

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2014-15



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YOUTH JUSTICE PLAN 2014/15

Our Vision

Harrow Youth Offending Team aims to be an efficient, high performing and cost effective service that helps to protect the public, prevent crime and antisocial behaviour committed by young people with the overarching aim being to improve the life chances of children and young people.

We are a multi-disciplinary team that works collaboratively with a range of partners. We work with young people aged 10-17 years creating interventions to achieve our 3 outcomes

- Reduce re-offending
- Reduce the number of first time entrants to youth justice
- Reduce the use of custody

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1. Overview

HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2014-15

Multi- Agency Youth Offending Teams (YOT) were set up in 2000 following the 1998 Crime and Disorder Act (S38) with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the Youth Offending Team and defines statutory partners with the local authority as the Police, Probation and Health. The Youth Justice Board expects the Youth Offending Team to perform against three indicators and monitors direction of travel on each:

- **Reduction in the number of first time entrants to the Youth Justice System**
- **Reduction in re-offending**
- **Reduction in the use of custody**

There is a requirement that each local authority produces an annual Youth Justice Plan.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through collaborative working. The Harrow Youth Offending Team is therefore part of Children's Services which enables the focus on the 'child's journey' and effective partnership working with safeguarding and looked after children teams. The Youth Offending Team is therefore represented throughout childrens' services strategic and operational groups (appendix 1) and influences strategic planning for children and young people who offend or are at risk of offending.

The governance of the Youth Offending Team is through line management accountability to the Corporate Director of Children's Services and the Harrow Youth Offending Management Board, which is accountable to the Safer Harrow Partnership Group.

The strategic aims for the Youth Offending Team are:

- Effective delivery of youth justice services.
- Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the Youth Offending statutory partners and other stakeholders.

- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

1. Structures and Governance

Outcome: Effective delivery of youth justice services.

Safer Harrow is the local Crime and Disorder Reduction Partnership. This partnership takes a strategic approach to Crime and Disorder issues within Harrow. Membership of Safer Harrow consists of the following statutory partners:

- Probation Service
- Police
- Courts
- Local Authority Children's Services
- Community Safety / Crime Reduction
- Health

The Harrow Youth Offending Management Board oversees the work of the Youth Offending Team. The Director of Children's Services chairs the Youth Offending Management Board with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Harrow Youth Offending Management Board is responsible for the production and delivery of the Youth Justice Plan. All statutory partners are represented at a senior level, including the voluntary sector. The Youth Offending Team management group includes overseeing the development and implementation of the Youth Justice Plan; Youth Offending Team improvement plan; considering resource and workload issues; finance and performance data reporting; approving policies and protocols; the group also incorporates public protection and safeguarding issues which are addressed at each meeting. *Membership of Harrow Youth Offending Management Board is noted in appendix 1.* The positioning of the Youth Offending Team, with governance and accountability through Safer Harrow and line management within Children's Services enables the Youth Offending Team to meet its dual strategic functions relating to both justice and welfare. The chair of the Harrow Youth Offending Management Board also sits on Harrows LSCB which provides a clear link between the issues which may crossover between the two.

Line management of the Youth Offending Team sat with a shared head of service however this was reviewed in July 2014 and as a direct result of the work needed to improve the YOT a dedicated Head of Service was identified. The Head of Service reports to the Divisional

Director for Targetted Services. The management structure of the service will be reviewed as part of the wider transformation of Children's Services.

2. Partnership Arrangements

Outcome: Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the Youth Offending statutory partners and other stakeholders.

The Harrow Youth Offending Management Board ensures that the Youth Offending Team is strongly linked to other planning frameworks. As stated earlier the Harrow Youth Offending Management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder.

Resource levels have remained consistent from partners with a good commitment from the Police and this year we have continued to maintain the same level of resource, 1.5 Police officers.

There are strong links with Probation that involve a full-time Youth Offending Team Probation Officer for specialized work such as taking the lead on MAPPA, transitions from Youth Offending Team to Probation, and being a key role in the Integrated Offender Management scheme. In addition the Probation Officer secondment has come to an end, and a replacement has been sought ensuring a seamless transition into the service for the new worker and also minimal disruption to young people.

There is a mental health worker seconded to the Youth Offending Team on a part time basis. Discussions are currently underway through the CCG to increase this provision.

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel Meetings. Court representation and attendance at the Harrow Youth Offending Management Board has been most helpful in ensuring a solution-focused approach to raising standards, and although the chair of the panel has changed, the previous chair continues to attend the Harrow Youth Offending Management Board to offer continuous support and appropriate scrutiny.

