



# **London Borough of Tower Hamlets and City of London Youth Justice Plan**

**2017/18**

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## **1. Introduction**

London Borough of Tower Hamlets & City of London Youth Offending Team and the Family Intervention Service were integrated in 2016/17 to become the Youth Justice and Family Intervention Service (YJFIS). This combines the statutory function of the Youth Justice Team and the family-centred approach of the Family Intervention Service. The merger between these services has provided the opportunity to pool resources, skills and to develop a more holistic approach to youth justice.

The Youth Justice Plan for 2017/18 provides an update on the achievements of the plan from 2016/17, sets out the priorities and challenges for 2017/18, describes the structure and governance of youth justice work in LBTH, sets out resources and value for money, examines partnership working and provides an analysis of risk to future delivery.

### **1.1. Key Achievements from 2016/17**

#### **Integration of practice across the service**

The merger of two services has progressed as planned and considerable effort has been focused on stabilising the staff team, by substantially reducing agency cover in favour of contracted posts. YJFIS staff have participated in the following training programmes:

- AIM2 in relation to assessing children and young people who display harmful sexual behaviour
- Beyond Reason – understanding and working with trauma
- YJILS Assessment and Planning Foundation Training
- Three day train the trainer AssetPlus training
- Additional AssetPlus training focusing on improving practice and quality of assessments
- Two more FIS staff have completed CYP-IAPT training, expanding the clinical team to include another IAPT trained systemic practitioner and another CBT practitioner
- Appropriate Adult training has been rolled out and there are more practitioners on the rota, consolidating a responsive and consistent service in and outside of office hours. Police partners have confirmed that subsequent improvement in the service.
- Restorative Justice training has been delivered to referral order panelists, YJFIS staff, Youth Workers and Targeted Youth Support Staff
- Four staff undertook the Non-Violence Resistance training to strengthen the parenting skills set within the service given the increase in child on parent violence. Group delivery has started in partnership with Specialist CAMHS and will be planned into the group work programme in 2017/18.
- 'Behind the Blade' training has just taken place and will support the team's participation in a wider strategy to address the high levels of knife crime and youth violence in the borough.

An independent quality and performance audit of Youth Justice case files was completed in March 2017. This identified evidence of good professional relationships with young people with good quality interventions and joint working and communication with other agencies and partners. However, there is evidence that the quality of assessment practice and robust linked planning has declined since the AssetPlus framework has been introduced. In response to this finding an improvement plan has been developed. This plan will ensure that Case Managers and Managers demonstrate a better understanding of desistance practice, integrated planning and the full functionality of AssetPlus. This will be delivered throughout 2017/18 and began with supplementary AssetPlus training in June 2017.

#### Improving partnership arrangements

The Risk Management Panel has been reviewed. Further changes are planned for 2017/18 to ensure that the panel remains fit for purpose and provides an effective service to practitioners in line with the post Ofsted inspection (Children's Social Care) implementation plan

The borough's understanding of Groups, Gangs and Serious Youth Violence has improved during 2016/17 with the delivery of the related strategy and the development of a partnership problem profile. This work will continue during 2017/18. A refreshed multi-agency gangs panel is now in operation and is known as the 'Co-Offending Groups' panel. This group is jointly chaired by the police and the YJFIS. A Task and Finish group has been established via the Community Safety Partnership to design a multi-agency response to very high levels of youth violence and knife crime.

The protocol and contract for working with the City of London YOS has been reviewed and updated.

The borough has embarked on an audit of Harmful Sexual Behaviour, following the NSPCC toolkit. YJFIS have been key partners in this project which works across Children's Social Care, Health, Mental Health, Education and criminal justice services. The analysis of the audit and publication of a related strategic document will be completed during 2017/18.

The YJFIS Restorative Justice Team have established a cross borough peer supervision group of restorative practitioners, accredited or working towards accreditation by the Restorative Justice Council. The group was formed to support continued professional development, provide a forum for reflective practice and to ensure that practice is adequately reviewed and supervised. The following boroughs participate in the group; LBTH, Enfield, Hounslow, Greenwich, Westminster (Tri-Borough).

