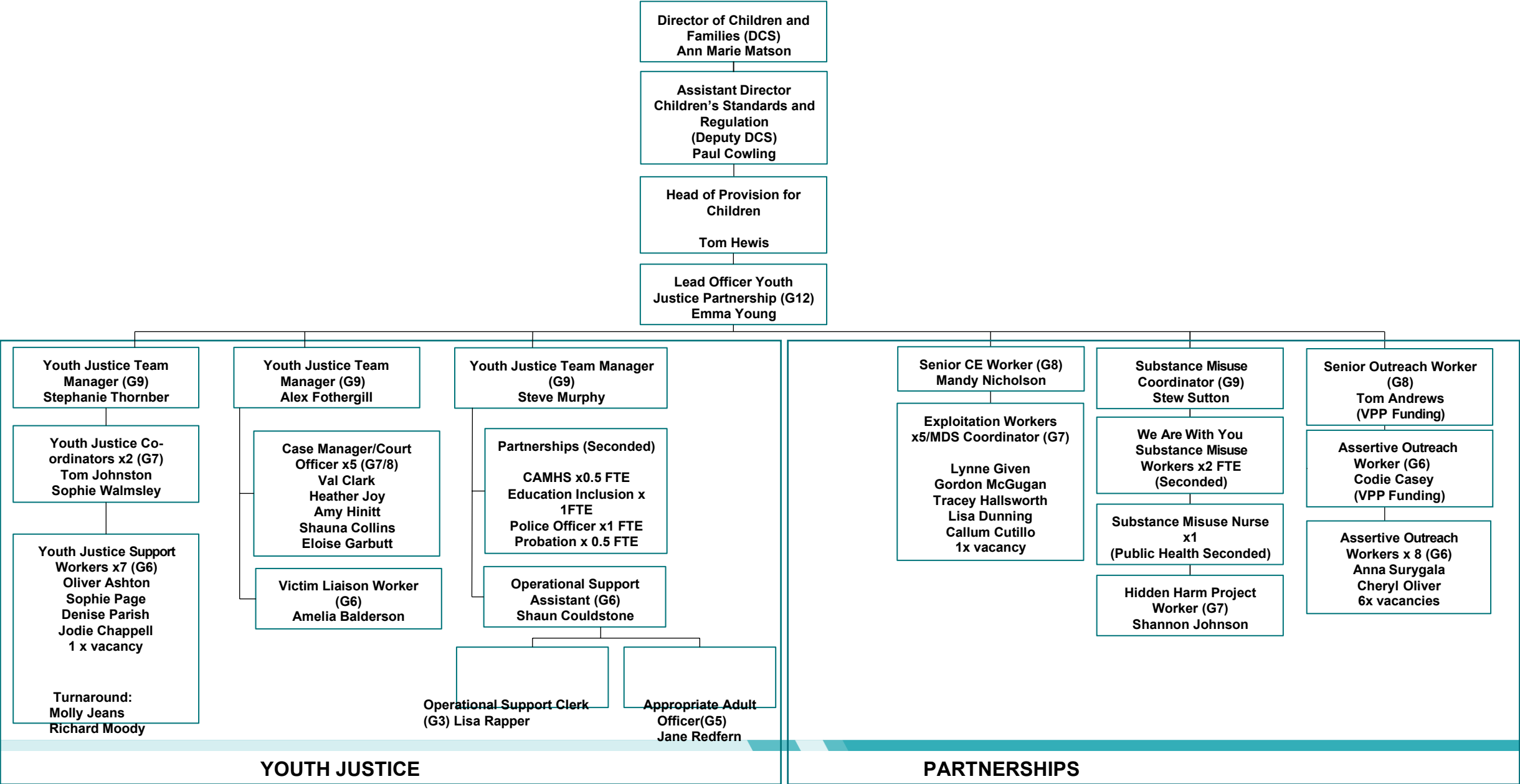


## 1. Appendix 1 – Staffing Structure

# Youth Justice Partnership Structure Chart

August 2023



Appendix 2: Partner contributions to the Youth Justice Partnership budget 2023/24



