

# **SUNDERLAND YOUTH OFFENDING SERVICE**

## **YOUTH JUSTICE PLAN 2017/18**

### ***OUR VISION***

**“To work in partnership across the City to offer a holistic service that successfully diverts young people from offending and reoffending and provides effective support to families and victims of those working with the service”**

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<b>2</b>	Sunderland Youth Justice Plan 2017/18

We are pleased to endorse the Youth Justice Plan for Sunderland for 2017/18. Over the past year, Sunderland Youth Offending Service has maintained its excellent performance and its positive relationships with key partners in the City to deliver the best outcomes for those it works with.

Whilst the YOS has experienced a reduction in posts within the service it continues to push ahead with innovative and creative practice, maintaining a workforce that has passion and drive to make a difference for children and young people. The service has already successfully embedded liaison and diversion practice and implemented a new national assessment framework. This year we have taken Prevention services back into the YOS and are continuing to identify and work with those young people most likely to formally enter the Criminal Justice System. Working with children and young people at the earliest opportunity is key to further diverting young people from antisocial behaviour and crime. Employing the principles of restorative justice will help to achieve change and improved outcomes in behaviour. We are confident that the YOS can deliver further improvements through the excellent partnerships that already exist in the city.

We have witnessed at close hand some of the successes being achieved by the YOS and have been impressed at the commitment and dedication of the staff. The model of advocacy support maintained by the YOS to support compliance and engagement of young people is to be commended; with one young person describing those team members he has worked with as 'inspirational'.

We look forward to continuing to support the Sunderland Youth Offending Service into 2017/18 and beyond.

**CLLR LOUISE FARTHING**

**Portfolio Holder for Children and Learning, Sunderland City Council**

**KAREN DAVISON**

**Director of Early Help, Together for Children - Sunderland**

Sunderland Youth Offending Service is a multi-agency service comprising of the four statutory agencies of Police, Probation, Health, the Local Authority and Together for Children. The service works in partnership with other key agencies such as the area courts and specialist service providers including child mental health, substance misuse and accommodation.

The principal aim of the service is **to prevent offending and re-offending by children and young people**. In doing so, the service works in partnership to deliver both statutory and non-statutory services to:

- Young people aged 10-17 who, because of actual offending have become involved in the criminal justice system;
- Children and young people identified as at risk of offending;
- Families of children and young people offending or at risk of offending; and
- Victims of young people who have offended.

The role and responsibilities of local Youth Offending Teams/Services (YOT/YOS) was set down by the Crime and Disorder Act 1998. It also included the requirement for each local area to produce an annual Youth Justice Plan setting out how youth justice services will be delivered in the local area.

The detail on how these priorities will be implemented is included within the service's annual delivery plan, which is refreshed on an annual basis (see Resources Section for further detail).

## 2.1 ACHIEVEMENTS

- Sunderland YOS has continued to maintain a low use of custody
- In the last 12 months Sunderland YOT has made improvements in its rates of First Time entrants to the Criminal Justice system.
- Sunderland YOT benefited from being able to **fast track** vulnerable young people assessment by specialist services
- There were **strong effective partnerships**, where intelligence was shared and acted upon

### 2016/17 Performance against National Indicators

#### FTEs

- Cumulative local performance of the FTE rate between April 2016 to March 2017 shows a much improved rate of 434 (101 FTEs) per 100,000 young people of the 10 to 17 year old Sunderland population against an annual target of 600. Regional and National rates are also reducing showing an improvement.

#### Custody

- In 2016/17 the use of custody within Sunderland is at a low rate of 0.04, which equates to 1 custodial disposal within the year. This is the lowest rate of custody for any YOS in the Region (rate 0.34) and a far better picture than the National average (rate 0.37).

## Reoffending

- As at July 2017, the latest PNC data used by the YJB shows the reoffending binary rate to be 42.4%. Although better than the increasing Regional trend this performance remains below the national performance. The same pattern can be seen in relation to frequency of offending (rate 1.32) when compared to both Regional (rate 1.26) and National averages (1.53).

## Performance Against Our Strategic Priorities in 2016/17

The YOS maintained 5 strategic priorities which were the same in 2015/16 (see below). These were established in the service's 3 year strategy in 2013/14 to ensure that the service was able to effectively respond to local and national priorities in relation to youth justice and wider key strategic agendas:

**Priority 1 – A preventative approach to reducing reoffending**

**Priority 2 – Reducing Reoffending**

**Priority 3 – A Family Approach**

**Priority 4 – A Restorative Justice Approach**

**Priority 5 – Service Evaluation**

The detail of the work programme which underpins how these are driven forward is set out within a separate Delivery Plan for each year which underpins the overarching YOS Strategy. The delivery plan for 2016/17 was designed on a thematic basis, providing a more effective focus for service developments and allow for a cross cutting set of work programmes linked to one or a number of the overarching development priorities. An update is provided below on the achievements of the service against these themes:

THEME 1 - QUALITY	YOS STRATEGIC DEVELOPMENT PRIORITY
<b>ACTIONS:</b> <ul style="list-style-type: none"><li>• Strengthen the quality of delivery in relation to cautions</li><li>• Review effectiveness of liaison and diversion practice</li><li>• Review quality of practice in relation to the implementation of the whole family approach</li></ul>	<b>Priority 1</b> <b>Priority 2</b> <b>Priority 3</b>

## Progress Update:

The quality of work in relation to Cautions and Liaison and Diversion was again considered against both the YJB National Standards audit process and an internal review of practice. We have further reviewed our internal process for quality assurance and decision making in relation to Cautions and Triage so that cases are considered on a weekly basis.

