

Youth Justice Plan

2015-16

Introduction

The Youth Justice Plan sets out the arrangements for providing a Youth Offending Service that reduces re-offending and improves outcomes for the children and young people receiving help and interventions. It sets out our priorities for improvement and the plan for making improvements in the effectiveness of the practice and arrangements for working with children, young people, their families and victims of crime. The plan also sets out how youth justice services in Royal Greenwich are to be provided and funded. It also provides details of the organisational arrangements of the functions, operation and funding of the Youth Offending Service.

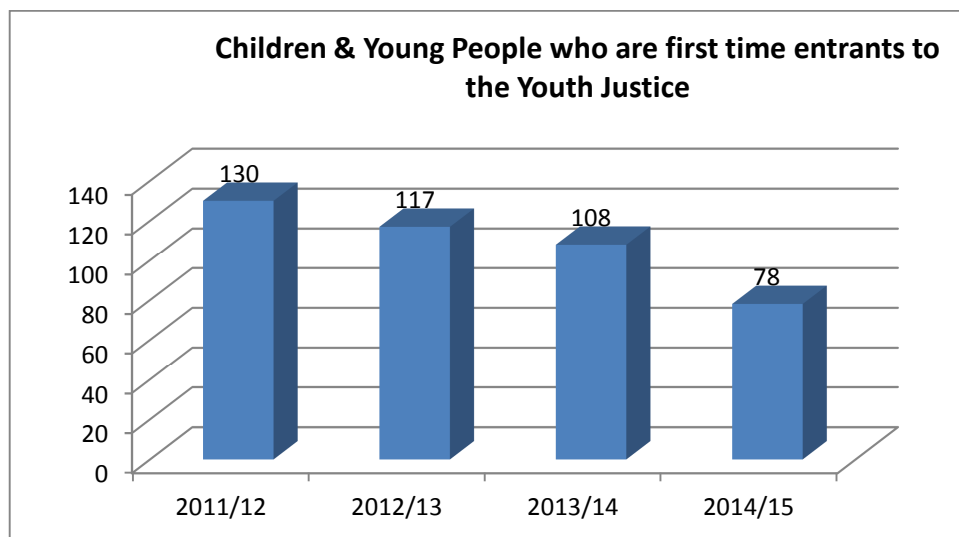
This plan is updated in the autumn prior to being submitted to the Youth Justice Board and its impact is reviewed annually as part of our annual performance and planning cycle which runs from 1 April to 31 March. This plan is informed by the *Children & Young People Plan 2014-17* which states our ambition that children and young people stay safe and behave well in their communities and the Safer Greenwich Partnership *Community Safety Plan* which states our ambition to reduce reoffending, prevent and reduce youth violence and tackle gangs.

The Youth Offending Service is a statutory partnership led by the Head of Service who reports to the Senior Assistant Director in Children's Services. The Youth Offending Service Management Board chaired by the Assistant Director Community Safety provides support, challenge and assurance around the arrangements for delivering youth offending services, and quality and effectiveness of the services provided. Our Youth Offending Service provides a service for young people on the edge of and in the youth justice system. It also provides targeted help and interventions where young people are identified as being at risk of offending. At the heart of the Youth offending Services' work is helping children and young people to change their behaviour. This is done through direct work with children and young people, through strengthening parenting capacity, building peer resilience, addressing children and young people's health, educational and social needs, and working with victims. See *Annex A* which sets out Partnership and Governance arrangements. See *Annex B* for information about the funding and Youth Offending Service organisational arrangements. See *Annex C* for information about how quality and performance are measured.

Reviewing the impact of last year's plan

First time entrants to the youth justice system

The rate of first time entrants was 473 compared to 639 the previous year¹. There has been a downward trend in first time entrants since 2007. During the year 78 children and young people were first time entrants.² The annual trend is shown below.



The Diversionary Triage system has kept young people with lower gravity offences out of the youth justice system with 65% of young people arrested being triaged (61% last year). Royal Greenwich has the fourth lowest rate of first time entrants in its YOS Family Group and 15% above national rate. First time entrants are currently 12% lower than the same period the previous year. Although the London average has continued to reduce, Greenwich is currently narrowing the gap and is now 12% higher than the London average between January 2012 and December 2013. Our local performance information shows that the number of young people who have been brought to justice in relation to gang related serious youth violence will impact on future performance.

¹ This is the rate per 100,000 children and young people aged 10-17 years for the period October 13 – September 14. YJB / PNC data reported in the end of year Children and Young Plan quarterly report for year ending 31 March.

² Youth Offending Service data for the year ending 31 March 2015.

Reoffending

The rate of proven reoffending by offenders was 39.4% compared to 33.4% last year.³ The reoffending toolkit indicates the RBG performance at Pre-court, 1st tier, community and custody binary rates is better than national but the overall binary reoffending rate is slightly higher than national. Our local data indicates a higher Pre-court frequency reoffending rate than national performance, but significantly lower 1st tier and community tier frequency rate than national, and a lower custody / post release frequency rate. 15 year olds are more likely to reoffend and 17 year olds who reoffend are likely to commit more offences.

There has been a 9% point decrease in the proportion of offences committed by young offenders in Royal Greenwich since the last published annual period when a 5% reduction was reported. Royal Greenwich continues to have the best performance in our YOS family and is also performing above national. Local measure based on more recent data shows an increase in the number of offences committed by the locally created cohort in a rolling 12 month period.

Young People sentenced to custody

During the year 13 young people received custodial sentences, which is the same number as last year. The number of custodial sentences given in court presented as a rate per 1000 children aged 10-17 years is 0.56 (0.54 last year). This is higher than the national figure of 0.43 but lower than the London figure 0.73.

