



Leeds Youth Offending Service SERVICE PLAN 2010/11

Service plan owner: Rebecca Gilmour
Service plan sponsor: Jim Hopkinson
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1. Service overview

Leeds Youth Offending Service (YOS) works with children, young people and their families to prevent and to challenge offending, encourage responsibility, develop victim empathy and reduce fear of crime in communities

Youth Offending Teams were formed in England and Wales in April 2000 under the Crime and Disorder Act 1998, providing a multi-agency approach to preventing offending by children and young people. Leeds Youth Offending Service consists of around 160 professionals from health, probation, youth justice, social work, education, housing, Connexions, substance misuse and police backgrounds. The Service is divided into four geographically based area teams (north, south, east and west) as well as a Court based team, a Restorative Justice and Volunteering team, an Intensive Support Service, an Integrated Resettlement Support Service and a Programmes team, spread over six sites in the city.

Leeds YOS has four strategic aims, set by the Youth Justice Board (YJB)

- Preventing offending
- Reducing re-offending
- Ensuring the safe and effective use of custody, and
- Increasing victim and public confidence

The Youth Offending Service Manager is supervised by the Chief Officer of the Integrated Youth Support Service. At a local level, the YOS works closely with Leeds Community Safety Partnership, particularly the Anti-Social Behaviour Unit and the Safer Leeds Partnership as well as with Children and Young People's Social Care.

The core work of Leeds YOS can be divided into two main types. **Pre-crime prevention work** largely takes place through programmes delivered by our partners, where the emphasis is strongly on working with the families and parents of young people at risk of offending as well as the young people themselves. The aim is that problems or behaviours which may result in criminal or anti-social behaviour are tackled constructively at a very early stage. Our **work to help young people stop offending** takes place on a statutory basis, following police final warnings or sentencing through the Courts. The YOS makes assessments across a number of important areas of young people's lives and delivers a range of interventions aimed at helping them change their behaviour.

In 2009, Leeds YOS was viewed by the YJB as a level four YOS – performing excellently. Continuing this high quality service to people of Leeds affected by the crimes of young people in a climate of increasing budgetary pressure will be our biggest challenge in the year ahead.

2. Corporate context

The Youth Justice Board monitors the performance of youth justice teams across the country through the Youth Justice Planning Framework, supported by the collection of performance and other data. The six Youth Justice National Indicators which inform local government assessment are:

- Numbers of first time entrants into the Youth Justice System
- Numbers of children and young people receiving their statutory entitlement to education or training
- Numbers of children or young people sentenced to custody
- Proven re-offending rates for children and young people
- Numbers of children and young people in suitable accommodation
- The ethnic composition of young offenders

Leeds YOS Partnership (management board) meets 4 times a year and is chaired by the Chief Executive. In line with best practice guidelines from the YJB the Leeds YOS Partnership includes representation from West Yorkshire Magistrates Courts, Housing, Connexions and a representative to assist the Partnership to properly address diversity issues.

The YOS Partnership is directly responsible for:

- delivering the principal aim of reducing offending and reoffending
- strategic performance oversight
- ensuring the effective delivery of justice services for children and young people.
- accountability and representation of youth justice issues within the local authority

Leeds YOS contributes to the outcomes in four key City plans:

- Children and Young People’s Plan
- Leeds Strategic Plan
- Council Business Plan
- Safer Leeds Partnership Plan.

LINKS TO CHILDREN AND YOUNG PEOPLE’S PLAN	
CYPP Priority	How we will contribute
Improve outcomes for looked after children	Help keep the Promises to looked-after children
Strengthen safeguarding	Improvements in vulnerability planning and management oversight of vulnerable young people Play our full part in integrated processes Increase in family intervention and support work

		undertaken by partner projects Develop targeted programme for young men involved in or at risk of domestic violence
LINKS TO STRATEGIC PLAN		
Strategic Outcome		How we will contribute
LEARNING		
LN1a	Enhance the skills level of the workforce to fulfil individual and economic potential	Develop YOS staff through high quality training through Youth Justice Interactive Learning. Promote Professional Certificate in Effective Practice training.
LN1b	Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap	Meet targets on young people known to the YOS engaged in education, training or employment (25 hours or more each week for statutory school age and 16 hours or more each week for over statutory school age)
LN1d	Increase the proportion of vulnerable groups engaged in education, training or employment	See above
ENVIRONMENT		
ENV1b	Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so	Environmental impact of all decisions made at Business Development meetings to be discussed. This should raise our awareness of the implications of our decisionmaking and help us reduce our carbon footprint. The minutes will indicate this and identify anyone charged with taking actions or monitoring. Increase our use of video conferencing
HEALTH AND WELLBEING		
HW1d	Reduce teenage conception and improve sexual health	Sexual health and contraceptive advice to be given to all young people as part of health needs assessment
HW1e	Improve the assessment and care management for children, families and vulnerable adults	Improvements in quality and consistency of mental health screening Improvements in joined-up early intervention for children and families at risk through wedge based multi-agency panels Improved use of CAF as a means of ensuring safeguarding and risk issues are addressed

		Embed the triage assessment in police stations for young people who have yet to be prosecuted
HW3a	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk	<p>Improvements in vulnerability planning and management oversight of vulnerable young people</p> <p>Entry into prevention projects to be CAF based</p> <p>Ensure we implement a Think Family approach with appropriate linkages to Adult Services</p> <p>Achievement of domestic violence quality mark level two</p>
THRIVING PLACES		
TP1c	Reduction in the number of homeless people	<p>Targeted work with young people at risk of homelessness</p> <p>Parenting work to reduce numbers of young people estranged from support networks</p> <p>Complete Effective Practice Quality Assurance assessment on our current practice regarding accommodation and identify areas for improvement</p>
TP2b	Reduce offending by managing offending behaviour better	<p>Introduce the Youth Rehabilitation Order and Scaled Approach to ensure that greater resources are targeted to those young people at greater risk of re-offending</p> <p>Delivery of Asset improvement plan</p> <p>Successful delivery of targeted intervention programmes, including burglary programme and domestic violence programme</p> <p>Develop restorative interventions for targeted young people at early stage in offending career through assessment in police stations</p> <p>Improvements in assessments undertaken by prevention projects</p>