Appendix 2 – Budget Costs and Contributions 2023/24

Agency	Staffing	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authority	Education and Inclusion Officer  Designated Social Worker  Dedicated Education Psychology Hours  Information /Performance analysis dedicated support		£254,000	£254,000
Humberside Police	Seconded Police Officer		Included within the CSP allocation	Included within the CSP allocation
Ministry of Justice (MOJ) Remand Payment			£53,691	£53,691
Ministry of Justice (MOJ) Turnaround Project	2 x FTE Youth Justice Support Worker		£99,889.62	£99,889.62
National Probation Service	Financial contribution to YJP  0.5 FTE Seconded Probation Officer		£5,000	£5,000

**Appendix 2: Partner contributions to the Youth Justice Partnership budget 2023/24**

Agency	Staffing	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Heath (CCG)	0.5 FTE Seconded CAMHS worker		£16,405	£16,405
OPCC (via Community Safety Partnership)	1 x FTE Hidden Harm Worker		£85,000	£85,000
Youth Justice Board Grant			£413,985	£413,985
Other LA Substance Misuse	3 x seconded FTE Substance Misuse Workers		£88,000	£88,000
OPCC - Violence Prevention Partnership	1 X FTE Senior Outreach Worker 1x FTE Assertive Outreach Worker	£4,629	£73,832	£78,461
Home Office – Devolved Decision Making Pilot	0.5 FTE Child Exploitation Intervention Worker		£19,784.00	£19,784.00
Total:			£1,109,586.62	£1,114,215.62

## Appendix 3 – Risk Log

## Appendix 3: Risks to Future Delivery

Risks to the delivery of this plan and to the performance of the Youth Justice Strategic Partnership against statutory locally agreed indicators is given below and scored against the following scale.

1	2	3	4	5	6	7	8	9	10
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Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
<b>Reduction in revenue</b>  The impact of any reduction in revenue alongside an increase in need and complexity of the children, families and communities we work with would present significant risk to future delivery.  Community Safety Partnership (CSP) funding allocation arrangements have progressed to a bidding process. As the partnership develops there is a risk that the funding may be repurposed for	3	4	7	Exploration of additional sources of funding through opportunities to bid in relation to key developments.  Develop additional resources through joint initiatives with partners and review of delivery arrangements.  Ensure that partnerships are kept up to date with progress regarding the process for making applications for CSP funding.  Applications to be made in good time.	2	2	4

Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
other activities in line with the CSP outcome based plan.							
<b>National Guidance, review and legislation</b>  The potential impact of any legislative changes, the delivery of services to meet new requirements and the resulting impact on the service to ensure effective delivery.	4	3	7	Managers to keep staff informed of any developments, including through the provision of written staff briefings, team meetings and training to present any challenges or risks as opportunities for development. To review and develop in line with the ongoing responses to national requirements.  The YJB have notified us of their intention to implement a new diversion and out of court assessment tool from April 2024. A draft version has been circulated and a workshop was delivered to the team to review this. The final version is anticipated to be circulated in October and North Lincolnshire intend to start utilising the assessment tool prior to this becoming mandatory in April 2024.	2	3	5
<b>Sentencing white paper: A smarter approach to sentencing</b>  Introduction of longer periods in custody for the most serious offences.	3	4	7	Managers to keep staff up to date on the guidance and to ensure paper is carefully considered when considering sentencing options to the court and within Pre-Sentence Reports ensuring that the Child First principle is maintained.	3	4	7
<b>Changes to the Cohort</b>	3	4	7	The YJP remains committed reducing First Time Entrants through prevention and concentrating	3	3	6

Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
<p>Whilst in North Lincolnshire, the numbers of children entering the youth justice system continue to be low and there are well established local frameworks embedded to address these, there are a small number of children with more complex needs who are vulnerable to offending and repeat offending including through exploitation.</p> <p>Whilst North Lincolnshire prioritise prevention and diversion in line with the child first principle there needs to be a continued line of sight on the quality of statutory work.</p>				<p>resources on more intensive provision for the cohort whose offending is more entrenched and complex.</p> <p>Robust oversight of the statutory cohort ensuring quality and consistency of management oversight.</p> <p>Robust oversight of the quality of statutory work, especially in relation to assessing, planning and reviewing.</p> <p>Develop new models of working with adolescents, including development and expansion of opportunities to build community based positive activities and engagement.</p> <p>Child First principle to be advocated across the partnership to ensure victims of criminal exploitation are recognised as victims and not offenders.</p> <p>Appropriate referrals made to the National Referral Mechanism to identify victims of exploitation.</p> <p>Established ROTH Strategic Group and Child Exploitation Lead Officer Group utilising data/performance and classifications to fully understand the cohort and identify emerging themes.</p>			
<b>Increase in First Time Entrants (FTE)</b>	3	4	7	Ongoing focus on preventative work to ensure children are appropriately offered a prevention intervention or Community Resolution.	2	2	4