The Prevention Team of Wear Kids is now also situated within the YOS and they have been trained in AssetPlus and will now be included in quality assurance processes alongside established case managers

A particular success during 2016/17 was the partnership agreement to establishing a LAC (Looked after Children) Protocol which is supporting improved decision making for LAC children who offend within Children's Homes, employing restorative justice principles and supporting diversion of such children out of the criminal justice system. This protocol has continued to be embedded and attracted interest from the YJB; whilst we cannot conclusively evidence that this has had a positive impact on rates of offending by LAC young people, this performance has continued to improve. We have undertaken a review of a small number of offences committed by LAC young people placed out of area to consider how we can positively impact upon decision making in these cases and shared this with Social Care colleagues.

We would look to build upon this practice by working with partners to discuss if a similar protocol could be agreed in schools for LAC young people.

THEME 2 - OUTCOMES	YOS STRATEGIC DEVELOPMENT PRIORITY
<b>ACTIONS:</b> <ul style="list-style-type: none"> <li>• Deliver Reducing Reoffending Action Plan</li> <li>• Deliver work programme to ensure the child or young person is at the centre of their assessment and intervention plan</li> <li>• Improve victim satisfaction processes</li> </ul>	<b>Priority 1</b> <b>Priority 2</b> <b>Priority 4</b> <b>Priority 5</b>

### Progress Update:

Following the service's participation in the national Reducing Reoffending Project, we have built upon how we utilise findings to date and continue to incorporate this into our quality assurance processes and ensure young people are receiving the most effective interventions possible.

The YOS continues to review re-offending and consider how we can continue to improve outcomes for young people; this includes identifying areas of unmet needs and areas of risk that other agencies need to address alongside us. We have just agreed a new process to offer voluntary interventions for young people committing Anti-Social Behaviour and will also be reviewing Quality Assurance process in 2017/18.

The recent National Standards Audit confirms the YOS victim service is compliant with service standards. Victims can currently submit their views to the RJ Team verbally or in writing. To further improve practice and processes for victims we will be undertaking a review of methods of feedback from victims.

THEME 3 – WHOLE FAMILY APPROACH	YOS STRATEGIC DEVELOPMENT PRIORITY
<b>ACTIONS:</b> <ul style="list-style-type: none"> <li>• Agree information sharing processes with City Intelligence Hub</li> <li>• Improve referral processes to key partners where additional family needs are identified</li> <li>• Improve delivery of family mediation support within the YOS and with key relevant partners</li> <li>• Continue whole family approach implementation work programme</li> </ul>	<b>Priority 1</b> <b>Priority 2</b> <b>Priority 3</b>

### Progress Update:

As is noted above, critical intelligence sharing is robust in Sunderland. One additional element city wide is the newly developed Early Help offer. The YOS continues to work in a “whole family” approach, for which we were commended in the 2016 Inspection. We have started to develop a joined up approach across Early Help to consider what are the appropriate services to work with young people at risk of offending and exit strategies for families who need continued support at the end of formal Criminal justice interventions. We will monitor the impact of this model.

Further work needs to take place in 2017/18 to consider if the service is able to increase its ability to better recognise opportunities for mediation both internally and with other social care colleagues, for example, to support young people in Children’s Homes as well as within the Prevention team.



THEME 4 – STAFF AND WORKFORCE DEVELOPMENT	YOS STRATEGIC DEVELOPMENT PRIORITY
<b>ACTIONS:</b> <ul style="list-style-type: none"> <li>• Improve Sunderland YOS' approach to being a "learning organisation"</li> <li>• Review reflective practice and how the quality assurance agenda can support staff development</li> <li>• Work with key partners in relation to how YOS staff can integrate into locality working</li> </ul>	<b>Priority 1</b> <b>Priority 2</b> <b>Priority 3</b>

### Progress Update:

The YOS has over the last two years made significant improvements to its quality assurance process with the on-going development of a reflective one-to-one approach between managers and case managers used to review quality of practice. In addition, staff have been engaged in a variety of thematic reviews including Strengthening Families, health and caution quality.