Ethnic composition of Greenwich young people in the youth justice system

The overrepresentation of young Black teenage boys in our youth justice system reduced significantly in between 2012/13 and 2013/14 from +19% to +4%. In 2014/15 this overrepresentation increased by 2% to +6%. This is still lower than the London overrepresentation and only +1% points higher than the national average.

³ Rate of proven reoffending by offenders has a time lag of one year. It measures the proportion of offending by young people who reoffend.

Remands to Youth Detention Accommodation

The number of young people remanded to Youth Detention Accommodation during the year was 10. This is a 47% reduction from last year (where there were 19) and is 48% lower than the YOS family average. The number of young people remanded to youth detention accommodation is in line with the national figure.

Risks to future delivery:

Reoffending

Young people are recruited into gangs to carry substances, usually Class A drugs which are often concealed within their bodies. Young people go missing from home and care and are taken to up to twelve counties around the country to carry and supply drugs. Some of the young people targeted by the gangs are extremely vulnerable and have a myriad of challenges and issues from learning difficulties, poor parental support and supervision, impulsivity, history of abuse and neglect and profound issues with identity.

Periodically, as fractions emerge in local gangs or new gangs form there is an escalation in incidents of violence. Despite the highly coordinated partnership approach that is driven by Community Safety and the Violent and Organised Crime Unit, young people continue to appear having committed serious high tariff offences and having a clear identity of a gang member.

This is the single most significant challenge to the performance of the YOS in relation to the three national performance indicators.

Royal Greenwich is seen as a trail blazer in partnership working to disrupt gangs, locate young people that are missing, working across county forces to improve enforcement and apprehension rates and continue to reduce first time entrants however vulnerable young are still being targeted and groomed by the gang. In addition young people that are involved in gangs very often have entrenched behaviour which is challenging for the partnership to affect. Both those new to the YOS and the ones on orders are likely to commit offences which are serious specified offences or high tariff which make the remand to Youth Detention Accommodation (YDA) highly likely at court. This cohort can therefore adversely impact performance on first time entrants, the use of custody and re-offending rates and the use of remands to YDA.

Budgets and spend

Uncertainty over the YJB grant reductions both in year and next year are a risk. The local authority and other partners face significant budget cuts in the year ahead which will potentially impact on the service. The greatest risk to the budget in year other than the YJB grant reduction is the use of locum staff. Every effort is made to expedite recruitment to keep additional staffing costs to a minimum, however there remains vital post that need to be covered when staff leave the service. Whenever possible, temporary local authority contracts are used to reduce agency costs. A number of other measures have also been used to build capacity without the use of agency staff. These include the use of volunteers, students, interns and apprentices. Whilst all of these options require an investment of time, there are clear benefits to the YOS in having a differently employed and skilled workforce in addition to experienced and qualified staff.

The current YOS database is being replaced by the software provider. There is no choice but to update the system as support has been removed by the provider of the existing system. Furthermore, there is a new standardise assessment being introduced by the YJB that the current database will not accommodate. Whilst provision has been made in the YOS budget for the new system, there has been a number of issues with the new system in other areas prompting the YOS to look at alternative management information systems. The additional cost will therefore be in staff training and the interface between the new system and the Royal Greenwich server. A number of options are being explored to reduce the cost of this.

Future Plans and Service development

The YOS is part of the South London Resettlement Consortium to build an improved offer to young people being released from custody. The main focus of consortium will be securing a range of placement options for young people with a range of needs. Feedback from the recent HMIP Thematic Inspection into Resettlement indicated that the provision of placements was a major issue that needs to be address in the borough. It is hoped that working across six boroughs will ensure economies when commissioning placement services.

Impact of last year's plan

Our priorities were to continue to improve the quality and effectiveness of practice, strengthen leadership, organisational arrangements and processes, and make thematic improvements around:

- Improving the effectiveness of bail and remand services
- Resettlement – improving the service to young people being released from custody
- Improve mechanisms for identifying and targeting young people at risk of offending
- Reduce the disproportionate number of Black children and young people in the criminal justice system
- Improving services to girls and young women
- Increase the number of young people in the youth justice system whose health and development needs are met
- Improve the protection of young people at risk of sexual exploitation and gang involvement

The *Back to Brilliant Basics* priorities were:

- Cascade learning from reviews and inspections
- Embed restorative approaches across all areas of service delivery and increase victim participation
- Improve quality of assessments provide a robust framework to manage risk of harm, reduce vulnerability and the likelihood of offending
- Improve intervention planning and delivery to meet assessed needs, manage risk, maximise the protection of victims and other young people
- Facilitate understanding and ownership of quality standards amongst staff
- Ensure effective management oversight
- Gather, analyse and use the views of young people and partners to inform service improvement and development
- Develop specification for new case management and management information system; be ready to implement AssetPlus

We have worked to strengthen arrangements around identifying and meeting the health needs of young people in the youth offending service. During the last year the Head of Service was involved in the re-commissioning of Child and Adolescent Mental Health Services and Speech & Language Therapy. Agreement has been secured to provide a dedicated health worker to address young people's physical health needs.

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The Youth Offending Service contributed to the implementation of the thematic improvement plan to tackle Gangs, sexual exploitation and respond effectively when children go missing. The Head of Service has contributed to the Ms Understood review of peer on peer exploitation and abuse which reported to the Safeguarding Children Board.

