

HARINGEY ANNUAL YOUTH JUSTICE PLAN

2013 - 2014

Introduction

Youth Offending Services were set up in 2000 as a result of the Crime and Disorder Act 1998. This Act commits local authorities to address youth crime by the establishment of youth justice services. The act also defines statutory partners with the local authority as being the police, probation, education and health services. The work of the Youth Offending Services is overseen by the Youth Justice Board (YJB) whose primary purpose is **'to work to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure and addresses the causes of their offending behaviour'**.

In April 2011, the Haringey Youth Offending Service (YOS) moved into the Children and **Young People's Directorate**, within the Prevention and Early Intervention service. The YOS had previously been within the Safer, Stronger Communities division for a number of years

The Youth Justice Plan is aligned with the draft Corporate Plan,(One Borough, One Future) whose objectives include – Outstanding for All – enabling all Haringey children to thrive; Safety for all – a place where everyone feels safe in their homes and communities; Opportunities for all – a successful place for everyone; A better council. It is also aligned with **the 'Children and Young People's Plan 2009-2020'**, the draft Community Safety Strategy 2013-2017 and the Strategy for Young People in Haringey 2011-2014. The YOS also contributes to other strategies and plans and is represented on a wide range of local, regional and national bodies.

The Haringey Youth Offending Service underwent a major restructure in 2011/12 in order to ensure it remained within budget. The new structure was designed to have the least negative effect possible on services to young offenders and their families. However, this structure was re-appraised following HMI Probation Inspection results and in 2012 the YOS reverted to five teams – Haringey Youth on Track (Youth Crime Prevention Team), three casework teams and a court and pre-sentence team. As a multi-disciplinary service, a range of staff within the YOS provide services- parenting, education, training and employment, accommodation, substance misuse, education officer, reparation, emotional physical and mental health, bail support packages, resettlement etc.

The prevention team works with those aged 8 to 17 years at risk of offending and runs the Triage scheme for those aged 10-17 years. Triage involves workers interviewing, assessing and providing interventions for those arrested on low level offences in order to divert them from the criminal justice system. The Prevention Team also carries out individual work with young people at risk of offending and offers group work to Haringey schools. This work is essential to achieve the YJB indicator of reducing the number of first time entrants into the youth justice system. The Legal Aid, Sentencing and Punishment of Offenders Act 2012 introduced out of court disposals including Youth Cautions and Youth Conditional Cautions to replace final warnings and reprimands. This came into force on 8th April 2013 and involves joint decision making between the YOS police and YOS staff as to the most appropriate disposal.

The three casework teams supervise young people between the age of 10-18 years who are subject to court orders – either community orders or custodial sentences. The introduction of the Youth Rehabilitation Order (YRO) in November 2009 changed the sentencing framework for young people who can now be sentenced to a YRO with up to

18 requirements depending on individual risks and needs – in particular the risks of re-offending and serious harm to others.

The court and pre-sentence team carries out all work in court, including the preparation of pre-sentence reports to assist magistrates in sentencing young people. The team also carries out bail and remand work and works with victims, with a particular focus on encouraging the use of restorative justice.

Local volunteers are also recruited to sit on Referral Order Panels or to supervise young people on reparation projects. Volunteers are all trained in restorative approaches and have been checked by the Criminal Records Bureau (CRB).

Performance

The Youth Justice Board expects to YOS 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.

Performance for the first three quarters of 2012-13 as confirmed by the YJB is as follows:

NI 19 – Rate of Proven Re-Offending -the frequency rate (rate of re-offences committed) has increased from 1.05 to 1.33. The binary rate (re-offending rate of offenders) has also increased from 40.1% to 47.1% since the 2011/12 cohort. This would suggest that the number of re-offenders has increased and are committing more offences. Haringey's percentage is higher than the London, National and family averages, but the increase is in line with the National re-offending rates. The introduction of the Triage programme has removed many low risk of re-offending young people from the cohort. Subsequently, the cohort is generally more entrenched in offending and presents a more complex range of issues.