#### Group intervention programmes

The Group work interventions delivered by the youth justice team have been reviewed and a new programme of targeted group interventions will be delivered during 2017/18, focusing particularly on serious youth violence. The borough will be delivering the

summer arts programme this year with funding secured from Unitas. The programme is designed to reintegrate young people into education, training and employment via arts experiences.

The borough's Youth Services have experienced a major refocus and restructure during 2016/17 that has been disruptive to service provision. However, the new structure will enable a co-ordinated group work delivery programme between the YJFIS and the Targeted Youth Service.

### Performance

The latest performance report to the YOS Management Board indicates that although performance in relation to custody and binary re-offending continues to improve, an increase in First Time Entrants and frequency re-offending has been recorded over the past 12 months.

During the period of January 2016 – December 2016 the borough saw an increase in first time entrants of 11.1% compared to the same period the year before. There are a number of factors contributing to this increase including:

- Management instability within the service during 2015
- High thresholds resulting in a number of young people entering the statutory Youth Justice system without the benefit of an out of court intervention
- An adjustment to the approach to an unusually high number of NFA decisions at an operational level, so that children receive a service at an earlier stage.
- Review and restructure of the Targeted Youth Service and Rapid Response Team which interrupted preventative work
- A rise in youth violence locally has also impacted on all youth justice performance indicators

Following the service refocus in mid-2016, Out of Court staff are now managed by Social Work or Probation qualified managers, All Out of Court staff have been trained to City and Guilds level 4 and they are currently undertaking additional AssetPlus training. They will also participate in the desistance training planned for the whole Youth Justice team as part of the improvement plan that responds to the independent case file audit.

The borough will be using the out of court disposals toolkit with support from the YJB during 2017/18 to ensure improved performance in this area.

Re-offending binary performance has improved from the baseline year July 2013 – June 2014 compared to July 2014 – June 2015, demonstrating a decrease of 4.8%. However, there has been an increase in the frequency reoffending rates of 12% in the same period. This performance reflects a regional pattern of an increasingly complex cohort of young people that demands close and robust partnership intervention. Whilst in the care of the youth justice service children and young people reduce their reoffending. However, in order to maintain this trajectory, community intervention needs to complement statutory or Out of Court work.

A new approach to Information Systems in the service is also under development where YJFIS Management Board will agree a new set of KPI's for the service to work to. The purpose of this is to reflect a relevant group of outcome measures for a complex and traumatised group of children who dominate the Youth Justice caseload.

The Community Safety Partnership has established a task and finish group to consider partnership community responses to the local profile of youth violence. The outcome of this work will become evident during 2017/18. The refresh of the Co-offending Groups panel will also support this work offering a multi-agency response to complex offending behaviour.

Partnership planning is in place to support the provision of group work and to strengthen the education and employment delivery of the service. The mental health and speech and language provision is also growing and improving throughout the service.

Performance in relation to custody has improved in the period April 2015 – March 2016 and April 2016 – March 2017 with 6 fewer custodial sentences. This can be attributed to a number of factors:

- The Youth Justice Team relationship with Stratford Youth Court which is reflected in the concordance between Youth Justice Team recommendations and outcomes at court. Feedback from the Court is that they value the comprehensive assessments provided by the Youth Justice Team.
- All pre-court sentence reports are quality assured.
- Intensive Supervision and Surveillance – this intervention monitors young people for 25 hours each week; including the weekends which is unique to this type of Order.
- Robust alternative to custody proposals excluding ISS. Following the Scaled Approach model of working, sentencing proposals and frequency of contact is tailored to the young person's risk of harm, re-offending, safety and wellbeing. This approach is young person led rather than resource led. On this basis the Youth Justice team can assure the Court that young people who are not subject to ISS can still be supervised rigorously with 3 statutory appointments each week, as well as family intervention and psychological support.

## **1.2. Challenges and Priorities for 2017/18**

The fundamental challenge for the YJFIS during 2017/18 will be to deliver the required outcomes with reduced resources and increased demand.