The Triage and prevention operations such as Preventing Violent Extremism and mentoring sit outside of the Youth Offending Team within the Early Intervention Service. The approach has continued to be successful in reducing first time entrants and in particular the very low re-offending rate of young people subject to Triage. The Youth Offending Team and EIS are closely linked with shared education and careers staff, prioritizing of young offenders in the Families First strategy as well as being co-located. There is a dedicated representative at Early Intervention Panel from the Youth Offending Team.

A range of commissioned agencies accessible to the Youth Offending Team, which provide constructive, positive activities for young people. In addition to this, there has been close work with Families First (Harrow's Troubled Families Initiative), which has specifically supported some targeted pieces of work for NEET young people.

One of the key agencies working within Harrow is the Early Intervention Service. Due to the close working partnership the Youth Offending Team are able to access a range of programmes and interventions whilst young people are subject to a court order, but also able to refer on as part of a long term exit strategy of continued support where needed. The Youth Offending Team have accessed continued support for young people via the mentoring service, V talent inspired programme, as well as the National Citizenship programme. All have assisted in successful outcomes for young people who were known to the youth justice system, including securing employment, education and further training through the skills developed by accessing these services. The partnership work across EIS and the Youth Offending Team ensures there is a whole family approach as oppose to a primary child focus approach. This also ensures early detection for those at risk of offending (in particular siblings of offenders) ensuring that provision can be put in place where needed prior to entering the youth justice system.

The Youth Offending Team parenting services are being delivered by Early Intervention service, and a variety of methods have been used to engage parents both voluntarily and statutory basis. Group work and one-one services have been offered as well as training for staff such as genograms and attachment theory.

3. Resourcing and Value for Money

Outcome: Efficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

In previous years Harrow's Youth Offending Team has been resourced by contributions from Harrow Council, statutory partners, the Youth Justice Board and some additional grant funding.

In previous years, statutory partners have also contributed through deployment or secondment of key personnel. At present there is no expectation that statutory agencies will reduce the secondment of staff into the Youth Offending Team .

In addition to these seconded staff, the Youth Offending Team has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. The third sector agency currently commissioned to provide services directly to the Youth

Offending Team includes the substance misuse provision, as well as services which are accessed from the voluntary sector, such as Ignite Trust.

In addition to this Harrow are embarking on sustainable year long contracts with providers which meet the needs of young people who offend in Harrow, This ensures the most cost effective and sustainable services are available to young people and their families. Services being sought include Domestic Violence, first aid courses and projects such as Goldseal who assist in young people gaining recognised qualifications through music production which include literacy and numeracy.

A young person remanded into custody and placed in a Young Offenders Institution costs £163 per night, and placement in a Secure Training Centre costs £607 per night. The reduction in the number of young people remanded into custody due to effective bail packages has not only impacted on improved outcomes for young people but has also demonstrated value for money.

The Youth Justice good practice grant will be used to achieve the 3 outcomes

Reduction in first time entrants

Reduction in re-offending

Reduction in the use custody.

In 2013/14 Harrow had an offence rate of 12.4 per 1,000 population (10-17 only), compared with 11 in 2012/13 and 15.2 in 2011/12. Harrow's 2013/14 figure is lower than the Youth Offending Team family average of 13.1 and the national average of 17.3

Table 1 Financial Resource

Funding Stream	Type	2013-14 cash	2013-14 in kind	2013-14 total	2013-14	2014-15 cash	2014-15 in kind	2014-15 total	2014-15	% Change Increase/ Decrease
					% of total YOT budget total				% of total YOT budget total	
Youth Justice Board	Total grant (All previous ring fenced grants now combined in Youth Justice Grant)	280,241		280,241	21.2%	270,241		270,241	26.19%	-3.57%
Probation	Statutory support		50,000	50,000	3.78%		46,780	46,780	4.53%	-6.44%

Police	Statutory support		66,231	66,231	5.01%		66,231	66,231	6.42%	0%
Health	Statutory support								0.00%	0%
	CAHMS		10,000	10,000	0.76%		11,224	11,224	1.09%	12%
	Unitas									
Drug Action Team (MOPAC)	Grant	38,894		38,894	2.94%	38,000		38,000	3.68%	-2.30%
Local Authority	Main Budget	495,731		495,731	37.52%	511,571		511,571	49.59%	1.37%
Local Authority	Support Services cost	380,115		380,115	28.78%	87,627		87,627	8.49%	-76.95%
Total		1,194,981	126,231	1,321,212	100%	907,439	124,235	1,031,674	100%	-22%

NB The total budget reduction of £298k is due to the changes in the reallocation of support services costs. In previous years the SSCs were charged directly to the cost centres, the budget for 2014/15 shows actual cost.