LINKS TO BUSINESS PLAN		
Strategic outcome		How we will contribute
INTELLIGENT ORGANISATION		
1a	Improve our systems and processes to enable us to use our information effectively and efficiently	<p>Work with colleagues in corporate and children's services IT to deliver YOS information and case management system access securely and remotely to our statutory partners, including the remote use of the system and information in Police stations to help with charging or diversion decisions.</p> <p>Work with the YJB's wiring up youth justice programme to maximise the use of the new Youth Justice Management Information System (YJMIS) and to deliver to managers and staff a complete view of performance and management information through access to and training on the use of this system.</p> <p>Work with West Yorkshire police to design and implement secure information sharing on young people offending in the city to improve timeliness and quality of information flows on offending, offence locations, victim information and safeguarding information collected on arrest.</p>
1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels	<p>Continue to develop the links between performance information and the operational and management information which drives forward the service. The YOS regularly reviews information collected at Asset stage to understand factors which are contributing to offending across the city.</p> <p>Develop new systems to regularly collect and collate diversity information across the West Yorkshire region, to identify and manage fair and equal access to services for all young people.</p> <p>Play a full part in the successful introduction of multi-agency panels to provide early intervention services for</p>

		<p>children and young people at risk of offending or anti-social behaviour</p> <p>Improve management information systems for reparation activity to aid decision making and ensure value for money</p> <p>Ensure accuracy of all reprimand data to inform work on reducing first time entrants</p>
1c	Ensure we have the right intelligence to inform our strategic planning	Improve information sharing with police and other relevant agencies for young people subject to Intensive Offender Management to plan effective, intensive programmes
2a	Improve our understanding of our customers	<p>Embed processes to enable young people to contribute to recruitment of front line staff</p> <p>Continue to develop actions from Hear by Right</p> <p>Continue to develop feedback systems from sentencers</p> <p>Review systems for obtaining users' feedback</p>
3b	Build trust with local communities to encourage greater engagement	<p>Develop area based community reparation projects in each wedge</p> <p>Continue to take part in Face the People events</p> <p>Develop system for local people to contribute ideas for reparation projects</p>
Value for money		
2b	Embed value for money at all levels	Develop a framework for better understanding of unit costs for statutory supervision
3	Implement a commissioning approach which delivers value for money and ensures the best provider	<p>Successfully manage process for recommissioning junior and senior Youth Inclusion Projects ensuring best value</p> <p>Integrate YOS substance use contract into community service contract</p>

Values led organisation	
1a	<p>Ensure we have the right staff, in the right place with the right skills at the right time</p> <p>Ensure managers are better able to embed managing attendance guidance</p> <p>Develop unit cost and workload management tool</p> <p>Take positive action to increase the numbers of male staff and volunteers</p>
1b	<p>Empower, support and develop our staff by embedding core skills and behaviours</p> <p>Tighter monitoring of appraisal system</p> <p>Increase use of Youth Justice Interactive Learning opportunities</p>
LINKS TO SAFER LEEDS PARTNERSHIP PLAN	
STRATEGIC OUTCOME	HOW WE WILL CONTRIBUTE
Improving lives by reducing the harm caused by substance misuse	<p>Ensure all young people with alcohol problems are appropriately risk assessed, both regarding risk of harm to others and vulnerability</p> <p>Commission drugs treatment and testing service, in order to comply with new sentencing options</p>
Supporting victims and reducing the risk of victimisation	<p>Deliver relevant aspects of Reduce Offending By Looked After Children Action Plan</p> <p>Review protocol between YOS, West Yorkshire Police and CYPSC in respect of incidents in looked after placements which might result in police intervention and action.</p> <p>Contribute to multi-agency working party developing work on young victims</p> <p>Roll out an improved 'Ripples' (victim empathy) group for young people</p> <p>Deliver restorative justice training to Safer Schools police officers and others</p>
Reducing and managing offending	Successfully implement targeted

behaviour	programmes for young offenders Quality assure all programmes
Improving community confidence and public satisfaction	Develop a press strategy Develop system for local people to contribute ideas for reparation projects Publish the results of the YOS inspection

3. Vision for service

Leeds YOS will continue to work with children, young people and their families to prevent and to challenge offending, encourage responsibility, develop victim empathy and reduce the fear of crime.

Leeds YOS has made substantial improvements over the last 3 years, across most of our National Indicators. We have contributed to making Leeds a safer place by reducing first time entrants, reducing custody levels and increasing the numbers of young people who are in education training or employment.

Over the next 3 years we will work with partners to sustain and build on these successes, although this needs to be set against a backdrop of financial uncertainty and potential changes in the direction of national policy.

Leeds YOS will strive to provide a service that meets the diverse needs of the young people of Leeds. We will continue to work towards reducing the over representation of young black people in the justice system as one of our targets and share information with relevant partners. To this end we will Work with Local Criminal Justice Board (LCJB) to develop Minimum Data Set Strategy enabling all criminal justice agencies to better assess disproportionality issues. Leeds YOS will also look for opportunities to mainstream and develop mentoring work with young people potentially at risk of radicalisation when external funding ends.

Around £3 million in grant funding (from the YJB) is due to come to an end in April 2010. In Summer 2009 the government announced a review of the YJB, with the report due in Spring 2010. It is possible that this could trigger a reduction in the total YJB grant to Leeds YOS in line with savings that the YJB may be asked to make. In addition it is possible that the ring fence will be removed from the numerous individual grants that the YJB make to Leeds YOS and that this will form one central grant to local authorities. Thus the recommendations from the review of the YJB could have a significant impact on the capacity of Leeds YOS.