NI 43 – Custodial Sentences. Haringey's rate of custody (per 1,000 10-17 year olds) has significantly decreased from 2.53 to 2.28 relating to six less custodial sentences than 2011/12. This remains higher than the London, family and national averages.

NI 111 – First Time Entrants. The first time entrants' rate has more than halved from 1,584 (per 100,000 10-17 year olds) last year to 767. Haringey's FTE is now lower than the Family average albeit higher than the London and National averages, but the numbers have decreased year-on-year for the last five years. There were 182 FTEs in the last year compared to 474 in 2007.

Newly released census data has provided a more accurate representation of the Borough than the previously used estimates. The estimate was 7,000 lower than latest data, which had a direct impact on First time entrants and Custodial sentences.

The August 2011 disturbances, which started within the Borough, have clearly had a detrimental effect on the above indicators. 42 young people have been charged with riot-related offences, 34 of which have been sentenced. 50% received a custodial sentence.

The YOS continues to analyse ethnicity as young black men are still over-represented nationally in the Criminal Justice System and this is also the case in Haringey. The Haringey YOS continues to address this through quality assurance and monitoring procedures as well as the work of the Diversity Forum. A caseload snapshot is drawn up twice yearly to monitor trends and to allow the YOS to adjust services accordingly and ethnicity is a crucial factor. Of particular concern currently is the increasing number of offences – generally theft - committed by Roma young people and these numbers are being monitored regularly.

A major offending risk factor for young people is not being in education, training and employment (ETE). Although not requested by the YJB, the YOS will continue to measure and monitor the numbers in full time education, training or employment.

The third area of work, which is monitored twice yearly, relates to children in care, as some of the most vulnerable and/or challenging young people known to the YOS are also in the care system. YOS data is analysed so that information can be shared between the two services and resources used to maximise effectiveness. Formal meetings between the YOS and LAC management teams are held regularly to identify common issues and avoid duplication of work. A YOS social worker is now based in the LAC team one day a week following the introduction of youth detention accommodation and giving LAC status to 17 year olds from December 2012.

Safeguarding will continue to be a priority for the YOS, with staff accessing relevant training, ensuring that referrals are made in a timely fashion and are followed up appropriately. This will include young people at risk of, or actual involvement in, serious youth violence and gangs who can be both victims and perpetrators. A YOS social worker is now based in the MASH (multi-agency safeguarding hub) one morning per week.

Local Demographics

Haringey has a population of 254,900 with approximately 63,400 0-19 year olds, 23,730 of whom are aged 10-17 years old (an increase of 7,000 since the last estimate). Data from Strategy and Business Intelligence shows - there are 18,647 households with dependent children – over 18% of the total household; 2,443 children live in overcrowded households – 4.7% of the total number of children; in 2010 (latest data available) 33.6% of children were living in poverty with 87% of children eligible for free school meals; in 2010-11 there were 30 permanent exclusions, 160 fixed term exclusions in primary schools and 1,470 in secondary schools; as of February 2013, there were 530 looked after children and 318 subject to child protection plans.

Some key factors about the youth offending population in Haringey from the YOS caseload snapshot December 2012 are:

- The overall YOS caseload consists of 333 young people, with 348 interventions/programmes running.
- The Haringey youth population stood at 23,783 (2011 census) so the YOS worked with 0.9% of the youth population.
- The ethnicity of clients (by census category) is 45% black (the same as 6 months previously), 39% white, 9% mixed, 4% Asian and 3% other.
- The number of Roma/Romanian young people has decreased from 33 to 22 in six months and constitutes 7% of the caseload.

- Turkish/Kurdish numbers remain substantially high (47 clients) – an increase of 56% since 2009
- Robbery constitutes 26.5% of the main offences committed by the YOS caseload; 21.6% violence, 16% theft and handling and drugs 11% are the next highest.
- The percentage of medium to high risk of serious harm (of those assessed) has increased in the last year to 47% from 37% in 2011. The percentage of medium to high vulnerability (of those assessed) has also increased to 40% from 32% in 2011. We currently have 17% of young people on intensive supervision levels which is an increase from 11% in 2011/12.
- The number of young people serving custodial sentences is 23 which is lower than last year with an increase due to the disturbances of August 2011.
- The majority of the young offenders live in the East of the Borough, with 42% living in N17.
- 78% of the caseload is male
- 48% of the caseload is 16/17 years old.
- 75% are in full time education, training or employment.