Managing performance continues to be a priority for 2017/18. Between December 2016 and June 2017 there was no Information Systems support in the team. This caused a significant challenge for the day to day operation of the service and for the performance management requirements. In order to address this gap CACI (the providers of ChildView for the borough) were commissioned to provide system management support

and to ensure that performance reporting requirements are met. In the longer-term, arrangements have been made for the relationship with CACI to be managed by Agilysis (who manage the Local Authority's IT systems). This will include ensuring that the Child View system is fully maintained, any problems are logged and resolved and that new staff are trained to use the system.

The reporting function will be provided by the Corporate Data and Strategy Team from July 2017 onwards. This will ensure that reports are completed on time, consistently and that where lead staff are not available, other members of the team can take responsibility for completing reports.

#### Priorities for the YJFIS 2017/18:

- Review the current balance between maintaining practice at an above National Standards level and the pressure imposed on the team. In order to reach a manageable level of good child and family-centered practice that is focused on achieving good youth justice and welfare outcomes for children.
- Maintain and, where necessary, improve standards of practice through relevant training and supervision, using the March 2017 quality and performance audit as a guide. This will support a move towards a more sophisticated delivery of outcome measures, patterns and reporting
- Manage performance to ensure that good performance is maintained, including live reporting and to allow for timely remedial action where performance declines
- Continue to improve the borough's understanding of youth violence and the available partnership and community responses. This will be delivered through the Community Safety Partnership led task and finish group, which is due to report back in September 2017
- Develop relevant analysis of the trends and patterns of youth offending and re-offending
- Contribute to the delivery of the Ofsted Improvement Plan. This will include actively participating in the development and delivery of the 'Safer Lives' model locally and improving communication and collaboration across gangs, Child Sexual Exploitation and Missing (see action plan 2.3., 3.2 and 3.3)
- Deliver the action plan associated with the recently completed National Standards audit on custody
- Community Safeguarding and Public Protection Incident action plans
- Continue to work effectively with partners and improve the partnership approach of the YJFIS Management Board. This includes participation in a peer review of the Management Board supported by the YJB that begins on the 30<sup>th</sup> October 2017.
- Establish a hub and bespoke delivery model for the provision of ETE support for children in the criminal justice system
- Deliver relevant and good quality group intervention programmes in partnership with the Youth service.
- Ensure that managers are able to log onto the YJAF platform to provide protected critical incident reporting and enable live data access

- Implement the YJFIS Quality Assurance Process which went live in July 2017. This includes the completion of regular case file audits to ensure quality and consistency of practice
- Agree a Restorative Justice Policy and associated procedure for the YJFIS

The full team plan for the YJFIS, which is linked to the corporate strategic priorities, can be found at Appendix 1.

## **2. Structure and Governance**

The Youth Justice and Family Intervention Service (YJFIS) is a multi-agency service, made up of staff from the local authority, the Police, Children's Social Care, Education, Youth Service, Probation, Health, CYP-IAPT / therapeutic Practitioners, specialist drugs worker, careers service, Job Center Plus The Service is part of Children's Social Care. The Service Manager reports to the Divisional Director for Children's Social Care.

A structure chart for the YJFIS is included at appendix 2.

The Youth Justice Team reports to the YJFIS Management Board which strategically coordinates the delivery of the youth crime and disorder priorities.

The Board is directly responsible for:

1. Providing strategic performance oversight and multi-agency support, direction and management to London Borough of Tower Hamlets and City of London Youth Justice Team in order to ensure that statutory requirements are met and key plans are developed and delivered effectively
2. Managing the performance of youth crime services in delivering the principal aim of preventing offending and reducing re-offending
3. Coordinating the effective delivery of justice services for children and young people
4. Ensuring that the principal aim of preventing offending by children and young people is properly reflected in the work of relevant strategic partnerships, strategies and plans including the Children and Young People Plan and the Community Safety Plan
5. Ensuring effective integration into local strategic structures/ or reports on youth justice performance and issues to the following bodies:
  - a. Children's Trust /Children and Young Peoples Board
  - b. Health and Well Being Partnership.
  - c. London Borough of Tower Hamlets Community Safety Partnership
  - d. London Borough of Tower Hamlets Local Safeguarding Children's Board
  - e. Youth Justice Board/Ministry of Justice
6. Ensuring children and young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies; with particular emphasis on the health and wellbeing of children and young people whether perpetrators or victims.