Since the establishment of Together for Children in April 2017 the YOS sits within Early Help as part of a targeted Youth Services Team. This has already allowed for development of a wider offer to young people at risk of Anti-Social Behaviour and offending and greater integration with the delivery of services for 0-19 year olds. This has also begun to be reflected in the development

THEME 5 – RESTORATIVE JUSTICE	YOS STRATEGIC DEVELOPMENT PRIORITY
<b>ACTIONS:</b> <ul style="list-style-type: none"> <li>• Increase direct Restorative Justice opportunities</li> <li>• Work with city partners to identify where YOS can support wider delivery of RJ practice</li> <li>• Maintain RJ training programme</li> </ul>	<b>Priority 1</b> <b>Priority 2</b> <b>Priority 4</b>

### Progress Update:

Sunderland YOS was successful in gaining the Restorative Justice Quality Mark in 2016 and we are committed to ensuring work with victims is of the highest quality. Restorative justice staff have in the last year also delivered workshops at a professionals' conference and also worked in a primary school to advise on restorative approaches

Going forward into 2017/18 we will be offering restorative approaches through Wear Kids for young people referred for Anti-Social or unacceptable behaviour and will be looking to support staff across Early Help understand how restorative approaches can positively impact upon young people .

The agreement of the LAC Protocol will also offer additional direct RJ and mediation support, and further improve the already substantial YOS work with city partners including Northumbria Police.

The YOS continues to deliver, in an efficient way, its statutory requirements for the delivery of Restorative Justice Interventions including Restorative Conferencing.

THEME 6 – LOOKED AFTER CHILDREN	YOS STRATEGIC DEVELOPMENT PRIORITY
<b>ACTIONS:</b> <ul style="list-style-type: none"> <li>• Improve practice in relation to offending within Children's Homes and other settings, i.e. schools, with key partners</li> <li>• Improve outcomes for children who are on the edge of care</li> </ul>	<b>Priority 1</b> <b>Priority 2</b> <b>Priority 3</b> <b>Priority 4</b>

### Progress Update:

Beginning in 2016 work was undertaken on a LAC protocol with social care colleagues and Northumbria Police that will reduce the criminalisation of young people where offences are committed within the children's home setting. This protocol embeds an "out of court " process which allows the YOS to undertake a holistic and partnership assessment for such offences in order to improve decisions and embed a YOS restorative justice offer as an alternative to police intervention for children in care. The YOS continues to offer young people wrap around support where needed to support their engagement and also to support any exit strategies from the service beyond their orders. The LAC protocol commits these same resources from the YOS to Children's Homes and individual young people, offering wrap around support to prevent challenging behaviour or support the young person after an offence. We continue to review incidents where LAC young people enter the Criminal Justice system and we are currently considering how we can better influence decisions for young people in out of area placements. This is not a straightforward process but is important if we are to be assured that all young people are considered for an opportunity for diversion from criminal justice where appropriate.

Alongside this LAC protocol, the YOS also wants to continue to agree a similar approach for other settings, and most critically at this time, for those young people identified as being exploited or at risk of being sexually exploited as we know young people are often criminalised as part of the grooming process. As a long term strategy we would wish to engage partners in a dialogue to consider how we can effectively identify and divert young people at risk from the criminal justice system.

## **Youth Justice Board – Performance Review.**

Sunderland continues to improve performance in relation to FTEs and *performance in reducing reoffending is stabilising* Custody rates were very low in 2016/17 and whilst we have an established history of maintaining low custody rates it is unlikely it will remain as low this year.

## **Changes to Governance and Service Delivery**

As is identified within the Structure and Governance section below, the YOS has not transitioned into a new Children's Services model independent of the Local Authority.

## **Learning from Inspections**

The YOS Partnership is routinely presented with analysis papers and recommendations for action in relation to Inspection Reports and Good Practice Research following their publication. The YOS Management Team proactively reviews good practice and inspection outcomes internally with staff to consider local practice through Team meetings and practice workshops.

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### 3 STRUCTURE AND GOVERNANCE

Since June 2016 the chair of the YOS Board has been the Chief Executive of Together for Children, thereby continuing to effectively support and drive the YOS Partnership in relation to effective services for children and young people.

The YOS Management Board meets on a minimum of four occasions each year.

The annual Youth Justice Plan continues to be considered as an Article 4 plan and as such is scrutinised and approved on an annual basis by the Scrutiny Committee and Cabinet prior to submission to the Youth Justice Board.

The YOS Management Board receive regular financial, performance and safeguarding and practice reports, including updates on audit compliance and inspection themes that may inform or impact service delivery. The YOS continues to be proactive in terms of reviewing best and innovative practice.

Case studies are regularly used at the YOS Board to highlight both positive practice but also barriers in accessing services for young people. These have received positive feedback from Board members. They are presented where possible by the individual case manager which allows Board members to hear at first hand the support being offered to young people in the city. In terms of YOS performance and safeguarding updates, these are provided at every Board meeting.