The levels of robbery and youth violence in Haringey continue to be of concern and require continuing regular analysis by the partnership – both the local authority and the police – in an attempt to identify the reasons behind this.

Resources

The Youth Justice Grant allocated by the Youth Justice Board now consists solely of Ministry of Justice (MoJ) funding and has been reduced by 8.8% for 2013/14. This grant is no longer ring fenced, but the clear expectation is that it should be spent on Youth Justice Services. **The YJB's formal power to make grants is in respect of 'developing good practice' as laid out in section 38(4) of the 1998 Crime and Disorder Act.** Consequently the YOS will be required to submit a costed plan of how the funding will be used to develop good practice. This will replace outline budgets that have been submitted to the YJB in previous years and the Conditions of Grant will be amended to reflect this. Details are still awaited and will be included as a late appendix to the Annual Youth Justice Plan 2013/14.

Haringey YOS has a slight reduction in its core council funding (75k reduction) for 2013/14. The proportion of the Youth Justice Grant from the Home Office for youth crime **prevention and substance misuse services was transferred to the Mayor's Office for Policing and Crime (MOPAC)** last year. A bid was submitted for a specific health project for the YOS this year (2013/14), but was not successful, so the YOS no longer receives MOPAC funding. The Community Safety funding has also ended. The YOS Management Board receives regular updates on the financial position and seeks to secure commitments from partners that resources provided, either in cash or kind, are maintained. **The YOS receives funding from other services as well as 'in kind' funding via the provision or secondments/attachments of staff and provision of services.**

The breakdown of the budget/resources for 2013/14 is expected to be as follows:

Agency

Local Authority	£1,740,800
Department of Health – youth justice and liaison diversion scheme	£65,000
Youth Justice Grant	£657,705
Probation	Seconded probation officer
Health (CCG)	Part-time school nurse and £35,000 for commissioned emotional and mental health workers
Police	2 police officers, based in MASH – multi-agency safeguarding hub

Commissioned services are kept to a minimum and awarded on a value for money basis, with the Appropriate Adult Service – a statutory service providing trained adults to accompany arrested young people if parents are unable or unwilling to attend the police station – contracted to Catch 22; Dance United provide a number of places on their London Academy Programme and are providing sessions for those subject to Intensive Supervision and Surveillance; Haringey Emotional and Wellbeing Service (HEWS) provide 4 specialist sessions per week.

A video-link is available with a number of custodial institutions and parents/carers are encouraged to use it to maintain links with young people in custody who may be placed some distance from Haringey. An SMS texting service has proved successful in reminding young people of appointments and thus increasing compliance.

The YOS successfully recruits local volunteers for Referral Order Panels and to assist with reparation. All Referral Order panel members must now be trained in restorative approaches and two YOS members are trained as trainers in this area of work.

The YOS is registered as a tier 3 substance misuse provision and the two substance misuse workers complete SASSI assessments – substance abuse subtle screening inventory - on relevant young people, as well as facilitating cannabis and alcohol awareness sessions. The YOS works closely with Insight - Blenheim Project – which provides Tier 3 and 4 services for young people in Haringey. At the beginning of 2012, the YOS substance misuse workers started working at the Octagon, (pupil support centre) providing assessment and drugs/alcohol education for those requiring it. A drugs and gangs programme was developed for these young people. This work is currently on hold awaiting decisions about the future of alternative provision.