In addition to paid employees, the Youth Offending Team has over 30 volunteers and sessional staff. We currently have 5 volunteers undertaking referral order work and will be seeking to increase our pool of volunteers as this is still a priority and is key to the effectiveness of the revised structure. These individuals make a substantial contribution to the work of the Youth Offending Team through a range of activities including:

- Supervision of young people on ISS orders during evenings and at weekends
- Membership of community panels for referral orders
- Appropriate adult work in police stations and elsewhere

4. Risks to future delivery

Outcome: The Youth Offending Team has the capacity and capability to deliver effective youth justice services

Resources; The Youth Justice Board funding remained the same as the previous year, and Harrow were fortunate to not experience a further reduction in their government funding. Continued pressures however placed on the wider funding streams from central government mean that this will need to be kept under review.

Harrow Youth Offending Team have suffered ongoing issues with the IT infrastructure and this has significantly affected service delivery and moral within the team. The IT issues have impacted on performance in terms of the completion of assessments and plans within timescales. The issues are being addressed corporately and will remain as a high priority on YOT board agenda till they are resolved. There has been significant improvement in the reliability of IT systems in recent weeks due to sustained intervention at a senior level. The council is actively considering upgrading our version of YOIS and Council IT support services is currently being re-procured.

Overall youth crime had shown a significant decrease in 2012-13 compared to previous years. This is reflected in the number of offences taking place and the number of individuals committing crime. However, the 2013-14 figure covering the period April to March shows an overall increase compared to 2012-13. Although this has not reached the pre 2012-13 figures.

Total offences had fallen to 240 in 2012-13. Between 2010-11 and 2011-12 there was a 10.0% decrease from 410 to 369. Between 2011-12 and 2012-13 there was a further decrease of 35.0% from 369 to 240. However, there have been a total of 301 offences in 2013-14, compared with the 2012-13 figure of 268, which represents a 12.3% increase on 2012-13.

The total number of young people who have been found guilty of a crime had fallen overall between 2010/11 and 2012/13. In 2010/11 this was 162 individuals, rising to 174 in 2011/12, which represents a small increase of 7.4%. In 2012/13, this figure fell to 111, a significant decrease of 36.2%. However, there have been a total of 133 young people found guilty in 2013-14, which compared with the 2012-13 figure of 117 represents a 13.7% increase.

There were a total of 213 disposals granted in the year compared to 180 in 2012-13, this represents an 18% increase.

First Time Entrants

	First time entrants							
	Harrow			YOT Family Average			National Average	
	Number	Rate 100,000	per % change from previous year	Rate 100,000	per % change from previous year	Rate 100,000	per % change from previous year	
Jan 13 - Dec 13	79	335	-0.3%	350	2.9%	441	-20.7%	
Jan 12 - Dec 12	81	336	-35.8%	340	-37.0%	556	-23.4%	
Jan 11 - Dec 11	127	523	-	540	-	726	-	

During the last 3 years there has been a decrease in the number of first time entrants to the criminal justice system in Harrow, reflecting national trends. In total Harrow has 79 first time entrants in the latest reporting period (Jan 2013 – Dec 13) this is slightly down from 81 in the previous year (Jan 2012 – Dec 12) and 127 in the year before that (Jan 2011 – Dec 11). However, FTE reached their lowest for Harrow in the period April 2012 – March 2013 at 62, the current figure of 79 is a 27.4% increase on this position.

During 2013/14 the youth crime prevention triage team received 103 referral, 90 of which went on to have triage interventions. There were a total of 75 young people discharged from the triage programme in 2013/14 67 (90%) of whom completed the programme successfully. Those starting in Q1 (April 2013 – June 2013) were identified as a sample cohort and tracked for the rest of the year to monitor their re-offending. Out of a cohort of 18 only 3 (16.7 %) re-offended.

Re-offending

The Youth Justice Board official re-offending statistics operate at a lag with the latest available reporting period for Jul 11 – Jun 12 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period)

The latest available figure for re-offending was 35.0% (70 re-offenders out of 200 offenders) compared to the previous year's figure of 41.6% (99 re-offenders out of 238 offenders) reflecting a 6.6% decrease. Harrow's current re-offending figure of 35.0% is in line with the National figure of 35.3% and the Youth Offending Team family figure of 35.3%.