### 3. Resources and Value for Money

**Table 1. Partner Contributions to the Youth Offending Partnership Pooled Budget 2017/18**

<b>Agency</b>	<b>Staffing costs (£)</b>	<b>Payments in kind – revenue (£)</b>	<b>Other delegated funds (£)</b>	<b>Total (£)</b>
<b>Local Authority *</b>	732,328		302,983	1,035,311
<b>Police Service</b>		172,822		172,822
<b>National Probation Service</b>		50,024	5,000	55,024
<b>Health Service</b>		55,666		55,666
<b>Police and Crime Commissioner** (MOPAC)</b>				
<b>YJB Effective Practice Grant</b>	398,263		81,438	479,701
<b>Clinical Commissioning Group</b>			22,000	22,000
<b>TOTAL</b>	<b>1,130,591</b>	<b>278,512</b>	<b>411,421</b>	<b>1,820,524</b>

The minimum staffing requirements set out in the Crime and Disorder Act 1998 are met. The Youth Justice team has a nominated representative from each of the following statutory partners: police services, children's services, national probation service, education and health.

**Table 2. Use of the Effective Practice Grant 2017/18**

ACTIVITY / RESOURCE	OUTCOME	DEVELOPING EFFECTIVE PRACTICE	COSTS
Staff Salaries, Training and Workforce development, Intervention costs	Reducing re-offending Reducing First Time Entrants Reducing the use of custody Safeguarding Children and Young People Public Protection	Management oversight / supervision Quality Assurance Case Management Designing and delivering group intervention programmes Collaborative working with internal and external partners Improved performance across the YJB outcomes	£398,263
<b>User Participation Contract</b>  <i>Procurement of this contract is underway</i>	Improved skills and new experiences for young people  Improved self-confidence and empowerment.  Opportunity for service user involvement in influencing design and delivery of services.	Delivering a Service that is more responsive to the needs of children and young people.  Supporting the Service to challenge presumptions about the needs of children and young people.  Supporting the Service to become more efficient, providing a more effective service for service users  Coordinating a young people's event funded by the CCG	£25,000

IT system	<p>Safeguarding Children and Young People</p> <p>The system allows practitioners to record assessments and interventions</p>	<p>Contribution to the provision of ChildView case management system and associated costs.</p> <p>Implementation of Assetplus and audit of case files to ensure compliance.</p> <p>The system is also used to produce reports about the YOS cohort to monitor performance and equality data.</p> <p>The system is being used to log information relating to gang involvement, connections, rivalries and incidents</p>	£47,876
Welfare Call	<p>Safeguarding children and young people</p> <p>Public protection</p> <p>Reducing Re-offending</p> <p>Improved attendance and attainment</p>	<p>The service allows YJFIS to monitor educational attendance and attainment of young people subject to a court order, for the duration of the court order.</p> <p>The information provided by this service enables YJFIS Case Managers to develop appropriate plans to improve attendance.</p>	£8562

#### **4. Partnership Arrangements**

The Youth Justice priorities are linked with a number of other local partnership arrangements:

- The Community Safety Partnership
- Local Safeguarding Children Board
- Adults Safeguarding Board
- Health and Wellbeing Board
- Multi-Agency Public Protection Arrangements
- Multi-Agency Risk Assessment Conference
- Multi-Agency Sexual Exploitation Panel
- Prevent Board
- Prevent Operational Working Group

The YJFIS has an excellent working relationship with the Police at both a strategic and operational level. The Detective Inspector for the Metropolitan Police (YOT, Schools, Gangs and Serious Youth Violence, MISPER) Chairs the Groups Gangs and Serious Youth Violence Strategic Group and Co-Chairs the multi-agency Co-Offending Groups panel. The YOT Police team is integrated into the YJFIS. The Youth Justice Duty Manager, Youth Service Rapid Response Team and the YOT police have a daily briefing meeting allowing for timely and robust information exchange.

The daily briefing meeting also provides the opportunity to discuss young people who are identified as vulnerable to radicalisation. Concerns are referred to the MASH to consider cases for Prevent or Channel Programme.