The impact of actions to improve the quality and effectiveness of practice:

- More effective supervision and management oversight of front line practice as evidenced from quality assurance activity
- More effective interventions as evidenced by observation of practice
- Greater understanding of what good practice looks like and 'what works' in helping young people change their behaviour through whole service meetings routinely sharing effective practice
- Improved capability in reducing sexually harmful behaviour through clinical supervision for all case managers working with young people with young people who have committed an offence or have been identified as at risk of committing a sexual offence
- More timely effective CBT intervention through providing case managers with 1:1 and small group support
- Fewer young people going missing and effective plans to control and then engage young people to reduce risk of offending and harm
- More parents are able to handle and change the behaviour of young people and reduce risk
- Timely effective response to rise in serious youth violence – bringing young people to justice and working with them (though adverse impact on first time entrants and serious youth crime performance)
- Participation of young people – delivery and development of services
- Reduced proportion of Black children and young people in the youth justice system
- Improved interventions with teenage girls in the YOS
- More effective work in safeguarding and reducing reoffending of looked after children including those involved in gangs, at risk of CSE and who go missing
- Reduced re-offending and number of offences committed
- Improved planning, tracking and resettlement support

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The impact of actions to strengthen leadership, organisational arrangements and processes:

- Restructure of the YOS - leadership & span of control, alignment of functions with job roles and accountabilities
- Improved management oversight, quality assurance and performance management
- Improved Intensive Surveillance & Supervision (ISS) arrangements for the most high risk young people
- Improved bail and remand arrangements and practice
- Identifying and targeting people at risk of offending – improved mechanisms and work with other services
- Commission and plan deliver of new case management system and data base
- Improved consistency of practice and workforce capability in enabling young people to change their behaviour, more young people involved in restorative justice (more victims engaged) and volunteering – impact on reoffending rates

Thematic priorities for the year ahead

- Responding to the changing profile to prevent involvement in gangs and serious youth violence
- Reduce peer on peer violence and improving interventions with girls and young woman – implement the action plan from the Ms Understood review
- Increased opportunities for young people to participate – embedding restorative justice approaches
- Increased opportunities for victims to participate
- Exit and transfer from the Youth Offending Services when orders or licences end
- Breaking the cycle: health, education, training and employment, accommodation, home life and personal relationships
- Introduce and implement AssetPlus

Back to Brilliant Basics priorities for the year ahead

- Improve mechanisms for identifying and targeting young people at risk of offending in response to the changing gangs profile
- Increase understanding of the reoffending cohort and create targeted interventions
- Getting and using the voice of children and young people to improve the quality and effectiveness of the service
- More good quality assessments informing robust integrated action plans that are reviewed in a timely manner and lead to effective interventions
- Improvement in Referral Order Panel timeliness
- Improvement in scheduled contacts being met and follow up when not met
- Consistent case recording, tracking and management oversight of quality of intervention, engagement & compliance and impact on young people's behaviour and progress

IMPROVEMENT PLAN 2015-16

THEMATIC IMPROVEMENT PRIORITIES

I. Responding to the changing profile to prevent involvement in gangs and serious youth violence

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|---|---------------|-------------------------------|----------|---|
| 1 | Analyse the profile of young people involved in serious youth violence and involved in gangs who were not identified as at risk of youth offending or gang involvement to learn and improve identification and earlier interventions for this cohort of young people. | January 2016 | Group Leader YOS | | Fewer young people progress to gang involvement as more young people identified and through Youth Crime Prevention Panel and targeted intervention are diverted from serious offending. |
| 2 | Task & Finish Group to review best practice in desistance interventions to enable more young people to change how they think and feel about their lives and ambitions (reduce the 'pull factors'). | January 2016 | Group Leader YOS | | Apply best practice from others to reduce reoffending by those receiving desistance interventions. |
| 3 | Put in place effective arrangements for continuing children's services engagement with young people identified as gang nominal at the end of their order or licence and their families that focus on achieving behavioural changes. | November 2015 | Leads Permanence Service Lead | | Reduce reoffending by young people involved in gangs whose order or licence has ended. |

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| 4 | Local gang matrix to be completed. | December 2015 | YOS Gangs Lead/Families First Gangs Link Worker | In progress | All gang nominals are subject to rigorous surveillance, supervision and enforcement activity |
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2. Reduce peer on peer violence and improving interventions with girls and young woman – implement the action plan from the Ms Understood review

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|---|--------------|------------------|----------|---|
| 1 | <p>Task & Finish Group to:</p> <ul style="list-style-type: none"> - Identify best practice in identifying and responding to peer on peer violence - Identify ways of sharing and rolling out best practice across universal and targeted services - Identify ways of addressing cyber bullying, intimidation and crime - Support for victims and building resilience - Interventions with offenders - Make recommendations to GSCB so all agencies can work together effectively - Implement changes to YOS practice | January 2016 | Head of YOS | | <p>More children and young people identified and getting the right help.</p> <p>Reduction in prevalence of peer on peer violence.</p> |
| 2 | Analyse feedback from girls and young women about the experience and effectiveness of YOS interventions and implement changes to make sure that interventions appropriately take account of the needs of girls and young women. | January 2016 | Group Leader YOS | | Girls and young women report positively on the experience and impact of services on improving outcomes for them. |

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| 3 | Put in place a process for routinely analysing the girls in the youth justice system against the list of vulnerable young people to identify girls who may be affected by peer on peer exploitation and violence (as victims and or perpetrators). | November 2015 | Group Leader YOS | | Improved identification and response for more girls affected by peer on peer exploitation and violence. |
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3. Increased opportunities for young people to participate - developing restorative justice approaches

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|---|------------|------------------|-------------|--|
| 1 | Pilot restorative justice project to target young people who commit sexual offences and display sexually harmful behaviour. | March 2016 | Group Leader YOS | In progress | Young people on the pilot do not reoffend. |
| 2 | Roll out restorative justice interventions programme to young people who commit sexual offences and display sexually harmful behaviour. | March 2016 | Group Leader YOS | | Young people receiving the intervention do not reoffend. |
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4. Increased opportunities for victims to participate