Structure and Governance

The delivery of services by the YOS is overseen by the YOS Partnership Board which meets quarterly. Performance data and analysis and relevant issues affecting the YOS and partners are presented at each Board meeting. The membership of the Board consists of:

- Metropolitan Police Superintendent – chair
- **Children’s Commissioning Manager NHS Haringey Clinical Commissioning Group/** CAMHS Commissioner, London Borough of Haringey
- Policy Officer – Safer Communities – vice chair

- YOS Strategic Manager
- Deputy Director – CYPS, Prevention and Early Intervention
- Assistant Director – CYPS, Social care
- Assistant Director – CAMHS
- Youth Court Legal Advisor
- Senior Probation Officer – London Probation Service
- Assistant Director –Public Health

The YOS Partnership Board consists of members of such seniority that decisions can be made in relation to the effective delivery of Youth Justice Service and the resourcing of such services. Attendance at the Board has not been consistently high and Board members have been encouraged to nominate deputies to attend. A “lay” member is also being sought and volunteers from the YOS Referral Order Panels have been approached to take on this role. Members of the YOS Partnership Board sit on various other Boards including the Local Safeguarding Children Board, Community Safety Performance Monitoring Board and Borough Criminal Justice Group.

Partnership Arrangements

Nationally, it has been acknowledged that the success of Youth Offending Services has been largely attributed to their multi-agency make up. Having a range of professionals and resources within the YOS affords young people easier access to services, allows better sharing of information and avoids duplication of work. The Probation Service, Police, CYPS and CCG provide staff and/or funding in order to fulfil their statutory responsibilities under the Crime and Disorder Act 1998.

The police staff are no longer co-located with the YOS, but continue to oversee the Triage Project and play a crucial role in the work with victims, encouraging them to become involved in restorative justice approaches. This work has not been productive in the past and was identified as an area for improvement in the CCI report. In May 2013, YOS staff will take over the role of contacting victims with a view to increasing the use of restorative approaches. The introduction of youth cautions and youth conditional cautions from 8th April 2013 requires joint decision making between the YOS police and YOS workers in terms of the most appropriate disposal for those arrested for low gravity level offences.

The YOS has an information exchange agreement with all secondary schools; there is a designated teacher in all secondary schools and Sixth Form College and the Education Officer represents the YOS at various meetings, such as the In Year Fair Access Panel and Attendance Forum.

The Clinical Commissioning Group provides a part-time school nurse who undertakes health assessments, carries out work in relation to specific areas of health, such as sexual health and attends the monthly health forum. The Haringey Emotional and Wellbeing Service (HEWS) is commissioned to provide 4 half day sessions for the YOS – a senior mental health social worker x 2, psychologist x 1 and speech and language therapist x1. Some training will also be provided to YOS staff.

The YOS continues to work closely with different sections of the Children and Young **People’s Service to ensure both youth justice and social care needs are met. Integration** into CYPS took place in 2011 and is resulting in more smooth and streamlined processes between the different sections. The protocol between the YOS and CYPS sections is

updated and **reviewed annually and clearly defines respective services' responsibilities.** The setting up of the MASH in 2012 has also resulted in a YOS social worker being placed in the MASH half a day per week.

The local Youth Court is another key partner in the Youth Justice System. A Youth Court Legal Advisor is a member of the YOS Partnership Board. Major changes took place London wide in the Youth Courts in 2011/12, which affect liaison with local magistrates. Haringey Youth Court moved to Highbury Corner at the end of 2012. Enfield, Camden and Islington Youth Courts also sit there and the magistrates work collectively rather than being attached to specific Boroughs. A joint Youth Court Panel, comprising all four Boroughs has been set up and is attended by magistrates and YOS staff.

The YOS also has effective partnerships with voluntary organisations such as Catch 22 (appropriate adult providers), Roma Support Group, Bernie Grants Art Centre (BGAC) and Dance United, a very successful voluntary organisation, which works with young people and young adults in Haringey and neighbouring boroughs.

Youth Justice Liaison and Diversion scheme (YJLD):

Haringey YOS, in conjunction with partners from the Mental Health Trust, is a member of the YJLD scheme and receives funding from the Department of Health. A full time nurse with both a medical and mental health background is employed to **provide 'easy** identification of mental health, learning, communication difficulties or other vulnerabilities affecting the physical and emotional well-being of under 18 year olds, and to support these young people into appropriate evidence based interventions at the earliest stage **possible'**. **This service started in July 2011** and funding continues to March 2014 with a view to making a business case for national roll-out of the scheme.