Tower Hamlets YJFIS and the City of London have a contract and protocol in place to facilitate the management of City of London residents who enter the youth justice system by Tower Hamlets YJFIS. The number of cases where this contract is relevant is small, however an agreed process is essential.

Improving partnership arrangements is central to the plan for 2017/18. In particular the Service will be focusing on improving the approach of the YOS Management Board by participating in a peer review supported by the YJB.

The majority of key service delivery activity is carried out within the YJFIS. Commissioned services (user participation, summer arts and IT systems) are described in table 2. In addition, the YJFIS commissions Welfare Call to monitor and report on educational attendance and attainment for Youth Justice clients.

NHS England through the Tower Hamlets Clinical Commissioning Group has provided funding for Youth Justice Liaison and Diversion Mental Health and Associated Services. This will be procured and managed by the YJFIS to provide a service for local young people who are experiencing or have experienced some form of mental health distress or who have speech, language or communication needs, and who are in contact with the criminal justice system. To provide this service YJFIS will recruit a Youth Justice Liaison and Diversion Mental Health Worker. Speech and

language support for children entering the criminal justice system will also be commissioned. This will include the skilling up of the YJFIS team to identify and support children and young people with speech and language needs and direct service provision. In addition to ensuring improved service availability for the young people known to the Youth Justice team, this also provides the opportunity for improved partnership between YJFIS and Health services.



## 5. Risks to future delivery

Risk to planned actions/objectives & Triggers	Consequences	Existing internal controls	Current Score			Desired Score			Required mitigation/controls	Target date	Risk Owner
			Likelihood Score 1=Rare – 5=Almost certain	Impact Score 1= Negligible – 5=Very High	Combined risk score (likelihood x impact)	Likelihood Score 1=Rare – 5=Almost certain	Impact Score 1= Negligible – 5=Very High	Combined risk score (likelihood x impact)			
There is a risk that reduced resources will not be able to meet increased demand	The Service is unable to achieve required outcomes	Shared learning and pooled resources across YJFIS Completion of National Standards Audit re: custody improvement plan associated with quality and performance audit	4	5	20	2	3	6	Delivery of action plan for 2017/18 (see Appendix 1)	March 2018	Service Manager
There is a risk that levels of youth violence in the community will continue to increase	Increased demand on finite resources	Development and delivery of serious youth violence strategy. Effective partnership	4	4	16	1	3	3	Development and delivery of serious youth violence strategy. Effective partnership working	Mar 2018	GGSYV Coordinator/Divisional Director Community Safety

		<i>working Community safety task &amp; finish group</i>							<i>Community safety task &amp; finish group</i>		
There is a risk that partner agencies will discontinue to buy into the FIP stakeholder service	Reduction in FIP service provision. Potential loss of staff. This would impact on the service provided to the Early Help Hub	Review of current Service Level Agreements with Stakeholders and Partners	4	5	20	1	1	1	Improved integration of the service within wider Children's Social Care.	Sept 2017	Service Manager
There is a risk of significant cuts to ETE resources and careers support for young people	Increased number of NEET young people, limited capacity to deliver statutory requirements for youth justice Licenses and Intensive Orders	Review of ETE provision for children in contact with the criminal justice system. Possible support from St Giles Trust on an ad hoc basis, young people to be offered ETE appointments at a central office	5	4	20	1	2	2	Continued delivery of the Personal Advisor – Career post in CSC	Sept 2017	Service Manager & YJFIS Management board
There is a risk to delivery in light of the CSC Inadequate Ofsted outcome re: Children Looked	Increased demand on resources. The service is unable to achieve required outcomes	Development and delivery of the Ofsted Improvement Plan	4	4	16	3	2	6	Delivery of the Ofsted Improvement Plan. (see YJFIS team plan 2.3., 3.2 and 3.3)	Sept 2017	Director of Children's Social Care

After / Help & Protection											
There is a risk that the partnership working required for successful youth justice intervention will decline as a result of competing demands on partner agency resources	Partner agencies are not represented at key strategic meetings and are not available to contribute to multi-agency decisions and scrutiny. The service is unable to achieve required outcomes	Focus on improving partnership as part of the YJFIS Team Plan.	5	3	15	4	2	8	Peer review of YJFIS Management Board	Oct 2017	Service Manager & YJFIS Management Board