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|---------------|-------------|-------------|--|
| 1 | Complete pilot project with parents/carers who are victims as a result of their children's violence. | March 2016 | Head of YOS | In progress | No repeat victimisation. Victims are positive about the impact for them of the intervention. |
| 2 | Restorative enquiries are undertaken with more | February 2015 | Group | | Increased number of |

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| | <p>victims to increase the numbers participating in restorative conferences, panels and more receive letters of apology.</p> <ul style="list-style-type: none"> - Resettlement consortium victim scheme introduced – all victims of young people in custody offered face-to-face meeting - Restorative process reviewed to clarify the point of initiation of restorative enquiry - All new staff receive restorative approaches training - Specialist volunteers recruited and trained to increase capacity of | | Leader YOS | | victims have their voice heard in the cases involving young people |
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5. Exit, step down and transfer from the Youth Offending Services when orders or licences end

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|---|---------------|------------------|----------|--|
| 1 | Put in place a process for effectively planning, intervening and tracking the progress of young people when they end their order / licence using the child in need, Team Around the Child (TAC) or Team Around the Family (TAF) framework for practitioners to work with the young person and their family. | November 2015 | Head of YOS | | Reduced reoffending by young people after their order or licence ends. |
| 2 | Put in place a more effective transition process with the Community Rehabilitation Companies (CRCs) and National Probation Service ensuring a | December 2015 | Group Leader YOS | | Effective offender management reduces reoffending and reduces |

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| timely and seamless transition into adult services that encourages and supports young people's engagement and compliance | | | | | risk to other people. |
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6. Breaking the cycle: health, education and employment

| Ref | What we will do | By when | Who | Progress | Impact measures |
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| 1 | Improve our practice in planning and providing appropriate work to engage young people in education, training and employment after their order / licence has ended through learning and applying best practice. | March 2016 | Group Leader YOS | Completed post 16 U16 to be reviewed | More young people engaged in ETE after their order or licence ends and do not become NEET. |
| 2 | Appoint designated Health Worker | November 2015 | Oxleas Community Health Service Manager | Completed | Young people have access to designated health provision |
| 3 | New YOS Health Worker to conduct a physical health needs assessment to identify priorities for the YOS cohort and to devise processes that ensure health needs addressed. | January 2016 | Oxleas Community Health Service Manager | In progress | More young people health needs are identified and addressed through the YOS |
| 4 | New YOS Health Worker to put in place improved arrangements for health professionals to build on work achieved through health interventions during the order / licence. | March 2016 | Oxleas Community Health Service | In progress | More young people have their needs met by health professionals in the community. |

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| | | | Manager | | |
| 5 | YOS workers focus on promoting reading with young people and their families (applying the lessons of work undertaken with looked after children). | February 2016 | Head of YOS | | More young people have the reading skills they need to be engaged in ETE. |
| 6 | Learn and apply best practice from our Virtual School Team on working with schools and parents / carers to support young people to improve their educational attainment. | March 2016 | Head of YOS | | Attainment levels are improved and the gap between YOS young people and the general population is narrowed |

6. Introduction and implementation of AssetPlus

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|---------------|---------------------|---|---|
| 1 | Identify and agree Project Change lead | November 2015 | Head of YOS | Completed | Interventions will focus on areas that will promote desistance from offending as identified in the assessment. Improved integration of assessment and planning and the exchange of information. |
| 2 | Agree Local Implementation and Communication plan and project governance with the YJB | December 2015 | Project Change lead | Completed | |
| 3 | Deliver Local Implementation and Communication Plan with the YJB <ul style="list-style-type: none"> - Complete training needs analysis - Devise training plan - Start foundation training and trainer the trainer - Liaise with local authority IT - Complete Working Practices - Complete Assessment & Planning Quality | May 2016 | Project Change lead | Completed Completed Completed In progress Completed | |

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| | Survey - Cascade staff training - Agree and implement transition arrangements | | | | |
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BACK TO BRILLIANT BASICS PRIORITIES

I. Improve mechanisms for identifying and targeting young people at risk of offending

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|---|-----------------------------------|--------------------|-------------|--|
| 1 | Provide gangs awareness sessions to pupils at primary schools. | July 2016 (during school year) | Group Leader - TYS | In progress | Number of primary schools engaged in target areas identified through the gangs Matrix. |
| 2 | Put in place process for routinely undertaking risk analysis for all siblings of known gang nominal or associates leading to appropriate referrals to the Youth Crime Prevention Panel. | December 2015 | Group Leader - TYS | On going | Fewer siblings involved in gangs. |
| 3 | Put in place a process for routinely using the integrated list of vulnerable children to more effectively identify and respond to young people affected by exploitation and gangs. | December 2015 | Group Leader TYS | On going | More young people at risk get targeted earlier intervention. |
| 4 | Provide refresher sessions to children's social work teams on recognising signs of gang | January 2016 | Group Leader - | On going | More referrals received from children's social |

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| | involvement, referral to Youth Crime prevention panel and what help is available for children, young people and their families. | | TYS | | care leading to more young people receiving timely early intervention to prevent offending. |
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2. Use the reoffending tracker to learn and more effectively tailor interventions that reduce