The YOS management team as a whole contributes to the current Business Plan objectives through attendance at the Children's Safeguarding Board Sub-Groups driving forward work in relation to Learning and Improvement; Missing, Sexually Exploited and Trafficked (MSET); and Serious case reviews. All Safeguarding referrals are quality assured and reviewed. The YOS is also supporting the Safeguarding Board's programme of audits during 2017/18

## 4 RESOURCES AND VALUE FOR MONEY

### 2017/18 Budget

The YOS budget is made up of statutory partner agency funding and in-kind contributions, core government funding from the Youth Justice Board and other grants. The chart below summarises each of the funding sources for the financial year 2017/18

Within this budget, Sunderland will deliver the core statutory youth justice service as set out by the Crime and Disorder Act 1998 and other subsequent legislation.

**B5: YOT Budget / Youth Justice Board Statutory Return July 2017**

<b>AGENCY</b>	<b>Staffing Costs</b> <i>total cost of the secondee to the employer, including on-costs</i>	<b>Payments in kind</b> <i>as defined in guidance</i>	<b>Other Delegated Funds</b> <i>cash contributions from partner agencies to be used at YOS Managers' discretion</i>	<b>TOTAL</b>
Police	93,712			£93,712
Probation	71,814		10,000	£81,814
Health	20,720		130,000	£150,720
Local Authority	474,666	413,070	7,850	£896,486
YJB	610,575		33,298	£643,873
Other				30
<b>TOTAL</b>	<b>£1,271,486.66</b>	<b>£413,970.00</b>	<b>£181,148.00</b>	<b>£1,866,605</b>

## Delivery of Youth Justice in 2017/8

For 2017/18, the YOS has reviewed its internal targets in relation to the three key outcomes of preventing offending, reducing reoffending and use of custody.

The three performance targets therefore are:

### Entering the Youth Justice System (First Time Entrants)

**Outcome Target:** To maintain first time entrants below a rate of 560 per 100,000 of the 10-17 population.

### Reducing Reoffending

**Outcome Target:** To maintain performance on re-offending in line with national expectations.

### Maintaining low levels of custodial sentencing

**Outcome Target:** To maintain custodial sentencing below a rate of **0.35** per 1,000 of the 10 to 17 Sunderland population.

The YOS is confident, based upon its historical performance, that these targets can be achieved.

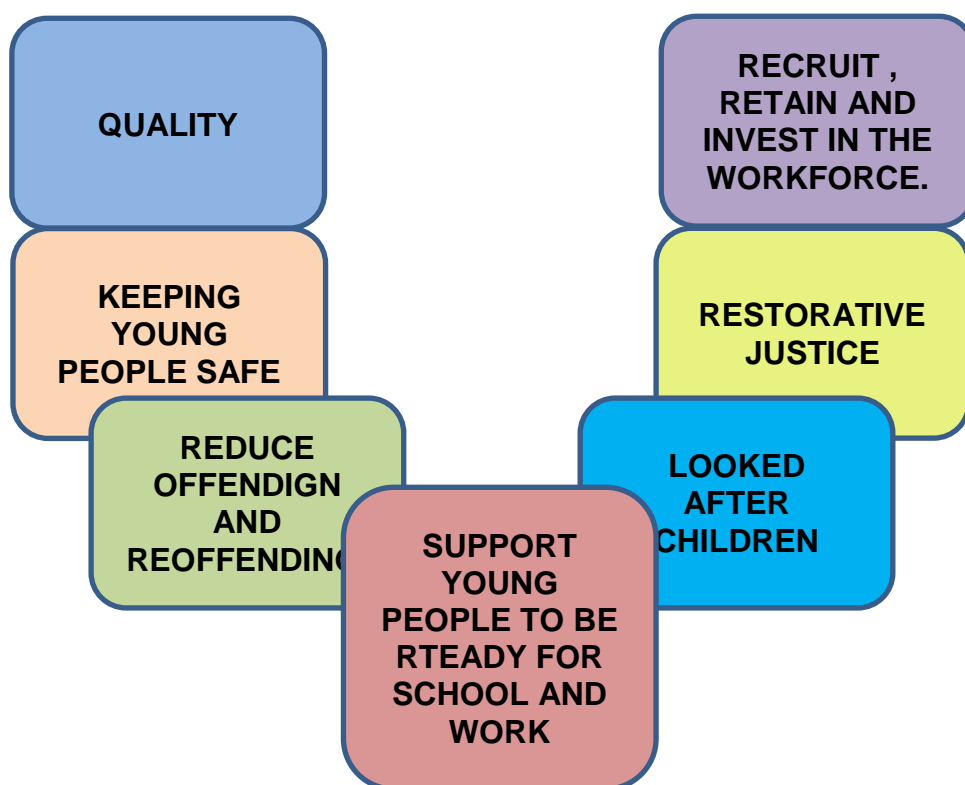
## Service Development Priorities

To ensure that the service effectively responds to local and national priorities in relation to youth justice and wider key strategic agendas, the service will have a focus in the next year on

- 1 - A preventative approach to reducing offending
- 2 - Reducing Reoffending
- 3 - A restorative justice approach
- 4 - Work to reduce NEET

The annual delivery plan for 2017/18 also continues to be designed on a thematic basis, providing a more effective focus for service developments and allow for a cross cutting set of work programmes linked to one or a number of the overarching development priorities.