Delivering intensive interventions for looked after children and those on the edge of care or custody and their families:

Haringey and Waltham Forest were successful in obtaining funding for this pilot scheme, which started in April 2012 and involves working in partnership with the Brandon Centre to provide MST services to young people on the edge of care or custody. The YOS is an active partner in this scheme.

Risks to Future Delivery

Once again, in 2013 there were delays in receiving notification of external funding streams. The Youth Justice Grant has been reduced by 8.8% and it is likely there will continue to be cuts annually to this budget, given the pressures on the overall budget of the Ministry of Justice.

Additionally, the funding for remands to the secure estate (now called youth detention accommodation – YDA) was transferred to the Local Authorities from April 2013 with the actual sum identified at a substantially lower figure than previous **years' costs**. The YJB will continue to allocate the places for young people and to pay relevant travel costs with the local Authority paying the full costs.

Developments for 2013 onwards

Serious Youth Violence

The prevalence of youth violence, postcode tensions and increasing involvement in gang activities led to the recruitment of a support worker leading on youth violence in January

2012. A gap identified by the Ending Gangs and Youth Violence peer group has led to the establishment of a second youth violence worker to focus on those in custody for 2013. Last year, the Local Authority was committed to completing 6 youth violence reduction programmes, funding permitting. Two "Face It" programmes took place, run by Khulisa, an organisation with an effective track record of working with such groups in South Africa. Regrettably, this programme did not suit the needs of the young people and did not represent value for money. Leap -Transforming Conflict was then commissioned to train staff and co-facilitate a different programme. Two programmes have been run and will continue with YOS trained staff to ensure sustainability in future. Additionally, the London Probation Trust (LPT) has invited Haringey to be involved in a pilot Gangs Intervention Programme whereby 3 members of YOS staff have been trained by LPT to carry out modular work with individuals. This programme has yet to be evaluated.

Offender Management/Integrated Gangs Unit

Discussions are ongoing in relation to the establishment of this service. As the YOS is already a multi-disciplinary service, it is difficult to identify the additionality for young people provided by OM/IGU. However, it is proposed that the YOS will have a presence in the Unit on a limited basis. This is likely to be one of the serious youth violence workers attending specific briefings to improve information exchange between services.

Haringey Families First

The Troubled Families initiative – Haringey Families First- will involve considerable overlap with the work of YOS. The initial cohort of families included some 60 children and young people known to the YOS and the expectation for payment by results is that their re-offending will be reduced by 33%. This is a challenging target and on this basis it is planned that a member of the YOS Prevention Team and a YOS social worker will be attached to Families First one day per week each to ensure effective liaison.

Internal Practices

There have been some minor changes to internal practices which have come about through the reduction of caseloads to a manageable level for the first time since the YOS was set up. It is to be hoped this continues. Essentially, emphasis has been placed on the importance of the relationship between the YOS worker and the young person and his/her family so that effective work can be carried out. Additionally, all young people subject to an assessment will be visited at home so that their home circumstances are assessed and they are then visited in accordance with risk levels.

Reducing re-offending and use of custody

The significant success in reducing the number of first time entrants to the youth justice system in Haringey has resulted in more serious repeat offenders appearing in court. Re-offending rates in Haringey are above our YOS family and the London average and there is a determination to bring this figure down. The YOS will continue to deliver performance data to the YOS Management Board at every meeting; will analyse performance data to ensure risks and trends are identified as early as possible in order to implement plans and address emerging issues.

The YOS is committed to reducing the use of custody as it is widely recognised that custody is not conducive to the well being of young people. Alternatives to custody will always be considered where appropriate taking into account the protection of the public.

Remand Fostering:

Given the numbers of young people in custody and the high costs involved, the North London Adoption and Fostering Consortium (Enfield, Haringey, Barnet, Camden and

Islington) is actively setting up a remand fostering service to address/reduce the numbers of bed nights for those subject to youth detention accommodation (remands to custody). Recruitment of suitable foster carers is currently taking place and the scheme will provide a community based alternative to custodial remands would be an extremely positive step, particularly in terms of costs, given the transfer of funding from YJB to Haringey in 2013.