Other funding streams which Leeds YOS administers on behalf of the local authority (for example Youth Crime Action Plan) are also uncertain from 2011. YCAP has been used to increase our use of reparation and to reduce first time

entrants. Loss of funding could have an acute impact on these areas of service delivery.

Leeds YOS will continue to work with partners to maintain a balance between preventative and intensive intervention. In three years time it is the intention to have fully embedded Safer Schools Partnerships into every high school in Leeds. The work which has been undertaken to make Leeds a CAF led city could impact on the interventions available to young people who are assessed as at risk of offending.

For those young people who do offend, the establishment of the Scaled Approach should mean that the YOS is better able to meet assessed individual needs. However sustaining any overall increases in face to face interventions on a diminishing budget will be a challenge. The establishment of wedge based multi agency panels will be key to meeting additional needs that increase the risk of recidivism.

It is likely that Leeds YOS will have been subjected to a HMIP inspection by the end of 2011. It is hoped that Leeds YOS will be able to give a strong account for itself, but this needs to be balanced against budget pressures and workload. It is our intention to work with all partners and inspectors to incrementally improve our performance and outcomes and to promote public confidence in youth justice services in Leeds.

4. Customers/users

Leeds YOS works with young people aged from 10 (the age of criminal responsibility) to 18 (when they are transferred into the adult criminal justice system and are supervised by the probation service). We are required to monitor the ethnic composition of offenders by the Youth Justice Board as one of their National Indicators. There are some differential offending patterns which we are seeking to address.

In common with other Youth Offending Teams across England and Wales, the nature of the service given to children and young people will depend on the seriousness and persistence of their offending behaviour. Prevention projects, based in high crime areas of the city, work with targeted young people and their families to try and nip problems in the bud and prevent them escalating into criminal or anti-social behaviour. Whilst we would value access to targeted prevention programmes across the city for all young people at risk of offending, in reality these are geographically based and some suitable young people fall outside their remit. We plan to work with the emerging wedge based multi-agency panels to ensure that no young person falls through the net. We also continue to support schools in their Safer Schools partnership arrangements (as identified in the EY and IYSS Equality, Diversity and Community Cohesion Action Plan).

If a young person is caught for a minor offence for the first time they will usually receive a Reprimand from the police. If they re-offend and the matter is not too

4. Customers/users

serious they will receive a Final Warning from the police and may be offered a voluntary intervention programme by the YOS. This would typically consist of a programme up to three months in duration targeting problematic areas of their lives (such as education attendance or drug or alcohol use) assessed as risk factors for future offending. If a young person continues to re-offend they will go to court and receive a number of different sentences supported by a service from the YOS. The duration, intensity and content of each sentence is determined by both the sentencers and the assessed level of risk posed by the young person.

Whilst we aim to positively engage young people and work constructively with them and their parents/carers, our service users are usually not volunteers and are obliged to maintain contact with us because of the requirements of an order of the courts. Managing non-compliance, ensuring swift follow-up and breach is an essential way of maintaining the confidence of the courts and the public. Where ever possible we aim to maximise compliance by relationship building with the young people and by developing their motivation to build on positive factors in their lives and address their problems constructively.

Young people and their parents are involved in planning and reviews interventions at every stage.

We involve a panel of young people in the recruitment process for our front line youth justice workers. We have run a number of young people's consultation events over the last year and intend to develop our consultation framework in the future.

We are currently undergoing a self assessment exercise regarding our ability to engage young people, with a view to identifying areas for improvement. This forms part of our action plan for reducing re-offending by children and young people.

Children and young people subject to court orders and their families are not our only customers. Ultimately, our customers are the wider public whose lives are affected by crime and specifically, the victims of the crimes committed by the young people on our books. We have two dedicated victim liaison workers who contact victims of the young people known to us in order to provide information and facilitate mediation or reparation. Each victim is invited to give us feedback on the service they have received. We organise a range of community reparation activities and plan to develop mechanisms to enable the public to give their views more effectively about what types of community reparation projects they would like to see (as identified in the EY and IYSS Equality, Diversity and Community Cohesion Action Plan).

5. Budget information

Funding commitments for 2010 are subject to final confirmation from a number of partner agencies and grant funding streams. The information provided is the indicative position as at 16.3.10. A number of actions may be necessary to manage any further changes in commitments. The YOS has several funded schemes accounting for approximately 2.8 million, the majority funded by YJB grant funding. The position as at 16.3.10 is that the level of this funding remains unconfirmed but indications are that funding in overall terms will be similar to that of 2009-2010. Further risk may arise in 2011-12 onwards due to the existing schemes terms ending.

The direction of travel remains uncertain due to the financial climate and potential political change which may also affect future priorities of the government. It would be prudent to anticipate a stand still at best future provision, hence the indicative figures for subsequent years remain as at 2010/11.

The aspiration is that these schemes continue to be a focus for priority for any government, recognising the success and continuing to build on effective intervention programmes and ensure appropriate priority investment to an unpopular but extremely vulnerable young client group, remaining child focused in its delivery of services. Contingency plans are being considered and developed should a material change of direction occur.

Description	Budget £000s		
	Provisional / Actual 2010-11	Indicative 2011-12	Indicative 2012-13
Expenditure			
Employees	5,482	5,482	5,482
Premises	236	236	236
Supplies & services	815	815	815
Transport	302	302	302
Int Charges	895	895	895
Income			
Internal	101	101	101
External	2,890	2,890	2,890

6. Workforce planning

Analysis of information from other large cities and from our 'statistical neighbours' have demonstrated that youth justice staff in Leeds have some of the highest caseloads in the country. The advent of a new risk based system for ascertaining intervention levels (known as the Scaled Approach) may increase demand on the service by up to 18%. (included in the risk register attached). At the same time expectations around safeguarding, risk management and programmed work are ever increasing. That said, it is recognised that we are unlikely to be able to increase our staffing levels in the current financial climate and that we need to ensure all staff are trained and supported to work as effectively as possible to meet the challenges ahead. With a significant proportion of our current spending based on grants renewed year on year or time limited, changes to national priorities and budgets could make a very significant impact on our workforce and ability to deliver our current excellent service to the public of Leeds.