Sunderland YOS continues to shape its development plans around the following themes.



Within Together for Children, the YOS will support and contribute to the “Early Help” offer in the city for young people and their parents/carers. Annual service development priorities for 2017/18 have been therefore considered within this context and agreed with the YOS Partnership Board. These are included at Appendix A.

### **Workforce and Specialist Resources**

Moving into 2017/18, the YOS headcount has further reduced from 2016/7, but it maintains its core staffing resources in relation to the full-time Staff, multi-agency secondees, (volunteers and sessional staff and is therefore compliant with the minimum staffing requirements set out in the Crime and Disorder Act 1998.

Included within Appendix B is a structure chart for the YOS alongside a table which breaks down staffing by agency, gender and ethnicity. All core YOS staff (with the exception of five practitioners) are trained in elements of restorative justice relevant to their post. All Referral Order Panel volunteer members have been trained in RJ relevant to their roles. The YOS continues to also provide robust supervision, training and management of its sessional workers who support in the delivery of RJ work, advocacy and appropriate adult responsibilities.

The YOS Restorative Justice Team maintains its two accredited practitioners, one of which is also an accredited trainer.



## **YOS Management Board Oversight**

The YOS Management Board maintains oversight of YOS resources through regular reports across the financial year.

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## **5 PARTNERSHIP ARRANGEMENTS**

The multi-agency Sunderland YOS Management Board remains as an identified 'significant partnership' for Sunderland and it also provides the strategic links with other significant partnerships, and their associated strategic plans across children's services, criminal justice and community safety. The YOS Management Board also continues to be linked into the Safer Sunderland Partnership which is the local Community Safety Partnership, by acting as a key delivery group in supporting delivery of the Safer Sunderland Strategy 2008-2023 to ensure that "everyone in Sunderland will be, and feel, safe and secure". The YOS Manager is also a member of the Sunderland Safeguarding Children's Board and YOS Managers contribute to relevant safeguarding sub-committees.

Partnership working has strengthened through 2016/17, particularly with Northumbria Police in relation to the LAC Protocol and the early intervention work around antisocial behaviour. The partnership arrangements in place that support Liaison and Diversion practice have also significantly improved the service's ability to recognise and address the wider health needs of the children and young people it works with. 2017/18 will be a year for the YOS to further embed L&D assessment practice across the whole of the service, and alongside that work to evaluate its success to inform the commissioning agenda going forward to secure health resources in the longer term.

The YOS remains committed to working in partnership with others around the key issues affecting young people today including significant and emerging problems around sexual exploitation, domestic abuse, substance misuse and the prevent agenda.

### **Prevent Agenda**

The YOS supports and is a member of the City Council's Prevent protocol and practice. Relevant staff have been trained in relation to the Prevent agenda.

### **MAPPA**

The YOS continues to utilise MAPPA arrangements to in relation to those young people who pose significant risks within the community.

## Resettlement

The critical needs of young people being resettled into the community continue to be reported within the service's Performance Report for the YOS Management Board and there are robust internal processes that ensure timely and appropriate planning takes place in advance of release. The service has maintained its wrap around advocate staff which support young people on release from custody or at risk of custody.

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## 6 RISKS

### Risks in relation to Youth Justice Outcomes

The YOS continues to maintain good performance across all three indicators.

In terms of critical risks in relation to performance, the service is performing well (as acknowledged by the YJB) in relation to reoffending and custody and a recent improvement in performance for FTEs.

We anticipate we can continue to build on our partnerships across Early Help, Police and ASB team to further impact upon FTEs and ASB as well as deliver out of Court Disposals to a high standard. We are looking to work collaboratively to utilise developments in Out Of Court disposal options such as the use of compensation. In parallel with this, it is anticipated this will also positively impact on LAC offending rates with the implementation of alternative models of dealing with incidents in children's homes. Young people who are looked after who offend has been a particular focus for the service over 2016/17 given the high rates of offending reported over the past three years. The agreement to the LAC Protocol (detailed within the Achievements section of this plan) is expected to make a significant impact on this LAC offending rate and improve partnership arrangements with residential care staff and police to make better decisions for these young people.

The use of custody or remand episodes is not considered a concern within Sunderland. The rate of custody remains very low overall and compares well against national levels.

The YOS maintains its successful relationships with local magistrates and its Intensive Supervision and Surveillance service which offer robust alternatives

to custody and wrap around support. The service provides Court duty officers for weekend cover. These are YOS staff experienced in responding to potential remands as typically out of hours court appearances are a risk area in terms of remands.

There is a clear escalation process through line management to the Head of Service in relation to any young person at risk of custody in order to ensure that where partnership support is needed to avoid remands, this is secured.

The YOS is well embedded in Children's Social Care meeting structures where placements for Looked after Children are agreed and this includes young people remanded so that alternative placements are sourced where needed and appropriate. The YOS is also represented at the regional Resettlement meeting which considers practice.