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|---------------|------------------|-------------|---|
| 1 | Use the YJB Reoffending toolkit to understand the reoffending of young people who do not receive a disposal that includes a YOS intervention in order to offer targeted interventions to those young people | December 2015 | Head of YOS | In progress | The right targeted interventions to different cohorts of offenders leads to a reduced offending by those cohorts. |
| 2 | Case managers work with young people to devise high quality Integrated Action Plans, based on robust assessments that explicitly state how risk and vulnerability are managed and interventions are to be delivered. <ul style="list-style-type: none"> - YOS Leader workshops start – How to plan and quality assure. - Practice forums used to formulate integrated action planning process - Whole Service Meeting used to share good practice from within the YOS - Introduction of joint quality assurance of assets and integrated action plans - Audit programme used to monitor on- | February 2016 | Group Leader YOS | | More effective interventions reduce reoffending. |
| | | November 2015 | Head of YOS | Completed | |
| | | February 2016 | Group Leader YOS | Completed | |
| | | February 2016 | YOS Group | | |

ROYAL GREENWICH CHILDREN'S SERVICES

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|--------------|-------------|----------|--|
| 1 | Introduce the systematic use of Survey Monkey service questions, ensure routine monitoring of aggregated responses and use this to improve the experience of service users and the effectiveness of interventions. | January 2016 | Head of YOS | | Reduced reoffending and service users more report more positively about their experiences. |
| 2 | A YOS Young People's Forum is created to channel the views young people in the youth justice system in a more robust and systematic way and is used to feedback actions taken from Survey Monkey. | March 2016 | Head of YOS | | Young people report positively on their experiences and changes made to improve the service. |

4. More good quality assessments informing robust integrated action plans that lead to effective interventions

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|---------------|-------------|----------|--|
| 1 | Good quality supervision is used to embed learning from training and to improve practice of workers. Motivational interviewing is used within supervision to improve and encourage improvements in practice. | December 2015 | Head of YOS | | Supervision is a vehicle to promote change with practitioners Improved staff practice resulting in a reduction in reoffending by young people. |

5. Improvement in Referral Order Panel timeliness

| Ref | What we will do | By when | Who | Progress | Impact measures |
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ROYAL GREENWICH CHILDREN'S SERVICES

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| | There is an increased number of trained, competent Panel members attending Referral Order panels that are convened within National Standards that oversee robust the formulation of robust Integrated Action Plans | December 2015 | Group Leader YOS | In Progress | Referral Order panels ensure that young people served their sentenced and are engaged in appropriate interventions which leads to reduction in reoffending. |
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6. Improvement in scheduled contacts being met and follow up when not met

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|---------------|------------------|-------------|---|
| 1 | Analyse with young people the reasons why they did not attend scheduled contacts and identify changes in practice or process to increase the number of young people who attend contacts. | November 2015 | Group Leader YOS | In progress | Number of young people who attend scheduled contacts increases. |
| 2 | Implement changes in practice or arrangements and put in place feedback process for young people who do not attend contact. | December 2015 | Group Leader YOS | In progress | Number of young people who attend scheduled contacts increases. |

7. Consistent case recording, tracking and management oversight of quality of intervention, engagement & compliance and impact on young people's behaviour and progress

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|---|---------------|-----------------------|-------------|---|
| 1 | Task & Finish Group to look at best practice and make recommendations on how to improve | December 2015 | Front line YOS leader | In progress | Actual and potential victims and young people |

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| | practice and evidencing on case records effective management quality assurance, remedial action and follow through where standards are not met. | | | | are safer as a result of effective management oversight; resulting in more robust assessments, reduced reoffending and fewer Community Safeguarding and Public Protection Incidents. Management oversight also identifies and addresses deficits at the earliest opportunity. |
| 2 | Implement Task & Finish Group's recommendations. | January 2016 | YOS Group Leaders | | |
| 3 | YOS Leader workshops start – How to provide effective management oversight and quality assurance. | January 2016 | Head of YOS | | |

8. All young people who pose a high risk of serious harm are identified and managed appropriately

| Ref | What we will do | By when | Who | Progress | Impact measures |
|-----|--|---------------|------------------|-------------|--|
| 1 | Deliver YJB training on Multi Agency Public Protection Arrangements to all practitioners and front line leaders. | December 2015 | YOS Group Leader | Completed | All staff understand the Multi Agency Public Protection Arrangements and follow the correct procedures |
| 2 | All case manager supervision sessions in February to be used to ensure learning from MAPPA training is embedded in practice. | February 2016 | YOS Group Leader | In progress | All staff follow the correct procedures for the Multi Agency Public Protection |

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| 3 | Review Court issued warrant process and introduce a monthly monitoring process. | December 2015 | YOS Group Leader | | Young people who fail to comply with instructions of the YOS and fail to surrender to the court are apprehended quickly |

Annex A

Partnership and Governance arrangements

The Youth Offending Service Management Board is chaired by the Assistant Director Community Safety who is directly accountable to the Chief Executive of the Local Authority. The Board reports to the Safer Greenwich Partnership and sits within the Children's Trust arrangements. It provides strategic direction and is accountable for:

- Determining how the YOS is composed and funded, how it is to operate and what functions it is to carry out
- Determining how appropriate youth justice services are to be provided and funded
- Overseeing the formulation each year of a draft youth justice plan, and as part of the youth justice plan agreeing measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

The Management Board has the necessary strategic membership. The Chair is also the Chair of the Youth Crime Strategic Group and member of the Greenwich Safeguarding Children Board (GSCB) Executive. The Head of the Youth Offending Service is also a member of the GSCB Executive.