In preparation for the Scaled Approach, in late 2009 Leeds YOS underwent a major restructure. With a view to developing our capacity for 'end-to-end case management', area teams have been strengthened and all Referral Order work is now undertaken in them. Similarly, all intensive supervision cases are managed from within area teams. A programmes team has been developed in order to enhance the quality and range of offence focussed programmes available to address the risk factors for young people who offend. Embedding (and where necessary reviewing) these changes will be a major task for 2010.

We are proud that we have both Investors in People and Investors in Volunteers status. Staff and volunteer training remains a priority for the Service. All frontline staff and their managers completed YJB training programmes on the Scaled Approach in 2009. Ensuring all staff have a robust understanding of risk and re-offending assessment and its implications in the new legal framework will be a significant challenge.

Recruitment of new staff has been an increasing challenge in the current economic climate, with delays in filling vacant posts. We are particularly keen to take positive action to recruit more suitable male staff and volunteers who are currently under-represented in our Service. We also have plans to reduce our use of sessional workers and to explore new roles for volunteers.

7. How your future plans will be aligned with/or impact on the support service areas shown, or the corporate initiatives	
Area	Future Plans & Impact
ICT	Under the council wide DECATs programme, Leeds YOS will review its ICT. Leeds YOS principally uses the Youth Offending Information System (YOIS) database and this will be reviewed against alternatives on an annual basis. YOS based staff also input or have access to more than 12 other databases. The DECATs programme is designed to ensure that efficient use of ICT is made.
Procurement & Commissioning	Leeds YOS will continue to consider services for procurement and commissioning in partnership with Children's Services and Safer Leeds. Prevention activities are the largest commissioned contract managed by Leeds YOS, although a number of smaller contracts will be reviewed and considered for recommissioning over the next year. In particular Leeds YOS will review the commissioning of Connexions Services alongside partners in IYSS.
Asset Management	The YOS is integrated in the Council's strategic service asset management plan. Equipment purchased (nominally IT equipment under £600 Per unit) is recorded and maintained on the council's corporate IT asset register held within the IT service. IT Services are responsible for replacement and renewal of purchased IT equipment under the managed service agreement contract with the YOS.
Property Management	The Councils Asset Management Group review YOS properties to ensure best value and efficient use of resources. Cost of property maintenance is now managed under a pooled mechanism to ensure efficient use of contractors for jobs and achieve economies of scale for contracts. The YOS is currently exploring co-location opportunities for the service as part of the development of extended services across the city. The service has extended its opening hours to meet client needs with regular late opening and weekend service access now a feature. The aim of these strategies is to achieve greater flexibility and access for service users but to also achieve savings on office accommodation costs of around 10% by reducing space requirements and sharing facilities.
Equality and Diversity	<p>We will be working closely with the West Yorkshire Youth Offending Teams Diversity Advisor to further develop our practice in this area.</p> <p>We will impact assess appropriate new service developments.</p> <p>We will be developing new systems to regularly collect and collate diversity information across the West Yorkshire region, to identify and manage fair and equal</p>

	<p>access to services for all young people.</p> <p>All future programmes to be assessed for learning styles and accessibility with the help of our speech and language specialist. Different elements of programmes to be targeted at young people with particular learning needs.</p> <p>We will develop a programme targeting young perpetrators of domestic violence.</p> <p>All YOS young people out of statutory education provision to be given a reading age assessment.</p> <p>We will explore opportunities for supporting BME staff who are interested in progressing into management.</p>	
<p>Efficiency</p>	<p>A number of actions to reduce recruitment costs purchase costs and administration have been implemented. Use of the payment card reduces the amount of paperwork involved in payments to suppliers and reduces the need for petty cash. Further expansion of the PCard is planned for 2010 with a view to further reduce the cost of central back office support.</p> <p>Unit costs calculations are being refined in stages across the Service during 2010 to accurately reflect the cost of interventions, improve resource targeting and allow activity comparisons by cost across teams. This will also enable reliable bench marking across the Service team by team and intervention by intervention to identify the costs involved and enable variances to be investigated and drive forward efficiencies.</p> <p>Managing attendance targets have been tightened to improve attendance, and reduce the number of days lost through sickness. Improved reporting and monitoring of triggers is being introduced to ensure timely action to improve attendance in 2010. Sickness stage review monitoring and consistency of target setting monitoring will commence April 10.</p> <p>Creation of a programmes team should deliver more effective and consistent quality programmes, enable better use of limited resources, improve attendance of clients and reduce duplication of effort. Individual sessional support is being remodelled in favour of more efficient group working models.</p>	
<p>Consulting/ Involving Residents</p>	<p>Project 1</p>	<p>Leeds YOS will be fully involved in 'Face the People' events, in partnership with LCJB and Safer Leeds Partnership at dates to be determined throughout the year</p>

	Project 2	Leeds YOS will developing plans to give local residents an opportunity to have their say about community reparation projects
	Project 3	Leeds YOS will continue to support a thriving volunteering programme, including recruiting community panellists

8. Information Governance

Security

Leeds YOS data is held within the Leeds City Council network and is subject to the security of the LCC infrastructure. Leeds YOS is currently being audited for accreditation to allow Government Connects, and the security is aligned with ISO 27002/17799. Access to the YOIS data is protected by first level access to the LCC network, which is administered by Leeds City Council procedures then secondary username and password access which is administered by the IT and Information team within the YOS. The system has a level of profiling to prevent excessive access and editing rights to data, and a rudimentary audit trail to track events and actions on accounts to identify the author of changes. The YOS uses induction and exit procedures to ensure that staff are removed from authorised access to systems on leaving the service.