Staff Training

Haringey has YOS invested in the Jigsaw programme which involves case managers being trained using manuals provided by Jigsaw. The programme is a cognitive behavioural one, using motivational techniques, which encourages young people to take responsibility for decisions about their lives. Jigsaw is endorsed by the Youth Justice Board and can be adapted to individual needs, learning styles and circumstances. Refresher training is taking place this year (2013).

According to need and levels of skills, staff access Inset training provided annually by the Youth Justice Board. All staff are expected to complete relevant safeguarding training. Managers have received training in 4x4x4 supervision, which stresses reflective practice as an important component in the supervision of staff. They will also be involved in 360 degree training with other CYPS staff in 2013.

Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPOA)

LASPOA was introduced in stages from last year to April 2013. There are significant changes for the YOS and CYPS which include:

1. Changes to the law on bail and remand are aimed at reducing the numbers of **those unnecessarily remanded into custody by applying the new 'no real prospect' test** whereby young people would be released on bail when unlikely to receive a custodial sentence. Whether this is successful in reducing custodial remands will **be determined by the definition of 'no real prospect'**.
2. From December 2012, any young person under 18 remanded into custody becomes a looked after child. As a result of this development, a YOS social worker is now based in the LAC team one day per week. The YOS and LAC managers contributed to the DfE Consultation Paper on Care Regulations in February 2013. The result of the consultation is awaited.
3. A new offence of threatening with an offensive weapon or article with a blade or point in public or on school premises will result in a minimum sentence of 4 months detention and training order (DTO). It is estimated an additional 30-60 beds in the secure estate will be required for this. Currently, offences of possession of a bladed article are being monitored by the YOS and there has been an increase in the numbers charged in the last few years. The YOS continues to run a two session Weapons Awareness course in conjunction with the Red Cross and this is also available to schools. The young people gain First Aid certificates and the results are good in terms of re-offending rates for 2012-2013 (19% compared to 47.1% for general population)
4. Youth cautions and conditional cautions, to replace both reprimands and final warnings, were introduced in April 2013. The YOS police and YOS staff will make decisions jointly as to the most appropriate disposal for a young person. The intention is to reduce the number of young people going through the courts for minor offences; a young person is assessed by the YOS Prevention Team and is

expected to take part in relevant programmes/activities. A monitoring system has been set up for all out of court disposals (with particular reference to ethnicity) to ensure that Triage is used as the first option whenever possible so that suitable young people do not then have a criminal record.

National Standards

The Government has decided to reduce the burden on YOS's by decreasing some of the National Standards for Youth Justice. The pilot period started last year and new set of standards has been introduced from April 2013.

Appendix 1

HARINGEY REOFFENDING AND USE OF CUSTODY IMPROVEMENT - ACTION PLAN

This plan has been drawn up in response to concerns identified relating to the increase in the use of custody and re-offending rates within Haringey. It also relates to the grant condition in relation to effective practice. The Council produces performance data half yearly and this includes the 3 Youth Offending Service (YOS) measures. The local authority baseline figures for 2013 are: - First time entrants rate per 100,000 -1508; use of custody rate per 1,000 – 2.70; reoffending rate - 43.1%. These measures will be monitored in terms of direction of travel with the expectation all are reduced. In terms of tracking on a quarterly basis for the YOS Management Board, the expectation is for an annual 5% reduction on the baseline figures. In terms of numbers of first time entrants the corporate and management board targets is 1,436. For use of custody, the corporate target is 2.57. The re-offending corporate target is 41.0%. The challenge will be to achieve this reduction in relation to re-offending due to the complex nature of the young people known to the YOS and the serious nature of their offending.