Other members:

- Senior Assistant Director (Children's Services – children's social care and youth offending services) who is a member of the GSCB Business Group,
- Assistant Director (Children's Services – Inclusion, Learning & Achievement) – education
- Behaviour & Attendance Partnership Manager (Children's Services) – education
- National Probation Service Assistant Chief Officer - probation
- Greenwich CCG – health
- Chief Inspector - police

Annex B

Youth Offending Service funding and organisational arrangements

The Youth offending Service is funded in cash and by staffing. The funders are the Royal Greenwich, Police, Probation Service, Greenwich Clinical Commissioning Group (who fund Oxleas NHS Foundation Trust), the Youth Justice Board Grants (which is exclusively used for the delivery of youth justice services summarised below by intended use) and the Mayor of London Office for Policing and Crime (MOPAC). The table below shows the sources of cash and staffing and other in kind contributions by local partner. It is evidence of compliance with the minimum staffing requirements set out in the Crime and Disorder Act 1998 which requires that there is at least one of each of the following: a police officer, a social worker, an officer of a provider of probation services, and education officer and a health worker.

The YOS receives money from three funding sources; the local authority, the Youth Justice Board (YJB) and The Mayor of London Office for Police and Crime (MOPAC) to cover staffing, capital cost and service delivery. Partner agencies contribute to the YOS in the form of staff that are seconded into the service. MOPAC funds two posts in the Prevention Team. The funding is secured following the submission of a bid by the YOS as part of the Royal Greenwich London Crime Prevention Fund. Both posts are occupied by highly skilled workers employed to divert young people away from the youth justice system. The performance against the agreed targets is monitored by MOPAC on a quarterly basis. The YJB Good Practice Grant funds several post across the YOS in order to drive the development of good practice in the service. The Restorative Justice grant (also received from the YJB) is funding to support the development and roll out of restorative justice processes in the service. The YOS has used this funding to train staff to develop skills to engage young people and victims in restorative justice processes. In addition, a specialist worker has been employed temporarily to help the YOS to embed restorative approaches in practice and increase the number of victims that are engaged by the YOS. Twenty members of staff have now been trained to deliver restorative justice interventions, along with twelve volunteers and one frontline manager.

ROYAL GREENWICH CHILDREN'S SERVICES

Below is a breakdown of the grant funding received by the two service areas, including the contribution made by statutory partners. Further details of the grant funding, current staffing and projected spending against the allocated funding are also contained with this plan.

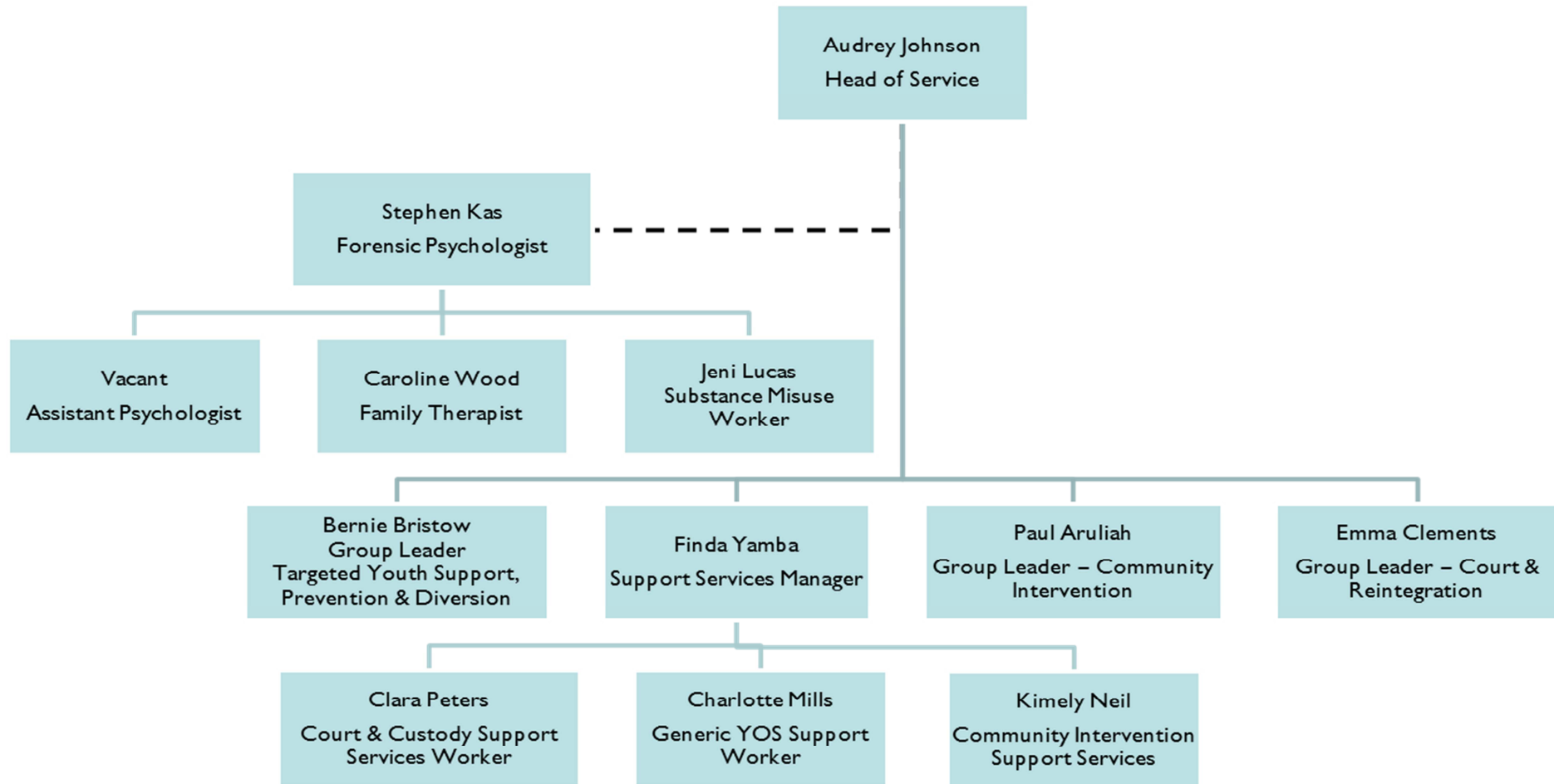
| | Staffing costs & other spend (£) | Payments in kind – revenue (£) | Total (£) |
|--------------------------------------|---|---|------------------|
| Local Authority | 1,951,560 | 1 ft. Substance misuse worker | 1,951,560 |
| Police Service | | 1 ft. Police officer & 1 0.8 police officer | |
| National Probation Service | | 1 ft. Probation Officer | |
| Health Service | | 1 ft. Forensic Psychologist 1 Assistant Psychologist 1 0.6 Family Therapist | |
| Police and Crime Commissioner | 76,000 | | 76,000 |
| YJB | | | |
| Good Practice Grant | 478,070 | | 478,070 |
| RJ Grant | 10,382 | | 10,382.00 |
| Total | | | 2,516,012 |

