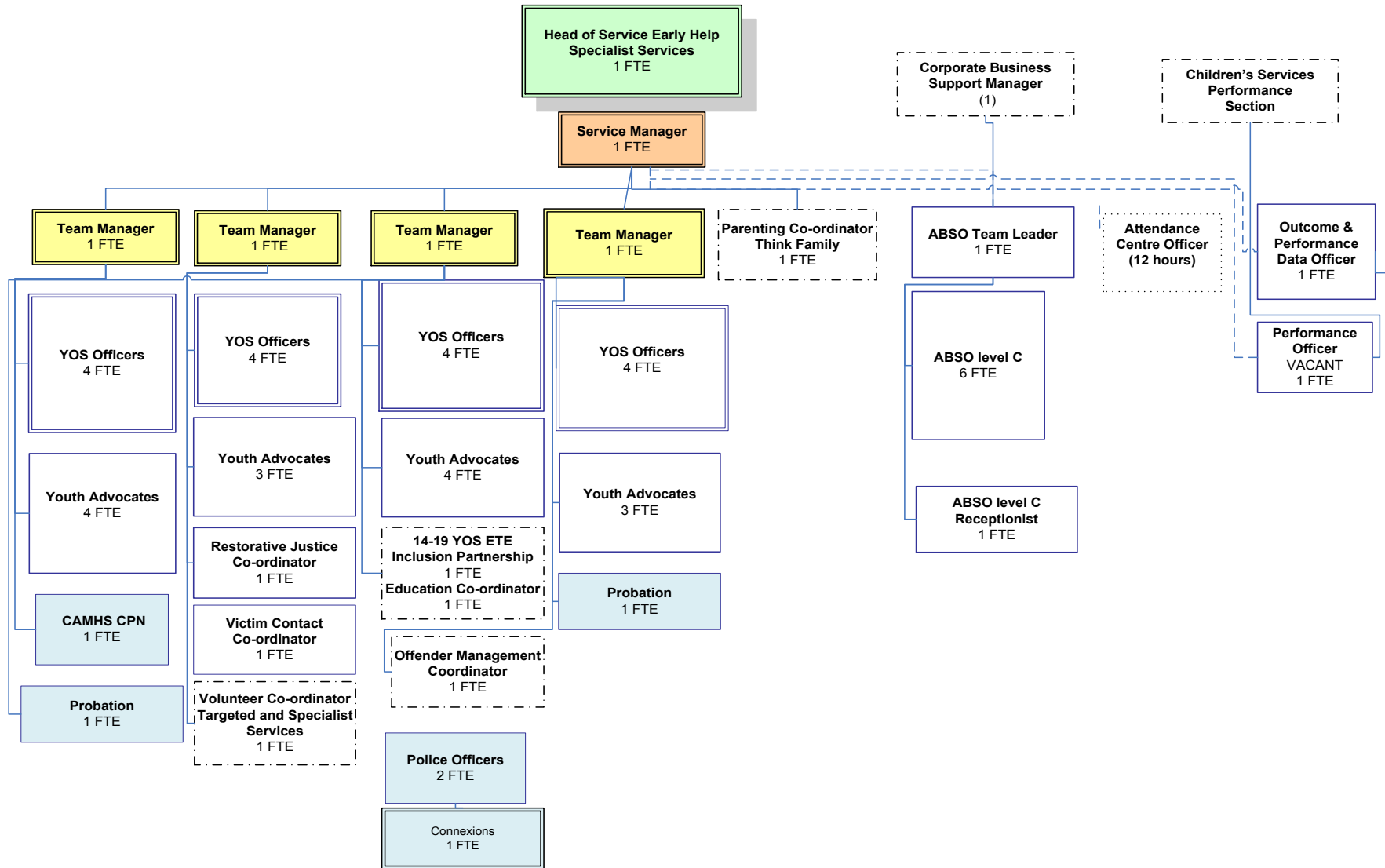
Appendix 2

**YOS BUDGET 2017/18**

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authority	1,040,810	447,107		1,487,917
Police Service	84,964		84,446	169,410
National Probation Service	98,516		0	98,516
Health Service	86,858		57,131	143,989
YJB Good Practice Grant	628,299		26,214	654,513
<b>Total</b>	<b>1,939,447</b>	<b>447,107</b>	<b>167,791</b>	<b>2,554,345</b>

Appendix 3

Leicester City Youth Offending Service (31 March 2017)



## Appendix 4

### Leicester City Youth Offending Service Staff Composition on 31 March 2017

<b>Protected characteristic:</b>		<b>Number</b>	<b>% of total staff</b>
<b>Gender</b>	Male	28	47
	Female	32	53
<b>Ethnicity</b>	White	37	62
	Asian	15	25
	Black	6	10
	Dual heritage	2	3