The YOS database is backed up nightly as a business critical system and emergency recovery procedures allow for a loss of input data up to 24 hours. The UMIS data is held remotely under agreement with CACI Social Software, although an additional IPsec VPN link has been installed by the Council in addition to the security on offer from the supplier.

Information regarding young people who offend is sent to the Youth Justice Board in two ways. Those who offend and receive a custodial sentence need to have personal information sent from the YOS case management system both to the secure establishment where the young person will stay and to the YJB. Secondly case-level data is sent to the YJB to enable them to monitor and report on individual YOT performance.

The security of this data is ensured through encryption devices (crypto-boxes) that provide encrypted 'tunnels' over the public internet to the youth justice data servers. A secure permanent bridge links the data servers to the Criminal Justice System Exchange which means information sent from the YOS via the crypto-boxes can be securely exchanged with others who are connected such as other Youth Offending Teams, the Police and the Prison Service.

The crypto boxes provide data-confidentiality and authenticate where the information was sent from. They are approved by the UK Government's CESG Assisted Products Scheme to enhanced grade level, and also assured to the ITSEC E3 standard.

Case-level data from the YOS is sent to a secure server at the YJB via the YJMIS system where each user has two passworded level of security to login. The data is anonymised prior to transmission and only contains a case-management ID reference.

Quality

The YOS complies with data quality audit of the council and data and performance is monitored and challenged at monthly performance and quarterly management board (Partnership) meetings. The YOS employs a system of fortnightly checks on input data and performance.

The YOS employs a small IT & Information team to analyse and check input data on the YOIS system. In addition to Practice Managers in each key operational team to ensure that good practice and accuracy underpin the data entered.

Legal and Regulatory Compliance

Leeds YOS works to ensure that data and information is held and handled in conjunction with all legal regulation, principally the Data Protection Act, the Freedom of Information Act, and the Human Rights Act.

The YOS works with Information Governance, IT security teams and the legal department within Leeds City Council to ensure that the provisions of legislation regarding the appropriate legal use of data is upheld and maintained.

9. Success and learning from last year

A. Achievements

- Three additional housing support workers recruited within the service, resulting in 'suitable accommodation' targets being met
- Custody use for young people reduced by 25% October 08 to October 09
- Recognising the over-representation of LAC young people within the youth justice system and setting up protocols with partner agencies to address these concerns
- Leeds Knife Prevention Programme protocol recognised as excellent and distributed nationally
- Speech and language therapist now working within the service highlighting learning needs of young people and thereby improving accessibility of services offered
- All staff now received basic training on safeguarding and Scaled Approach
- Reduction in first time entrants into the youth justice system
- Newly developed staff forum leading to staff participation in decision making
- Introduction of health needs assessments resulting in young people known to the YOS having better access to healthcare services
- Improvements in quality of assessments and assessment led interventions
- Investors in People and Investors in Volunteers continued
- Launch of domestic violence policy and training programme leading to better understanding of domestic violence issues amongst YOS staff
- Excellent financial management leading to improved performance whilst keeping to budget
- Improvements in compliance with National Standards
- Electronic transfer of key information to and from secure estate and police resulting in better risk management
- Improvements in integrated working, such as participation in Childrens Panels
- Successful pilot of Multi-Systemic Therapy project, now continuing for a further two years
- Strategic partnerships are strong leading to improved multi-agency working with young people with complex needs
- Excellent performance of young people gaining access to education, training and employment

- Risk panel process embedded in practice improving multi-agency risk management of higher risk cases
- Successful delivery of Youth Crime Action Plan agenda
- Safer Schools Officers now in majority of high schools
- Analytical use of good quality YOIS data
- Achievement of two LPSA targets leading to an extra £1.6 million for the City

B. Incomplete objectives			
Outcome	Progress	Learning	2010-11
Successfully introduce the Youth Rehabilitation Order	All staff have undergone YJB e-training All frontline staff have attended training events on the YRO and assessment Staff re-structure now complete Courts training days complete Processes and guidance documentation revised Programmes team developed	This is the biggest change to Youth Justice provision since the advent of multi-agency Youth Offending Teams in 1990. There has been a great deal of planning taking place in 2009 leading to a successful launch in late November 2009. Lots of other changes will flow from this one issue having a significant impact on our priorities for 2010-11	This is an ongoing process
Involve public in making decisions about wedge based reparation activities	Wedge based area activities embedded in two of four area teams. Information on reparation on YOS website with invitation for public contribution	Review of nature reparation delivery for Service needed. Publicity plan for reparation activities needed. Integration of reparation delivery into area teams difficult when combined with other structural changes	<ul style="list-style-type: none"> • Review reparation provision • Develop reparation publicity and consultation plan

<p>Improvements in risk management processes</p>	<p>Risk panels now embedded in practice. Better risk planning</p>	<p>Need for further improvements in risk assessment and management oversight of risk processes</p>	<p>Ongoing work. See action plan</p>
<p>Literacy and numeracy needs for young people being effectively addressed</p>	<p>Young people being assessed for reading age. Literacy and numeracy assessments being undertaken.</p>	<p>Need to embed good practice across the Service. Programmes need to match learning levels.</p>	<p>Programmes team to develop menu of programmes to meet the needs of all young people.</p>

10. Key Performance Indicators					
Description	Owner	12 months to September 09	2010/11 Target	2010/11 Year-End Forecast	Service plan numbered actions
Numbers of first time entrants into the Youth Justice System (per 100,000)	Paul Domican	1458	2350		See action plan 3
Percentage of children and young people known to the YOS receiving their statutory entitlement to education or training	Rebecca Gilmour /Steve Maw	76.5%	78%		See action plan 2
Percentage of children or young people going through the courts sentenced to custody	Maggie Smith	9.7%	7%		See action plan 5
Proven re-offending rates for children and young people (per 100 offenders)	Maggie Smith	158	142		See action plan 2
Percentage of children and young people known to the YOS in suitable accommodation	Rosaline Morley	96.2%	96%		See action plan 2
The ethnic composition of young offenders	Maggie Smith	4.1%	4%		See action plan 1