Signed:

Debbie Jones, Corporate Director of Children's Service and Chairperson of the London Borough of Tower Hamlets and City of London Youth offending Management Board

Nikki Bradley MBE, Head of LBTH/Col. Youth Justice and Family Intervention Service



## 6. Appendix 1 - 2017/18 Youth Justice & Family Intervention Service Team Plan

### Strategic Plan Priority 1: Creating opportunity by creating aspiration and tackling poverty

- 1.1. A dynamic local economy, with high levels of growth benefiting us
- 1.3. Children get the best start in life and young people realise their potential
- 1.4. People are healthy and independent for longer
- 1.5. Reducing inequality and embracing diversity

Ref	Strategic Plan Activity	Team Plan Action	Resource	Lead Officer	Milestones	Deadline	% Complete / RAG
1	Improve our ability to secure local employment through S106 agreements with developers building in our borough	Review S106 funded FIP support to Tower Hamlets Work Path	Staff Time	FIP Team Manager	<ul style="list-style-type: none"> <li>» Review service provided</li> <li>» Respond to review findings and make required changes</li> </ul>	Oct 2017 Nov 2017	
2	Ensure better outcomes for Looked After Children	Examine re-offending by Looked After Children and develop a suitable response	Staff time	YJFIS Information Systems Manager & YJFIS Management Team	<ul style="list-style-type: none"> <li>» Examine re-offending data</li> <li>» Work with Corporate Parenting Strategy to address the re-offending among this group</li> <li>» Work with the Resources Service Area to address the vulnerability of LAC to be criminalised in care.</li> </ul>	Sept 2017 Mar 2018 Oct 2017	

					» Deliver training for CLA Team re: the effective use of PACE		
3.	Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding*	Provide YJFIS input to the Harmful Sexual Behaviour Audit and contribute to the strategy developed in response	Staff time	YJFIS Management Team	» Complete audit toolkit questionnaire » Complete analysis of audit findings » Report findings to CSE Sub-group of the LSCB » Plan & deliver an HSB conference	Apr 2017 May 2017 Jun 2017 Nov 2017	
4.	Create a healthier place	Complete a Health Needs Assessment for YJFIS Clients	Staff time	YJFIS Management Team and Policy, Performance & Community Insight Team YOT management board	» Identify available data sources » Complete assessment » Report findings to the YOS Management Board » Report findings to the Health & Wellbeing Board » Include assessment findings in the Adolescence JSNA	Oct 2017 Jan 2018 Feb 2018 Feb 2018 Mar 2018	
5.	Create a healthier place	To improve the services for young people in relation to mental health needs, speech, language and communication	Staff time CCG funding for new posts	YJ Operations Manager & Service Manager	» Recruit a Youth Justice Mental Health & Diversion Worker » Complete procurement process for Speech and Language Training » Deliver Speech and Language Training » Recruit Data Support Officer	Sept 2017 Sept 2017 Oct 2017 Oct 2017	
6.	Respect, value and celebrate our cultural history and diversity	To improve cultural competency across the service through	Staff time	YJFIS Management Team	» Re-instate reflective supervision for FIP practitioners	Jul 2017	

		reflective supervision with a focus on the social GRACE (systemic tool)			<ul style="list-style-type: none"> <li>» Introduce practice sessions for FIP model &amp; processes</li> <li>» Encourage participation in systemic training</li> <li>» Regularly review reflective supervision on offer to Youth Justice Team</li> </ul>	Sept 2017  Mar 2018  Mar 2018	
7.	Respect, value and celebrate our cultural history and diversity	Collect and analyse demographic data for FIS service users to ensure culturally sensitive service delivery	Staff time / system development	YJ-FIS Management Team	<ul style="list-style-type: none"> <li>» Develop IT System to collect demographic data</li> <li>» Staff training on new system</li> <li>» Identify required outcome data</li> <li>» Design referral form to reflect necessary outcomes</li> </ul>	Aug 2017  Aug 2017 Sept 2017  Sept 2017	
8.	Mitigate the impact of welfare reform on our most vulnerable residents	Equip staff with the information and knowledge in regards to benefit entitlements with a focus on universal credit, Benefit Caps and PIP	Staff time	YJ-FIS Management Team	<ul style="list-style-type: none"> <li>» Identify appropriate training</li> <li>» Identify key practitioners to train and to act as advisors to other team members</li> </ul>	Sept 2017 Oct 2017	