### **YOS Partnership Risk Register**

The Partnership Risk Register has been reviewed and refreshed for 2016/17 [see Appendix C]. This continues to highlight financial resources, the Charlie Taylor review and the transition of the YOS into the new Community Interest Company in Sunderland as the most pertinent risks to the service.

**SUNDERLAND YOS BOARD MEMBERSHIP**

<b>CHAIR</b>	Karen Davison Director of Early Help, Together for Children	
<b>Statutory Partners</b>	Clinical Commissioning Group	
	Gillian Gibson, Acting Director of Public Health	
	Northumbria Police	
	Karin O'Neill, NPS	
<b>CRC</b>	Martyn Strike, CRC	
<b>Local Authority Partners</b>	Stuart Douglas, Lead Policy Officer for Community Safety	
	Linda Mason, YOS Manager	
	Councillor Louise Farthing	
<b>Court</b>	Gerry Tierney	
<b>Education</b>	Dr Paul Dresser, Sunderland University	
	Virtual Schools Head	

YOS Board members considered and agreed the contents of the YOS Plan at the Partnership Board meeting held on 13<sup>th</sup> September 2017.

ETE	Education, Training and Employment
FTE	First Time Entrants
HO	Home Office
IRS	Intensive Resettlement and Support
ISS	Intensive Supervision and Surveillance
LAC	Looked After Children
LASPO	Legal Aid, Sentencing and Punishment of Offenders (Act)
L&D	Liaison and Diversion
MoJ	Ministry of Justice
RJ	Restorative Justice
YJB	Youth Justice Board
YRO	Youth Rehabilitation Order
YOS	Youth Offending Service
YOT	Youth Offending Team

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## HOW TO CONTACT US

Sunderland Youth Offending Service's base is in the city centre:

Staff and service user base:

176 High Street West  
Sunderland  
SR1 1UP

0191 561 7301

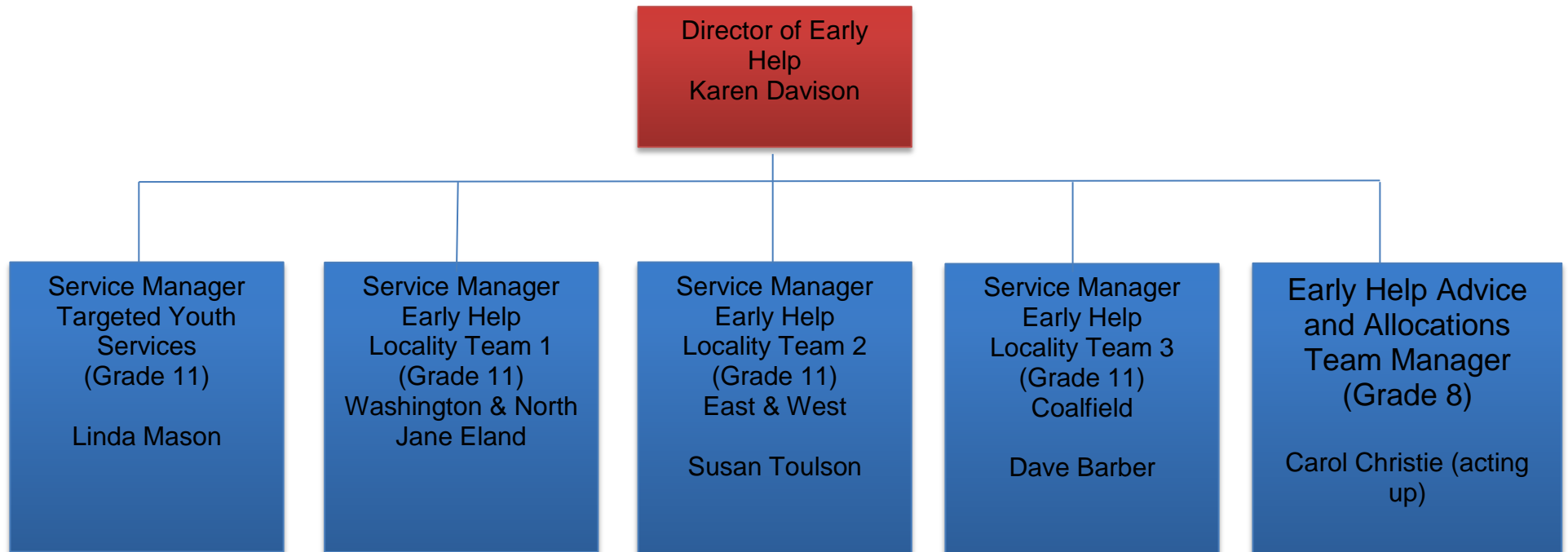
Email: [yos@sunderland.togetherforchildren.org.uk](mailto:yos@sunderland.togetherforchildren.org.uk)