Risk	A (1-5) Likelihood	B (1-5) Impact	C (A+B) Score	Action to Mitigate Risk	D (1-5) Likelihood	E (1-5) Impact	F (D+E) Score
<p>The number of FTE to youth justice continues to reduce in North Lincolnshire. However, as more young people are successfully diverted away from the Criminal Justice System via early intervention work, those who remain are increasingly complex with greater and challenging needs.</p> <p>Whilst the partnership works with less children on post court disposals there is a risk that this could be interpreted wrongly and YJP caseloads seen as smaller than they are. Prevention and out of court work is significantly increasing and therefore caseloads appear stable but are changing more frequently.</p>				<p>Continuous development of our early intervention and prevention pathways.</p> <p>Ongoing commitment with partners to ensure children only enter the criminal justice system if necessary.</p> <p>One Family Approach practice model ensuring 'right person, right time, using fewest best interventions'.</p> <p>Close monitoring of data/performance indicating how many children and families are supported at all levels of need.</p> <p>Interventions are in line with the scaled approach and are proportionate and necessary.</p> <p>Regular review of our out of court policy and procedures and escalation to the board where necessary.</p>			



Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
<b>Rise in re-offending figures</b>  Due to the small and decreasing numbers in the cohort, the reoffending rate has been more volatile.	3	4	7	Close monitoring of the data through the live tracking tool and local police data to ensure close monitoring and action taken the reduce this.  Cohorts Meetings to understand any themes developing and appropriate horizon scanning.  Young people with the highest risk of re-offending are given the most impactful sentences and appropriate levels of supervision.	2	3	5
<b>Access to specialist services that support children's emotional and mental health.</b>  A health profile conducted identified that a number of children open to the Youth Justice Partnership have experienced a number of Adverse Childhood Experiences and trauma throughout their childhood. There is a risk that their needs will not be met without specialist services	3	3	6	Close liaison with ICB Board lead to develop the local health profile and identify gaps.  Priority within the Youth Justice Plan and regular updates reported to each board.  Exploration of local resource.  Ongoing roll out of Trauma training to develop staff skills in trauma informed practice.  Become a Trauma Informed 'Test & Learn' pilot site linked to the Humber Coast and Vale, Youth Justice bid.  Identified CAMHS specialist to support the children referred to the Youth Justice Partnership.	3	4	7

Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
to support their emotional and mental health.				Seconded CAMHS worker to have appropriate access to training and development opportunities.			
<b>Disproportionality</b>  Whilst North Lincolnshire has low numbers of children from mixed and BAME ethnic backgrounds it is recognised that nationally these groups are over represented in the CJS. Whilst our figures may be low it is acknowledged that this could still be present in the low number of children we come into contact with presently.	1	3	4	Training priority was identified in 2021 to ensure the team received training around unconscious bias and disproportionality. Partners from neighbouring authorities have been invited to attend this training to ensure the consistent message across the Humber region.  Further training has been commissioned for 2023 on diversity, racial awareness and disproportionality.  Diversity and Disproportionality is a priority for the board and a diversity strategy will be developed.  Managers to keep staff up to date on thematic reports and any issues identified through the YJSPB.  Local monitoring via YJB Disproportionality toolkit.  Data/performance to be monitored quarterly at each board and through established cohorts meetings.	2	2	4
<b>Cyber Security</b>  Services have adapted and have become more available digitally.	2	4	7	<ul style="list-style-type: none"> <li>IT security training programme is cascaded to the workforce via boxphish which educates on a variety of IT security topics to help staff identify and</li> </ul>	2	3	5

Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
<p>Following COVID-19 this has accelerated further with more of the workforce delivering their roles online and planning greater collaboration and integration work with partner organisations. Therefore, reviewing and reinforcing current cyber security arrangements is a key priority for local authorities.</p> <p>A cyber incident can be very disruptive, leading to the loss of data, as well as disruption to the running of council functions.</p>				<p>prevent cyber attacks - securing your organisation's data. Training is mandatory and reviewed through supervision.</p> <ul style="list-style-type: none"> <li>Security and Data breach policy and processes are in place for the LA.</li> </ul>			
<p><b>Operational Pressures Escalation Levels</b></p> <p>There has been a number of staff leave the team which has led to some staffing</p>	3	4	7	<ul style="list-style-type: none"> <li>Recruitment activity takes place in a timely manner</li> <li>Advertisement on YJB bulletin to promote knowledgeable and experienced candidates</li> <li>Diversity statement within adverts to promote diversity, equity and inclusion across the workforce</li> </ul>	1	2	3

Risk	A (1-5)	B (1-5)	C (A+B)	Action to Mitigate Risk	D (1-5)	E (1-5)	F (D+E)
	Likelihood	Impact	Score		Likelihood	Impact	Score
<p>pressures across the partnership whilst recruitment is undertaken.</p> <p>During this time there has been an identified risk to the partnership delivery through reduced practitioner and management capacity.</p> <p>Despite timely recruitment activity, there has been a recognised reduction in the quality and quantity of applications and people qualified for specialist roles applying.</p>				<ul style="list-style-type: none"> <li>Robust workforce training and development offer to support staff retention.</li> <li>Supervision and Appraisal process to support ongoing career development (inclusive of PCEP/YJSIP training)</li> <li>One Family Approach – Integrated Children and Families offer working to achieve best outcomes for all children irrespective of which area people work in</li> </ul>			
<p><b>Management Capacity</b></p> <p>Some of the management team are new role and the management team is still developing. Leaders must ensure that managers have the appropriate</p>	3	4	7	<p>The presence of new managers is recognised and all managers have been subject to a thorough induction process.</p> <p>Training and development opportunities have been made available to all managers, including the social work apprenticeship scheme, ILAM Level 5 Management qualification and the front line management course facilitated</p>	2	3	5

Risk	A (1-5) Likelihood	B (1-5) Impact	C (A+B) Score	Action to Mitigate Risk	D (1-5) Likelihood	E (1-5) Impact	F (D+E) Score
training to develop their skills to oversee high quality case management practice.				<p>through the Youth Justice Sector Improvement Partnership.</p> <p>Team Managers are invited and encouraged to attend the Youth Justice Strategic Partnership Board although it is recognised that there needs to be further work to ensure better connectivity between the board and the workforce to ensure this translates into effective case supervision.</p> <p>There is oversight of management capacity via the YJSPB and oversight of audit activity to promote quality and consistency of management oversight of practice.</p> <p>Audit moderation is also undertaken via the NL quality assurance framework.</p>			

## Common youth justice terms

Term	Meaning
<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Anti social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>CSE</b>	Child Sexual Exploitation
<b>Children</b>	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
<b>Child First</b>	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
<b>Child in Care</b>	Child in Care, where a child is in the care of the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro- social
<b>Risk outside the home</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt

Term	Meaning
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	Education, training or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPA</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language and communication needs
<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YJS</b>	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach

Term	Meaning
<b>YOI</b>	Young offender institution
<b>MACE</b>	Multi Agency Child Exploitation
<b>JDAP</b>	Joint Decision Allocation Panel
<b>SYV</b>	Serious Youth Violence
<b>CIN</b>	Child In Need
<b>CP</b>	Child Protection
<b>YJP</b>	Youth Justice Partnership
<b>CEIT</b>	Child Exploitation Intervention Team (service that sits under the YJP)
<b>OYS</b>	Outreach Youth Service
<b>DELTA</b>	The Drug Education Liaison Treatment Agency – targeted substance misuse service working with children and young people
<b>CMARS</b>	Children's Multi-Agency Resilience & Safeguarding Board
<b>OFA</b>	One Family Approach
<b>TTCG</b>	
<b>YJB</b>	Youth Justice Board
<b>RJ</b>	Restorative Justice
<b>Safer Neighbourhoods</b>	Internal community safety team in North Lincolnshire
<b>IOM</b>	Integrated Offender Management
<b>ICS</b>	Integrated Care System
<b>HCV</b>	Humber Coast and Vale
<b>KPI</b>	Key Performance Indicator