Valuing Colleagues Performance Indicators (Council Business Plan)						
PI Code	Description	Owner	Year to Date (Apr – Oct)	2010/11 Target	2010/11 Year-End Forecast	Service plan numbered actions
BP-17	Number of days lost due to sickness absence	Maggie Smith	11033 hours lost through sickness April 09 – April '10 for LCC staff	10 days per FTE (LCC corporate target)		
BP-20	% staff who have had an appraisal	Maggie Smith	86%	100		
BP-23	% staff from BME communities (all agencies)	Jim Hopkinson	16%	16		
BP-24	% staff with a disability (all agencies)	Jim Hopkinson	5%	5%		

11. Monitoring and communicating the service plan

This Service Improvement Plan has been developed with input from the Service Management Team at a manager's away day, and wider consultation with a number of members of staff. The plan has been discussed in team meetings and a briefing session for all members of YOS staff. It has been approved by Leeds YOS Partnership (management board) which is chaired by the Chief Executive. In line with best practice guidelines from the YJB the Leeds YOS Partnership includes representation from West Yorkshire Magistrates Courts, Housing, Connexions and a representative to assist the Partnership to properly address diversity issues.

Operational and senior managers from the YOS meet together every month to discuss strategic developments or areas of concern. Progress against targets in the plan will be monitored at this level and communicated to staff via team meetings or YOS briefing sessions. The Partnership will be informed about key issues as and when they develop.

The Plan will be taken for approval to the Safer Leeds Executive Board and the Children Leeds Partnership. It will be made available on the Leeds YOS website. A simplified version for distribution to the wider public will be produced.

Action Plan – Helping to reduce duplication

Strategic or Business Outcome	Plan(s)	Responsible Team & Partner(s)	Reported to (and frequency)
LN1a	Training Plan	Training officer	YOS senior management and Partnership Board
HW3a, CYPP priority	Reducing custody By Looked After Children Plan	LAC forum (joint YOS and CYPSC)	Multi-Agency Looked-After Partnership[(quarterly)
TP2d, YJB national indicator	Reducing custody Plan	YOS management team	Youth Justice Board quarterly
TP2b, HW1e	Asset Improvement Plan	YOS management team	YOS Partnership (quarterly)
BP3b	Participation Plan	Deborah Howe	Children Leeds Board
HW1e	Scaled Approach Implementation Plan	YOS management team	YOS Partnership (quarterly)
TP2b	Reparation Development Plan	YOS management team	YOS Partnership (quarterly)

12. Action Plan – Cross Referencing

Action Plan Reference(s)	Area(s) Covered	How are these contributing?
Reparation development plan, Asset improvement plan, scaled approach plan,	Community Safety	Improved public involvement in choosing reparation provision Better targeting of resources on more problematic young people
Asset improvement plan, reducing custody plan, reparation development plan	Value for money	Ensuring young people are supervised appropriate to their risk level and that resources are well targeted. Reducing unnecessary custodial placements Ensuring reparation placements provide value for money
Asset improvement plan, reducing custody plan, looked after children's action plan, training plan	Safeguarding	Ensuring staff are appropriately trained in safeguarding Reducing unnecessary custodial placements Improving provision and co-ordination of services for looked after children and reducing inequalities Improvements in vulnerability planning
Scaled Approach implementation plan, participation plan	Equality and Diversity	Development of programmes targeting domestic violence perpetrators, specialised provision for girls and boys Improving involvement of young people in decision making

12. Action plan		
Reference Number	1.0	
Strategic or business outcome(s) code(s)	TP2b, BP3b	
Outcome	<i>Improved public confidence in the youth justice system.</i>	
Responsible		Resources / Accommodation Implications
Team	Partners	Resources limited by budget restrictions.
YOS management team	Safer Leeds, West Yorkshire Police	
Action(s)	Success Measures	
<p>Deliver targeted programme for young burglars</p> <p>Improved use of intelligence in decision making regarding young burglars</p> <p>Implement burglary action plan</p> <p>Improved joint working with police regarding young burglars</p>	Reduction in proportion of total numbers of burglaries committed by children and young people from 32% to 25%	
Continue to equality impact assess relevant new service developments	Reduced disproportionality in young people within the youth justice system (target of 4% of young people known to the YOS to be BME, in line with the general population)	
<p>Develop system for appropriate selection and de-selection of young people for DYO and IOM lists</p> <p>Improved joint working with police case workers</p>	Successful implementation of Integrated Offender Management and DYO strategies, leading to a reduction in levels of offending amongst targeted group	
Active involvement in the Confidence and Engagement subgroup of the Local Criminal Justice Board	<p>Improved links to Local Criminal Justice Board and Safer Leeds</p> <p>Numbers of public events organised</p>	
Implement reparation action plan	Improved public involvement in choice of reparation provision	
Develop support programme for BME YOS staff who are considering progression into management	Increase in numbers of BME managers	
Take positive action to encourage recruitment of male staff and volunteers	Increase in percentage of male YOS workers and volunteers	

Implement system for speeding up process of arranging first appointments following Court appearance	Increased confidence of young people and families in the Service
Encourage magistrates to spend time with YOS workers to find out what we do and how we do it	Numbers of magistrates spending time with the YOS

Progress and Comments

Complete this section at your reviews: focus on what difference you have made. If appropriate, information from here can be lifted into action trackers