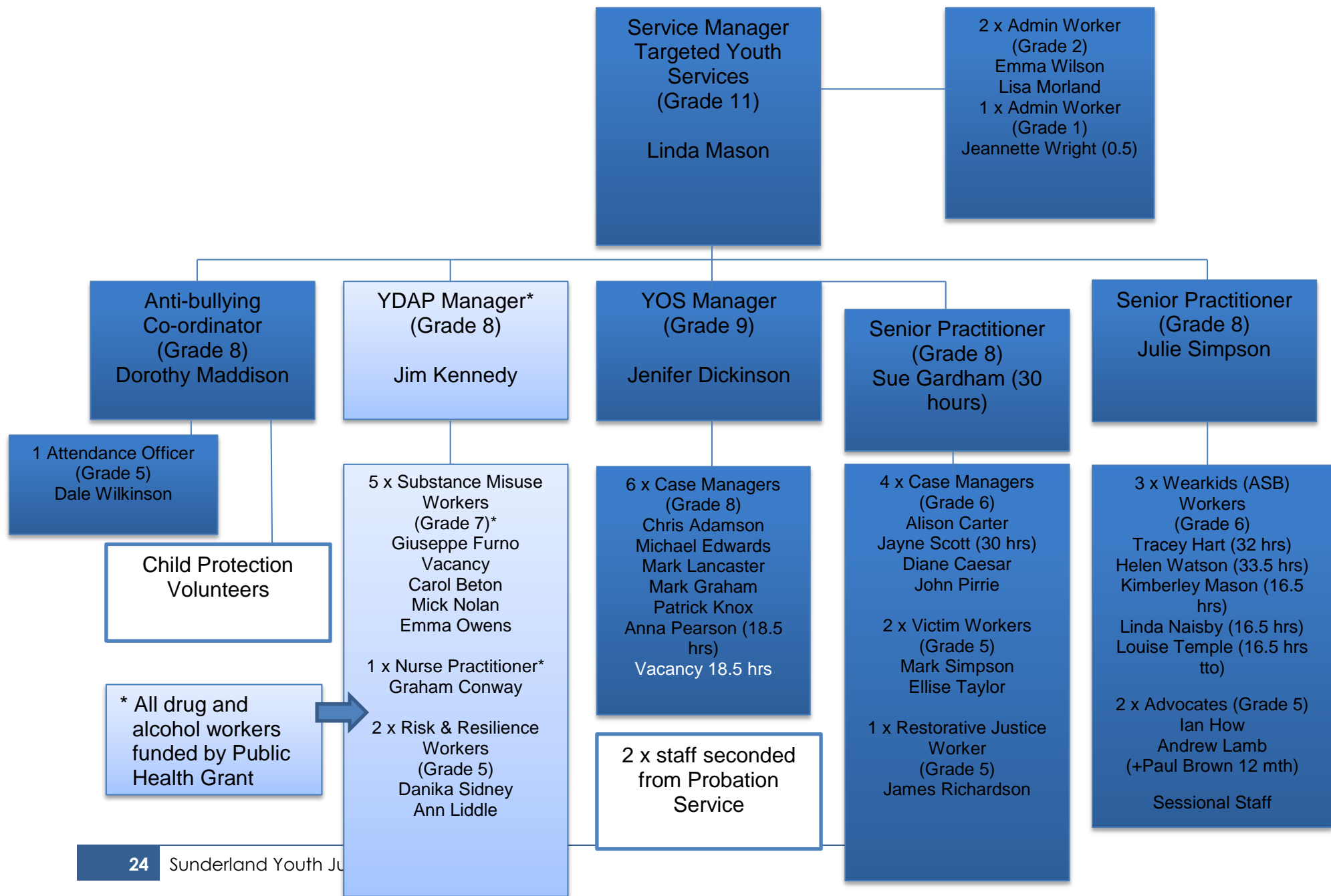
If you would like this document in any other format, please do not hesitate to contact the staff at the base above.