ROYAL GREENWICH CHILDREN'S SERVICES

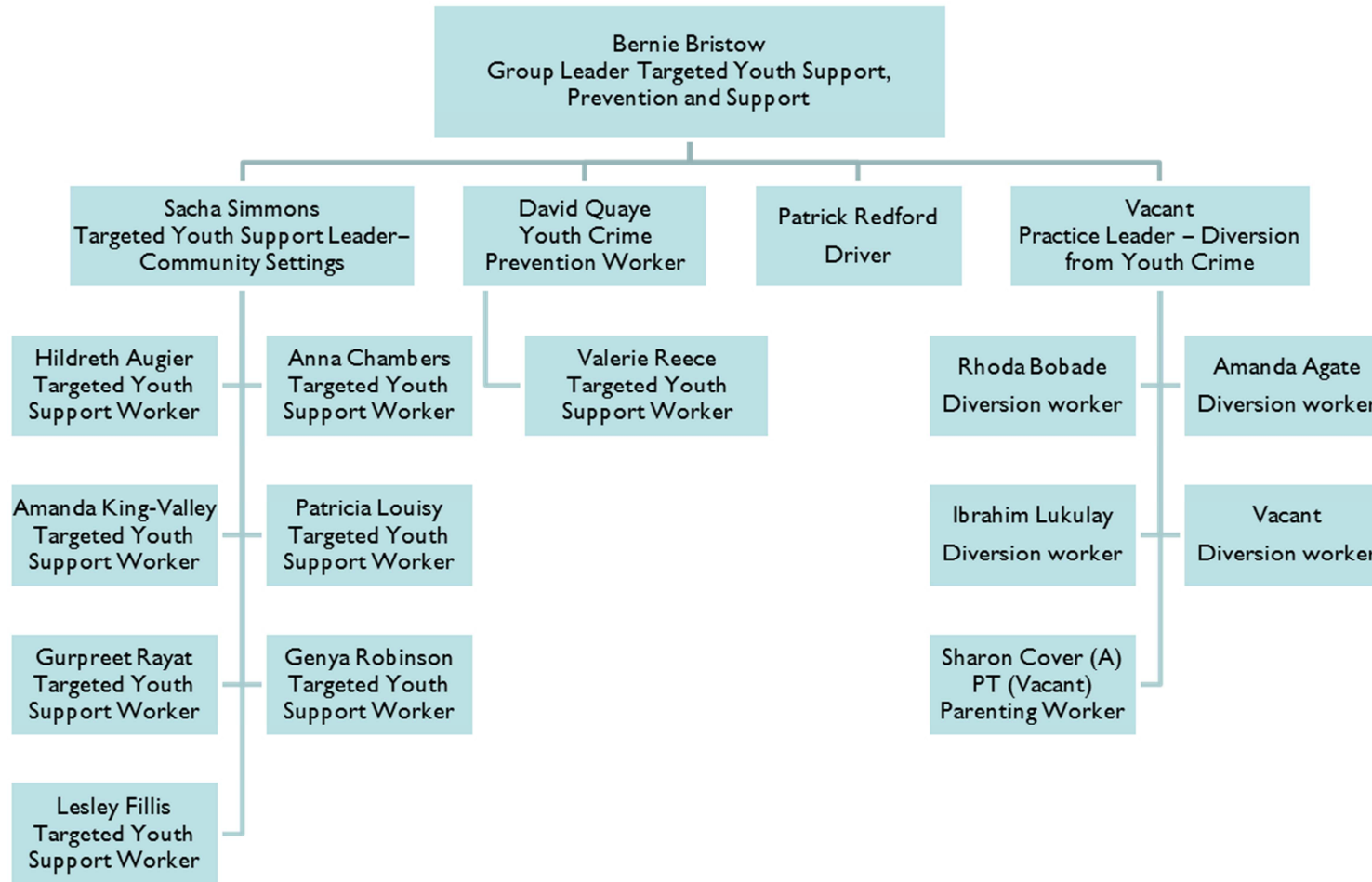
Table 3

| | Strategic Manager | Strategic Manager | Operational Manager | Operational Manager | Practitioners | Practitioners | Admin | Admin | Sessional | Sessional | Students | Students | Volunteers | Volunteers | TOTAL | TOTAL |
|------------------------------------|-------------------|-------------------|---------------------|---------------------|---------------|---------------|-------|--------|-----------|-----------|----------|----------|------------|------------|-------|--------|
| | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| White British | | | 1 | 1 | 6 | 12 | | 1 | | | | | 1 | 5 | 8 | 19 |
| White Irish | | | | | | 1 | | | | | | | | 1 | 0 | 2 |
| Other White | | | | | | | | | | | | | | | 0 | 0 |
| White & Black Caribbean | | | | | | | | | | | | | | | 0 | 0 |
| White & Black Asian | | | | | | | | | | | | | | | 0 | 0 |