The total number of offences committed by re-offenders was 187, which represents an average of 0.94 offences per offender in the cohort. Harrow's average offences has decreased slightly from 1.14 in the previous year and is currently below the National figure of 1.02 and the YOT family figure of 0.94.

Harrow Youth Offending Team recently attended the Youth Justice Board briefing on the reoffending toolkit and have begun taking steps to gather information to use the tool which will help to analyse specific trends in reoffending for Harrow Young people. Some of this work was done alongside the Children Looked After service, which identified that a disproportionate number of Children Looked After are repeat offenders, and identified the need for more targeted resources for young people in this area.

Custodial sentences

	Custodial Sentences			
	Harrow		Harrow	
	Number	Rate per 100,000	Total Disposals	% custodial
Apr 13 – Dec 13 <i>Preliminary YTD Figures</i>	7	n/a	155	5.5%
Apr 12 - Mar 13	17	0.70	165	10.3%
Apr 11 - Mar 12	16	0.66	265	6.0%
Apr 10 - Mar 11	17	0.80	279	6.1%

During 13-14 Harrow has had a considerable decrease in the numbers of young people being sentenced to custody. The actual number for 2013-14 is 10 compared to 17 in 2012-13, 16 in 2011-12 and 17 in 2010-11. As a percentage of all disposals in the year, custody represents 4.7% for 2013/14, this is a significant decrease from the 2012/13 figure of 10.3%.

The current rate per 100,000 populations is 0.42 for Harrow; this is lower than both the National average of 0.44 and the YOT family average of 0.56.

Despite the figures showing improvement, the Youth Offending Team recognises that this is a key area for improvement. It has been identified that further work is required to develop robust custodial plans. This is in part due to limited resources within custodial institutions but also due to the relatively short time available to develop the plan in the initial meetings. However this does emphasise the need to improve challenge to custodial facility and ensure planning for release begins at the very start of a custodial sentence. Harrow are closely linked with NACRO who deliver resettlement projects within custodial facilities and in addition have retained their resettlement worker whose primary aim is to support young people with the transition between community and custody and back into community.

Creative bail packages continue to be offered to courts and have provided courts with confidence in the management of public protection and risk. In addition Breach compliance panels continue to ensure any barriers to engagement are identified and support is offered to engage the young person.

Harrow have continued to recognise the need for ongoing improvements and have taken steps to reflect on current practice and progress made within the service. This includes Youth Justice Board partners auditing a sample of cases from the Youth Offending Team using HMIP core case inspection tool. (See

Harrow are undertaking a process of self assessment using the Youth Justice Board self assessment tool which enables Youth Offending Team partnerships to analyse their youth justice services from an operational and strategic perspective. Findings of which will be reported through the Harrow Youth offending Management Board.

Numbers of young people remanded into custody has shown a significant decrease from April 2011 – March 2014 from 31 remand episodes to 13. There was a small increase in custodial sentences open between years 2011 – 2012 but a further decrease in 13-14. In addition the number of young people commencing a custodial sentence has nearly halved from 18 in 2011-2012 to 10 in 2013-14. Table below shows a breakdown of custodial and remand episodes.

	April 2013 - March 2014	April 2012 - March 2013	April 2011 - March 2012
Total remand episodes open in the year	13	18	31
Total young people remanded in the year (some young people have more than one episode)	10	17	26
Total custodial sentences open in the year	23	32	29
Total young people with custodial sentences open within the year (some young people have more than one)	22	29	22
Total custodial sentences starting in the year	10	24	22
Total young people with custodial sentences starting in the year (some young people have more than one)	10	22	18

6. Key Achievements

Key achievements in the last year have included:

- Reducing the use of Custody (down to 4.7% of disposals from 10.3%)
- First Time Entrants decreased by 0.4% (lower than national and YOT family averages)
- Re-offending has reduced by 6.6%
- Continued reduction in numbers of young people remanded.
- Improved management oversight
- Increase in timeliness and quality of assessments
- Increased compliance with current national standards

- Better understanding of Harrow Youth offending.

7. Key Priorities and challenges for 2014 / 2015

In setting our key priorities for 2014/15 we have taken into account research that indicates that those young people who do offend do not grow out of crime as readily as was once believed. The success of the early intervention work undertaken through Triage means that the Youth Offending Team is working closely with a cohort of young offenders who are amongst the most 'prolific' and 'high risk' offenders requiring more intense and costly interventions.