## Strategic Plan Priority 2: Creating and maintaining a vibrant and successful place

### 2.2. Better quality homes for all

### 2.3. People feel safer and places have less crime and Anti-Social Behaviour

Ref	Strategic Plan Activity	Team Plan Action	Resource	Lead Officer	Milestones	Deadline	% Complete / RAG
1	Tackle homelessness, including through improved prevention and a reduction in families in temporary	Continue to work with housing providers using the FIP model looking for new	Staff time	FIP Team Manager & Practice Manager	<ul style="list-style-type: none"> <li>» Provide regular feedback to housing partners</li> <li>» Regular meetings with Homeless Person's</li> </ul>	Mar 2018  Mar 2018	

	accommodation	opportunities of influence			<p>» Managers Representation at appropriate forums</p>	Mar 2018	
2	Work with our partners to target resources to reduce crime	Increase collaboration & communication across the Risk Management Panel, MASE, Missing Panel, MARAC, Gangs meeting, SIP, Harmful Sexual Behaviour Audit Project Board	Staff time	YJFIS Management Team Community Safety partners	<p>» Review of progress / RMP practice and membership</p> <p>» Multi-agency Gangs meeting co-chaired by Local Authority &amp; Police on a monthly basis</p> <p>» Annual review of Risk Management policy and RMP terms of reference</p> <p>» Review SIP and FIP partnership working</p>	<p>Apr 2017</p> <p>From May 2017</p> <p>June 2017</p> <p>Sept 2017</p>	
3.	Work with our partners to target resources to reduce crime	Actively participate in the development and delivery of the 'Safer Lives' model	Staff time	Service Manager CSC Resources	<p>» Develop the audit model</p> <p>» Agree thresholds / develop tool to identify cohort</p> <p>» Present to the YOS Management Board</p> <p>» Procure and mobilise MOPAC funded extension/enhancement of the SOS Families Service.</p> <p>» Monitor delivery and impact of first rounds of MOPAC funded Knife and Youth Violence "Behind the Blade" preventative intervention.</p> <p>» Develop an engagement process to gather feedback from local communities and to raise awareness &amp; reporting of GGSYV</p> <p>» Map all services and</p>	<p>June 2017</p> <p>July 2017</p> <p>Sept 2017</p> <p>July 2017</p> <p>Oct 2017</p> <p>Jan 2018</p> <p>Mar 2018</p>	
4.	Work with our partners to target resources to reduce crime	Deliver the Groups Gangs and Serious Youth Violence Strategy	Staff time	GGSYV Coordinator Community Safety partnership			

					agencies offering interventions for GGSVY & agree clear referral pathways		
5.	Work with our partners to target resources to reduce crime	Ensure a consistent and joined-up approach to civil injunctions and Criminal Behaviour Orders (CBOs)	Staff time	Head of ASB THH & YJ Operations Manager	<ul style="list-style-type: none"> <li>» CBO consultations to be a standing agenda item for Multi-agency Gangs Meeting</li> <li>» Formalise a process for resolving partner disputes about the terms of individual civil injunctions</li> </ul>	From May 2017	
6.	Work with our partners to target resources to reduce crime	Provide Restorative Justice training to partners outside of the YJFIS	Staff time	Referral Order Coordinator	<ul style="list-style-type: none"> <li>» Training delivered to Safer Schools Officers</li> <li>» Training delivered to staff at the Pupil Referral Unit</li> <li>» Training delivered to staff at Norman Grove residential care unit</li> <li>» Restorative Justice policy and procedure approved by the YOS Management Board</li> </ul>	Aug 2017  Oct 2017  Jan 2018  Sept 2017	
7.	Work with our partners to target resources to reduce crime	Deliver a rolling programme of targeted group interventions for YJFIS clients	Staff time and costs of training and licence £1008 Costs of Summer Arts Programme	YJFIS Management Team	<ul style="list-style-type: none"> <li>» Behind the Blade training completed by 14 Youth Justice staff</li> <li>» Behind the Blade delivered to group of 8 young people over 6 sessions</li> <li>» Review programme and revise where required</li> <li>» Summer Arts Programme completed by at least 10 young people</li> </ul>	Jun 2017  Jun 2017  Aug 2017  Aug 2017	