| White & Asian | | | | | | | | | | | | | | | 0 | 0 |
| Other Mixed | | | | | | 1 | | | | | | | | 2 | 0 | 3 |
| Indian | | | | | | 2 | | | | 1 | | | | 2 | 0 | 5 |
| Pakistani | | | | | | | | | | | | | | | 0 | 0 |
| Bangladeshi | | | | | | | | | | | | | | 1 | 0 | 1 |
| Other Asian | | | 1 | | | | | | | | | | | | 1 | 0 |
| Caribbean | | 1 | | | 2 | 3 | | 2 | 2 | 3 | | | 2 | 3 | 6 | 12 |
| African | 1 | | | | 3 | 2 | | 2 | 2 | | | | 3 | 2 | 9 | 6 |
| Other Black | | | | | | | | | | | | | | 1 | 0 | 1 |
| Chinese | | | | | | | | | | | | | | | 0 | 0 |
| Other Ethnic Group | | | | | | | | | | | | | | 1 | 0 | 1 |
| Not Known | | | | | 1 | 1 | | | | | | | | | 1 | 1 |
| TOTAL | 1 | 1 | 2 | 1 | 12 | 22 | 0 | 5 | 4 | 4 | 0 | 0 | 6 | 18 | 25 | 51 |

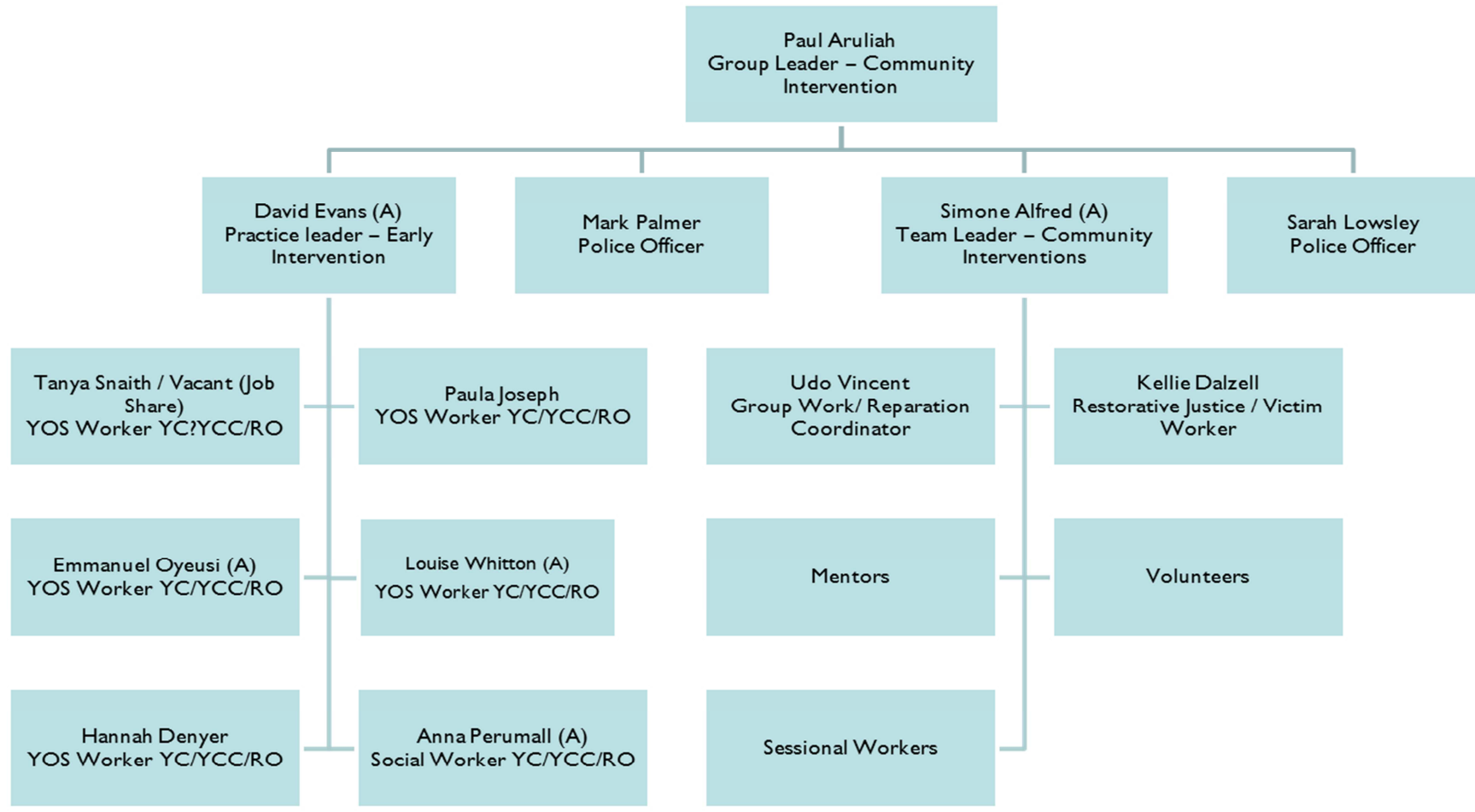
Youth Offending Service



Targeted Youth Support (YOS)



Community Intervention (YOS)



ROYAL GREENWICH CHILDREN'S SERVICES