In developing our plan we have taken into consideration key risk factors associated with youth crime:

- **Opportunity for crime**
- **Low parental supervision**
- **Poor educational attainment**
- **Persistent truancy**
- **Peer pressure and associating with other offenders**
- **Substance misuse**
- **Lack of victim empathy**
- **Gang involvement**

The location of the Youth Offending Team within Children's Services creates an effective framework in which to address the factors identified above enabling collaborative and systemic partnership working between the Youth Offending Team and other teams working with the same young people (schools, children in need and looked after children). The plan aims to address the youth justice board key requirements:

- Confronting young offenders with the consequences of their offending, for themselves and their family, their victims and the community and helping them to develop a sense of personal responsibility.
- Intervention that tackles the particular factors (personal, family, social, educational or health) that put the young person at risk of offending and which strengthens "protective factors".
- Punishment proportionate to the seriousness and persistence of offending.
- Encouraging reparation to victims by young offenders.
- Reinforcing the responsibilities of parents.

Particular attention will be paid to reviewing the Youth Offending Team services to achieve a highly skilled and needs led service including greater use of restorative justice and an emphasis on achieving meaningful engagement with young people.

Amongst our priorities is to ensure staff are supported, managed effectively and developed. This includes regular supervision that offers robust management oversight and identifies training and development needs as well as completing Appraisals. Regular team meetings that will assist in the team working together to drive up standards of improvement and be accountable as a team. In addition to this opportunities are created for staff to be reflective in their practice and be open to challenges and share good practice by way of group supervision and peer support.

Summary of our challenges and priorities for 2014/15:

To continue to deliver successfully on all Youth Justice outcome measures there needs to be a continued focus on ensuring the YOT are aware of their strengths and areas for development whilst ensuring there is a greater understanding of trends and patterns of offending among Harrow Youth.

Priorities for the service include;

- **Review and revision of the Youth Offending Team Management and Delivery Structure, to meet more effectively the changing demands and expectations of the Youth Justice System.**
 - Building a skilled and stable workforce
 - Ensuring high quality assessments and intervention delivery
 - Continue to improve management oversight and follow up as identified in YJB audit
 - Greater focus on ensuring identified vulnerabilities are reflected in intervention planning and delivery

- **The effective use of data in order to analyse patterns and trends in year and over time, to inform more targeted service delivery**
 - Develop a 'menu' of interventions reflecting trends within the service
 - Ensuring service is needs led
 - Further involvement of young people and their families in the shaping of intervention and service delivery
 - Greater understanding of effectiveness of interventions for young people

- **Reducing the number of CLA offending and re-offending**

- Appropriate allocation of resources recognizing the complexity of this cohort
- Effective partnership working
- Reducing the number of young people remanded to local authority care
- Ensuring vulnerabilities are reflected through all stages of assessment

As of the 22nd August 2014 Harrow had a looked after children population of 168 , of whom 9 young people (5.3%) were known to the Youth Offending Team. Many of the young people known to the Youth Offending Team have and continue to experience difficulties in accessing education.

APPENDIX 1

HARROW YOUTH OFFENDING

MANAGEMENT BOARD

TERMS OF REFERENCE

The aim of the Youth Offending Management Board is to provide strategic oversight of the youth offending partnership, thereby ensuring effective and efficient delivery of services to meet its statutory requirement to prevent offending and re-offending by young people.

The Management Board is responsible for ensuring that the Youth Offending Team is focused on achieving targets set by the Youth Justice Board and that the Youth Offending Team works to National Standards aimed at achieving better outcomes for children and young people who come to the attention of the youth justice system.

Purpose/Objectives

- To set the overall strategic direction for the Youth Offending Team partnership and to monitor both the national and locally agreed performance indicators.
- To ensure the work of the service is delivered to a high standard and provides best value, receiving regular quality assurance information as agreed. Safeguarding and public protection work will be prioritized.

- To consult and agree any proposed significant changes to service provision, ensuring that any changes enable the statutory aim of preventing offending and re-offending to be properly discharged.
- To ensure adequate resourcing is made available to the Harrow Youth Offending Team to deliver its statutory aims and that any ring fenced monies are used to support their intended purpose.
- To ensure both financial probity and best value spend, approving the annual budget for the Youth Offending Team partnership and monitoring its expenditure by receiving updated financial reports at least three times a year.
- To ensure partners contribute to strategic oversight at a sufficient level of seniority to be able to direct resources and services and to ensure effective challenge across the partnership.
- To provide an annual report to the Safer Harrow Partnership Board and the Local Children’s Safeguarding Board.