				<ul style="list-style-type: none"><li>» <i>Identify and assess additional group work interventions</i></li><li>» <i>Develop a Non-Violence Resistance informed local parenting programme for service users</i></li></ul>	Oct 2017	
				<ul style="list-style-type: none"><li>» <i>Conduct 'real time' monitoring of the current Youth Justice caseload using the YJB Live Tracking Tool</i></li><li>» <i>Examine the current increase in First Time Entrants to the Youth Justice System</i></li><li>» <i>Remedial action agreed and monitored by the YOS Management Board</i></li></ul>	Jun 2017	
8.	<i>Work with our partners to target resources to reduce crime</i>	<i>Provide regular, comprehensive performance management information to the YOS Management Board</i>	<i>Staff time</i>  <i>YJFIS Information Systems Manager</i>	<ul style="list-style-type: none"><li>» <i>Examine the current increase in First Time Entrants to the Youth Justice System</i></li><li>» <i>Remedial action agreed and monitored by the YOS Management Board</i></li></ul>	Aug 2017	
9.	<i>Work with our partners to target resources to reduce crime</i>	<i>Compile regular comprehensive performance management information in relation to the FIS for Stakeholder / Partner agencies</i>	<i>Staff time</i>  <i>FIS Managers, SSF Manager</i>	<ul style="list-style-type: none"><li>» <i>Develop FIS database</i></li><li>» <i>All staff trained in the use of the FIS database</i></li><li>» <i>Review of the application of the FIS database</i></li><li>» <i>Produce performance information on key indicators</i></li><li>» <i>Remedial action agreed and monitored</i></li></ul>	Jul 2017 Aug 2017 Jan 2018 Mar 2018 Mar 2018	

## Strategic Plan Priority 3: Working smarter together as one team with our partners and community

Ref	Strategic Plan Activity	Team Plan Action	Resource	Lead Officer	Milestones	Deadline	% Complete / RAG
1.	Deliver the One HR Plan	Deliver a staff training programme that ensures consolidation of YJ practice in response to the recent case file audit	Staff time Costs of training £1125 (plus VAT)	Youth Justice Operations Manager	<ul style="list-style-type: none"> <li>» ASSET Plus training re: improving the quality of assessments completed by all Youth Justice staff</li> <li>» Managers Quality Assurance training event</li> <li>» Desistance training event</li> <li>» Case Managers to complete mandatory CSC training for Social Workers as required</li> </ul>	Jun 2017  Sept 2017 Sept 2017 On-going	
2.	Develop and deliver a Best Value Improvement Plan and an Ofsted improvement plan	Improve the quality and timeliness of services for children who are at risk of becoming involved in gangs and serious youth violence. Align such services with those for children who go missing, are vulnerable to sexual exploitation and radicalisation.	Staff time MOPAC funded Crime Intelligence Analyst & Crime Data Analyst	Service Manager and Head of Community Safety	<ul style="list-style-type: none"> <li>» Increase collaboration and communication across gangs, missing and CSE (see action 2.3.1 above)</li> <li>» Recruit to MOPAC funded Intelligence and Data Analyst posts</li> <li>» Produce monthly data analysis in re: gangs, serious youth violence, missing children, CSE, county lines and Prevent</li> <li>» Active participation in the development of the Safer Lives model (see action 2.3.3)</li> </ul>	Jul 2017  From Aug 2017  Sept 2017	

3.	Develop and deliver a Best Value Improvement Plan and an Ofsted Improvement Plan	The Family Support Cluster will contribute to and deliver into 'Safer Lives' - therapeutic interventions and support adolescents on the edge of the care to remain with their families	Staff time	Service Manager CSC Resources	» Active participation in the development of the Safer Lives model (see action 2.3.3)	From Jun 2017	
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## Structure Chart