Actions	Action Owner/Lead	Timescale 2013	RAG status
Data			
<ul style="list-style-type: none"> Track volume of cases and offences in various categories 	Data analyst	Quarterly	G
<ul style="list-style-type: none"> Quarterly data to be presented to Management Board – including subset on gravity of offences 	Data analyst	Quarterly	G
<ul style="list-style-type: none"> Caseload “snapshot” to be presented twice yearly 	Data analyst	Bi-annually	G
<ul style="list-style-type: none"> Individual performance data to be analysed twice yearly on an ‘exception basis’ for team managers 	Data analyst	B-annually	G
<ul style="list-style-type: none"> Update remands toolkit once revised version produced by YJB 	Data analyst	Quarterly	R
<ul style="list-style-type: none"> Analysis of start and end Asset assessment scores 	Data analyst	Quarterly	G
Prevention/Early help section – Actions to address number of first time entrants			
<ul style="list-style-type: none"> Increase volume of pre-first time entrant referrals through additional presentations to relevant agencies 	Team manager Prevention/All Partners	June onwards	A
<ul style="list-style-type: none"> Investigate possibility or early help offer with re-introduction of conditional discharge 	Teams managers Prevention and PSR/court	April onwards	A
<ul style="list-style-type: none"> Presentation to increase referrals from Probation and monitor thereafter 	Team manager prevention	April onwards	G

<ul style="list-style-type: none"> Introduce revised system for YOS siblings and monitor 	Team manager prevention /Ops manager	April	A
<ul style="list-style-type: none"> With local Police, identify solutions to barriers to referrals 	Team manager prevention /Ops manager /police superintendent	July	A
<ul style="list-style-type: none"> Increase use of groups in schools by offering additional services to schools and prioritising those schools who have taken part in the Ben Kinsella project 	Team manager prevention /Ops manager	July	A
<ul style="list-style-type: none"> Develop systems for the introduction of youth cautions/conditional cautions 	Team manager prevention /YOS police	April	G
<ul style="list-style-type: none"> Re-launch weapons awareness sessions 	YOS worker/Red Cross	April	G
Intervention Sections – Actions to address use of custody and re-offending			
<ul style="list-style-type: none"> Set up effective practice workshops (up-date -replaced by Integrated planning events) 	Team managers	March	A
<ul style="list-style-type: none"> Recording – focus on evidence based practice within records 	Team Managers	January onwards	G
<ul style="list-style-type: none"> Review start and end Asset scores with individuals 	Team Managers	January onwards	A
<ul style="list-style-type: none"> Establish Roma pilot project in conjunction with Roma Support Group 	Ops manager	May	G
<ul style="list-style-type: none"> Continue serious youth violence (SYV) groups 	SYV workers	Ongoing	G
<ul style="list-style-type: none"> Develop and deliver pre-release SYV programme 	SYV Working Group	April	A
<ul style="list-style-type: none"> Monitor and analyse group work effectiveness in terms of re-offending rates 	Data analyst	September onwards	R

<ul style="list-style-type: none"> Increase the number of home visits at PSR and initial assessment stage by identifying a baseline and target for 2013/14 	Team Managers/Data analyst	July	R
Partnership – Actions to address all three targets			
<ul style="list-style-type: none"> Establish and embed multi-agency Risk Management Panel. 	Ops manager	December onwards	G
<ul style="list-style-type: none"> Cross-reference 20 most prolific offenders against risk levels 	Data analyst	August	R
<ul style="list-style-type: none"> Develop working relationship with Worker from Victim Support 	Team manager/Victims workers	July	G
<ul style="list-style-type: none"> Develop systems for YOS victims workers to monitor uptake of restorative approaches 	Victims workers/admin	July	A
<ul style="list-style-type: none"> Identify Community Panel member as representative on YOS Management Board 	Strategic Manager	May	G
<ul style="list-style-type: none"> Following gangs peer review, contribute to review of Gangs Action Group 	Ops manager	May	G
<ul style="list-style-type: none"> Troubled families – identify YOS involvement, attendance at Operational Group and Strategic Group 	Strategic Manager/Team manager Prevention	March	G
<ul style="list-style-type: none"> Improve sharing of Police intelligence/information exchange 	Strategic manager/Police superintendent	May	A
<ul style="list-style-type: none"> Participate in YJB Effective Practice Forum starting January 2013 	Ops managers	January onwards	G