Reference Number	2.0	
Strategic or business outcome(s) code(s)	LN1b, HW1b, TP2b	
Outcome	<i>Reduced re-offending by children and young people</i>	
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	All agencies represented on Partnership Board	Resources limited by budget restrictions
Action(s)		Success Measures
Development of comprehensive and quality menu of programmes tackling offending behaviour, including young perpetrators of domestic violence programme		50% of young people who are referred completing all programmes Re-offending rates, as evidenced by monitoring of rate of proven re-offending through analysis of cohort information
Successful embedding of the Scaled Approach		Asset quality assurance (to be completed by practice managers one per worker per quarter) Reduction of percentage of young people sentenced to custody to 7% of sentencing episodes Reduction in re-offending rates

<p>Improve risk assessment and management systems</p>	<p>Improvements in consistency of risk of serious harm assessments</p> <p>Improved evidence of managerial overview of cases</p> <p>More consistent use of Risk Management Panels</p> <p>Implementation of system to highlight vulnerable or risky young people for increased managerial oversight</p> <p>All to be measured through quarterly internal audits of sample cases</p>
<p>Implement Asset improvement plan</p>	<p>Improvements in Asset quality, evidenced through quality assuring one Asset per worker per quarter</p>
<p>Improve education, training and employment outcomes for children and young people who offend by :</p> <ul style="list-style-type: none"> • Better planning of work to be undertaken • Improved levels of assessment of learning needs and levels • Development of programme to improve ability of young people to access education and training opportunities • Implementing the Leeds Careers Education and Information, Advice and Guidance(CE/IAG) Quality Standard 	<p>Improved access to ETE provision for children and young people who offend, thereby achieving 78% target</p> <p>Numbers of young people successfully completing YOS access programme</p>
<p>Maintain improvements in the numbers of young people known to the YOS in suitable accommodation by:</p> <ul style="list-style-type: none"> • Identify funding to ensure the support services from Foundation Housing and Leeds Housing Concern for YOS young people can continue • Maintaining and strengthening links with a wide range of housing providers in the city • Ensuring the accommodation needs of young people are represented in strategic plans across the city 	<p>Maintenance of improvements in suitable accommodation for young people who offend</p> <p>Support services for YOS young people continuing</p>
<p>Reduce alcohol related crime by:</p> <ul style="list-style-type: none"> • Improving information systems to help us understand the level and nature of alcohol related crime committed by young people 	<p>More accurate information about levels of alcohol related crime committed by young people in Leeds</p> <p>Numbers of young people receiving YOS</p>

<ul style="list-style-type: none"> Improved work with the police to target young drinkers with short intervention Development of an arrest referral scheme to improve assessment of young people in police custody who may have an alcohol problem 	<p>intervention having been identified by the police as problem drinkers</p> <p>Numbers of young people receiving an intervention following identification of an alcohol problem at point of arrest</p>
<p>Reduce offending levels by looked-after children by</p> <ul style="list-style-type: none"> Ensuring initial planning meetings take place at residential establishments jointly with residential staff and involve joint planning to maximise compliance Formalising the reducing offending by looked-after children strategy into a written plan of action Encouraging CYPSC staff to shadow court Training residential staff in restorative justice techniques 	<p>Supervision plans demonstrating that the needs of LAC have been considered</p> <p>Action plan written</p> <p>Numbers of CYPSC staff shadowing court</p> <p>Numbers of residential staff trained in restorative techniques</p>

Progress and Comments

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Reference Number	3.0	
Strategic or business outcome(s) code(s)	TP2d, YJB national indicator	
Outcome	<i>Reduced first time entrants into the Youth Justice System</i>	
Responsible	Resources / Accommodation Implications	
Team	Partners	
Paul Domican	West Yorkshire Police, CYPSC, Signpost, NACRO, Youth Service, Education	Prevention Manager post subject to short term funding

	Leeds, BARCA, Childrens Fund, ASBU	
Action(s)		Success Measures
Improve targeting of PAYP keyworker support and communicate this to staff effectively		PAYP support being re-focussed on young people at risk of involvement of offending
<p>Raise the numbers of CAFs undertaken by prevention projects and referring agencies</p> <p>Ensure all Youth Inclusion Project frontline staff are CAF trained</p> <p>Increase the involvement of organisations undertaking prevention work in CAF processes</p> <p>Ensure ASBU staff are trained to instigate CAFs</p>		<p>Numbers of CAFs undertaken by prevention projects</p> <p>Percentage of CAF meetings on young people known to prevention projects attended by prevention project staff</p> <p>Improved focus and targeting of young people on prevention projects and improved quality of referral information</p> <p>Numbers of ASBU staff trained to instigate CAFs</p>
Successfully recommission senior and junior youth inclusion project		YIPs success maintained through recommissioning process
Develop Youth Crime Prevention Partnership into group able to commit resources and implement action plans		<p>Multi-agency ownership of agreed prevention targets in line with youth crime prevention strategy</p> <p>Review and relaunch Youth Crime Prevention Strategy</p>
Active involvement in multi-agency panels to target support for young people and families at risk		Improved services for families and young people at risk
Develop successful restorative intervention referral system for young people without criminal convictions on arrest		<p>Numbers of young people receiving a restorative intervention</p> <p>Numbers of young people receiving a restorative intervention who subsequently re-offend</p>
Progress and Comments		