To receive quarterly performance reports

- Membership

The Harrow Youth Offending Management Board should comprise of senior representatives of the local authority chief executive and of chief officers from the statutory partners including: education, police, probation, housing and health. It is essential members of this group have sufficient seniority and authority to be able to commit resources to the Youth Offending Team or wider youth crime prevention agenda and problem solve without having to refer back to their chief officer, though they will need to account properly to their own agency for their decisions.

Name	Role and organisation	Contact Details
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Process and administration

The Harrow Youth Offending Management Board will meet once every six weeks for up to two hours. Dates, times and venues will be circulated 12 months in advance. Additional extraordinary meetings may be convened in agreement with Board members.

An attendance register will be maintained by the Board and it is expected that where a Board member is unable to attend a Board meeting a suitable representative should attend in their stead. Two absences from the board meeting will trigger a letter about the impact on the partnership.

The agenda and relevant papers will be circulated to Board members 5 working days prior to the meeting. Any late papers will be circulated as soon as they are available but their inclusion in the agenda on the day will be a matter for Board members to agree.

The meeting minutes will be circulated within 10 working days of the meeting taking place.

The Board must have at least 5 members present (excluding YOS manager) at a meeting to be quorate. Each Board member has an equal voting right. However where a conflict of interest is identified this must be declared at the start of the meeting and that member must withdraw from the discussion.

The terms of reference will be reviewed annually by the Board on the last meeting before the end of the financial year.

APPENDIX 2

Workforce Development Plan

HARROW YOUTH OFFENDING TEAM WORKFORCE DEVELOPMENT PLAN

Nb This is a live document and will be updated according to needs of service

AREA OF DEVELOPMENT LINKED TO YOUTH JUSTICE PLAN PRIORITIES	TRAINING IDENTIFIED *NB some training will cross over priorities	FOR WHO	BY WHEN
<ul style="list-style-type: none">• Review and revising a Youth Offending Team Management and Delivery Structure, to meet more effectively the changing demands and expectations of the Youth Justice System.- Building an skilled and stable workforce- Ensuring high quality assessments and intervention delivery- Continued improved management oversight and follow up as identified in YJB audit- Greater focus on ensuring identified vulnerabilities are reflected in intervention	<ol style="list-style-type: none">1) Further Safeguarding Training accessed through LSCB2) Workshop on SMART and meaningful plans from Child Protection Chairs within Harrow3) Member of management group to attend “Managing Your Team” through West London Alliance (WLA)Programme, which has modules on managing change within a service / organisation.4) To access specialised training in relation to young people who offend	<ol style="list-style-type: none">1) All Staff 2) All Case Managers 3) Member of management group	<ol style="list-style-type: none">1) November 2014 on course 2) September 2014 completed 3) To check when WLA are running programmes.

planning and delivery	and vulnerabilities.	4) All Case Managers	4) November 2014 on course
<ul style="list-style-type: none"> • The effective use of data in order to analyse patterns and trends in year and over time, to inform more targeted service delivery - Develop a 'menu' of interventions reflecting trends within the service - Ensuring service is needs led - Further involvement of young people and their families in the shaping of intervention and service delivery - Greater understanding of effectiveness of interventions for young people 	<ol style="list-style-type: none"> 1) Train in further 1-1 GoalsUK training looking at "coaching" and "goal setting" as a method of engaging and working with young people 2) Member of the management group to train in AIM (Working with young people who sexually offend) to ensure effective oversight and support offered to AIM trained staff within service. 	<ol style="list-style-type: none"> 1) All those who attended stage 1 including Early Intervention and YOT staff. 2) Member of the management group 	<ol style="list-style-type: none"> 1) October 2014 on course 2) To check when programme is next being delivered.

<ul style="list-style-type: none"> • Reducing the number of CLA offending and re-offending - Appropriate allocation of resources recognizing the complexity of this cohort - Effective partnership working - Reducing the number of young people remanded to local authority care - Ensuring addressed vulnerabilities are reflected through all stages of assessment 	<ol style="list-style-type: none"> 1) Workshop on delivery of services to court to ensure confidence is increased, leading to continued reduction in remands. 2) Training in restorative Justice Methods of delivery. 	<ol style="list-style-type: none"> 1) All staff who deliver a service to courts 2) All staff not trained within YOT, as well as training those within Social Care teams. 	<ol style="list-style-type: none"> 1) September 2014 on course 2) November 2014
ADDITIONAL AREAS IDENTIFIED			