TOGETHER FOR CHILDREN SUNDERLAND

EARLY HELP SERVICE

COMPLETED STRUCTURE



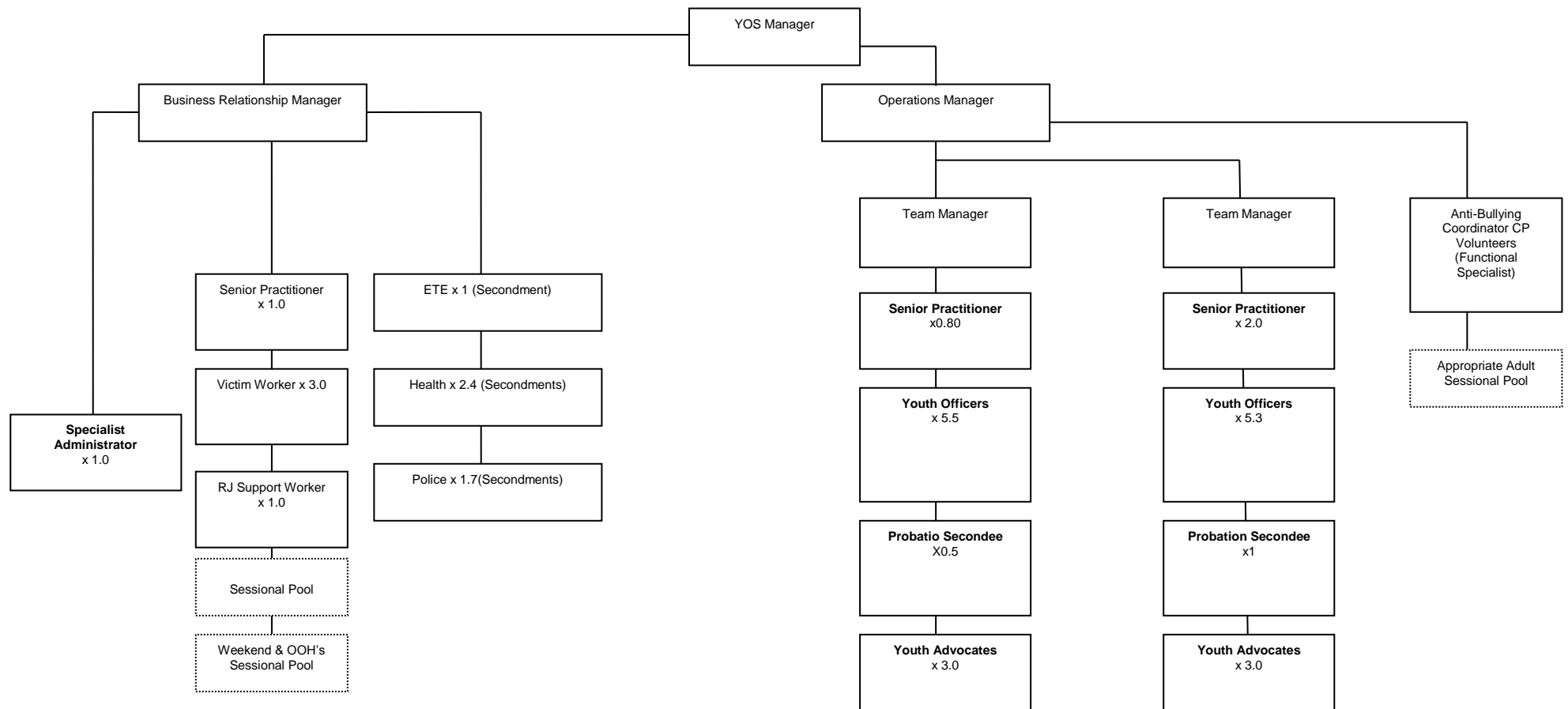




## APPENDIX B – STAFF STRUCTURE AND STAFFING CHART

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		1	0.8	2	4.4	14	0.5	1				23.7
Fixed-term						1			15			16
Outsourced												0
Temporary												0
Vacant					0.5							0.5
Seconded Children's Services												0
Seconded Probation					0.5	1						1.5
Seconded Police					1.8							1.8
Seconded Health (Substance misuse)						0.5						0.5
Seconded Health (Mental health)												0
Seconded Health (Physical health)						0.5						0.5
Seconded Health (Speech/language)												0
Other/Unspecified Seconded Health												0
Seconded Education												0
Seconded Connexions												0
Seconded Other												0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0.8</b>	<b>2</b>	<b>7.2</b>	<b>17</b>	<b>0.5</b>	<b>1</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>44.5</b>
Disabled (self-classified)												0

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	0	3	0	3	21	14	0	6	5	11	0	0	0	0		
White Irish	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other White	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
White & Black Caribbean	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
White & Black African	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
White & Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other Mixed	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Pakistani	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Bangladeshi	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Caribbean	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
African	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chinese	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Any other ethnic group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not known	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>																



## Risk Register

### Risk Likelihood

1 = Unlikely  
2 = Possible  
3 = Likely  
4 = Almost Certain

### Risk Impact

1 = Minor  
2 = Moderate  
3 = Significant  
4 = Critical

Likelihood	4	3	2	1
Negative Impact				
	1	2	3	4

											Last Updated		
ID	Date Identified	Risk Description	Risk Owner	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Time scale	RAG	Date	Progress	Status
	16.6.17	Technical issues with YOS Case Management system and the ICT Infrastructure leading to potential instability in recording and performance reporting	YOS Manager	4	4	12	Escalation made to software supplier at the highest level, jointly with ICT Business Relationship Manager to review issues with the system	LM	End Sept 2017	r			
	31.3.18	Governmental Review (Charlie Taylor Review) could significantly change the future YOT operating model	YOS Manager	3	4	12	Work is ongoing with Early Help to embed model of addressing FTE and NEET's	LM	End March 2018	R			
	131.12.17	Efficiencies has undergone efficiency savings- the staff group remains stable but work is needed to ensure prevention services are well targeted.	YOS Manager	3	3	9	YOS Manager to continue discussions with strategic directors of new Community Interest Company.	LM	End of March 2017	A			
	31.3.17	Future of funding streams in a time of continued austerity remains uncertain.	YOS Manager	4	4	16	YOS Manager to explore funding streams to address identified service priorities from alternative sources	LM	End of March 2017	R			