Reference Number	4.0	
Strategic or business outcome(s) code(s)	HW3a, CYPP priority	
Outcome	<i>More effective and accountable safeguarding practice</i>	
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	CYPSC	
Action(s)		Success Measures
Implementation of reducing custody for Looked After Children plan		Reductions of percentage of looked - after children in custody
<p>Increase numbers of CAFs completed on young people known to the YOS, particularly for:</p> <ul style="list-style-type: none"> • young people subject to final warnings • young people exiting the service who still have unmet need • young people being supervised in the service where more specialised support may be needed <p>Further CAF training for staff and managers will be needed</p> <p>Prioritisation of involvement in CAF planning meetings</p> <p>Establish consistent methods of recording all of the above</p> <p>Establish system of routine auditing of cases to ensure young people are safeguarded in order to:</p> <ul style="list-style-type: none"> ▪ Ensure that all case files evidence clear management oversight ▪ Ensure risk panels continue to capture all appropriate cases through auditing <p>Develop system of recording audit information</p>		<p>Numbers of CAF plans initiated by YOS staff</p> <p>Levels of involvement in CAF plans by YOS staff for young people known to the Service</p> <p>Numbers of staff CAF trained</p> <p>Percentage of meetings attended by YOS staff</p> <p>Audits taking place every quarter</p> <p>Records of audits being kept</p>
<p>Ensure all staff are given appropriate safeguarding training in their induction</p> <p>Ensure managers are have sufficient clarity regarding levels of need</p> <p>Include item on safeguarding in YJW and YJO appraisal template</p>		<p>Completion of e-safeguarding training course</p> <p>Managers making and recording robust decisions as evidenced in audit</p> <p>Item on safeguarding in YJW and YJO appraisal template</p>
Ensure Contact Point is embedded into existing processes		Contact Point in full use in the YOS

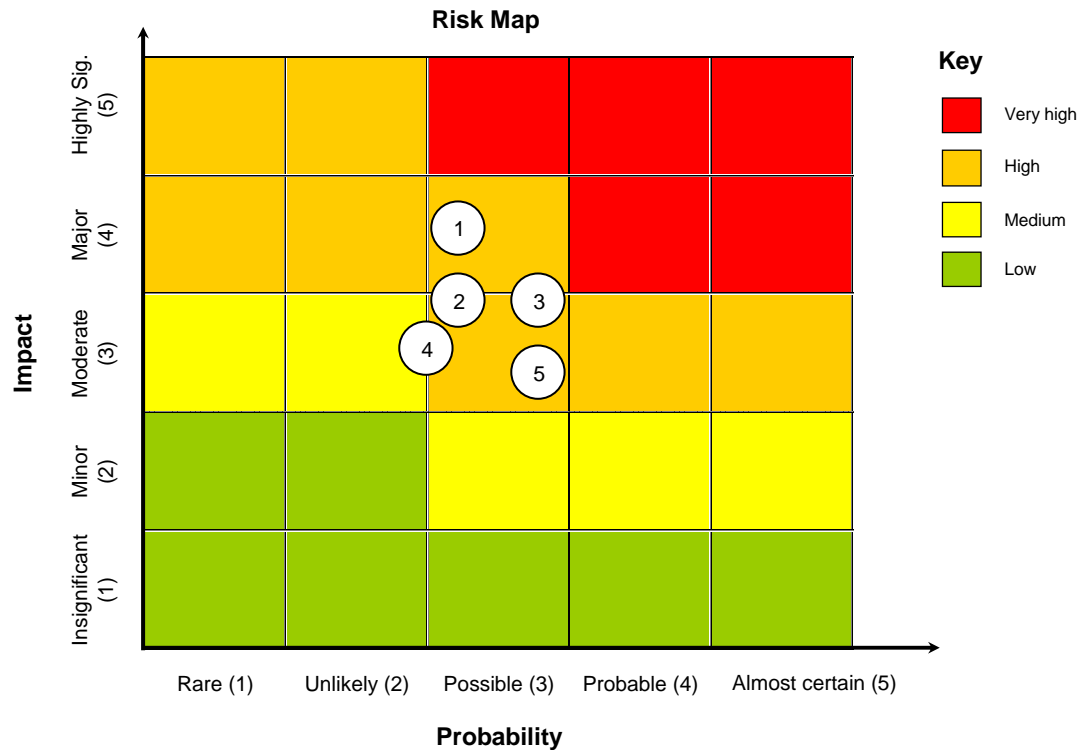
Progress and Comments	

Reference Number		5.0	
Strategic or business outcome(s) code(s)		CYPP priority, BP2b	
Outcome		Reduced custody rates	
Responsible		Resources / Accommodation Implications	
Team	Partners		
YOS management team	West Yorkshire Police, sentencers, CPS		
Action(s)		Success Measures	
Encourage the engagement of District Judges in the work of the YOS		Reduction in numbers of young people sentenced to custody to 7% of total sentencing episodes	
Implement protocol about prioritising pre-sentence reports and sentencing at Court to enable case holders to attend with their young people		Sentencing taking place in the morning	
Provide training for magistrates regarding breach		Numbers of magistrates attending training sessions	
Provide training for YOS staff regarding breach		Numbers of YOS staff attending training sessions	
Ensure magistrates are given feedback about positive outcomes		Evidenced through quality assurance processes	
Improvement in Asset quality and consistency		Further development of system for giving magistrates feedback on positive outcomes	
Progress and Comments			

13. Service Service area risk

The key risks that could stop or make it difficult for the service area to meet its outcomes have been plotted on the risk map below and described and evaluated in the summary risk register. The analyses behind each risk and the action plans proposed to manage them have been included in the detailed service risk register.

1



Click and drag the risk numbers to plot them on the risk map:

- 6
- 7
- 8

Summary Risk Register – Template A

No.	Risk	Risk / Issue	Prob	Impact	Rating	Delegated owner(s)	Key contact(s)	Last review date
1	Short-term funding streams ending and core funding from YJB and partners reducing				High	Jim Hopkinson	John Hazlegreaves	
2	Increase in offending rates due to adverse economic climate, leading to increase in workload				High	Jim Hopkinson	Maggie Smith	
3	Increase in demand for more intensive services due to changes in assessment practices or expectations of the Courts not matching services or programmes available				High	Jim Hopkinson	Karen Fawcett	
4	Budgets reductions would have an impact on performance. In turn, a harsh HMIP inspection assessment coupled with public perception of the descriptors (which are now framed negatively) could damage our reputation and lower public confidence in our work				High/Medium	Jim Hopkinson	Maggie Smith	
5	Recruitment of new staff has been an increasing challenge in the current economic climate, with delays in filling vacant post risking an impact on service delivery				Medium	Jim Hopkinson	Maggie Smith	