

Bath and North East Somerset

# Youth Justice Plan 2014 – 2015

Working in partnership to prevent youth offending

**Bath & North East  
Somerset Council**



**NHS**  
*Bath and North East Somerset  
Clinical Commissioning Group*

Working together for health & well-being

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## **1. Introduction**

Multi-agency Youth Offending Teams were established in April 2000 under the Crime and Disorder Act 1998, to work with young people aged 10-17 years who have committed offences. They include staff from a wide range of backgrounds including Police, Health, Social Care, Education and Probation. Youth Offending Teams work in an integrated way alongside other specialists and have key statutory functions, including supervision of young people on Court Orders, giving victims a voice, enabling young people who have offended to re-pay the harm they have caused and strengthening parenting skills. In Bath and North East Somerset, the statutory work is supplemented by a prevention service, Compass, which works on a voluntary basis with children aged 8-17 years who are at high risk of offending and with their families. Additionally, it co-ordinates the Strengthening Families, Strengthening Communities parenting programme for parents and carers across the Authority. The Youth Offending Service is also responsible for safeguarding young people and supporting them to make more positive lifestyle choices, with a particular focus on education, training and employment. A summary of these functions and an organisational chart can be found in the appendices.

The Youth Offending Service has a statutory responsibility to prevent youth offending and, in addition to reviewing outcomes with individuals, it measures success in this using three key national outcomes; reduction in rate of first time entrants, reduction in rate of re-offending and a reduction in the rate of custody. Local performance against these indicators in 2013 - 2014 has continued to be excellent and reported crime and the number of young people within the youth justice system continues to fall, helping to make Bath and North East Somerset a safer area.

In addition to its principal work of preventing youth offending, as part of the wider children's workforce, the Youth Offending Service is committed to the three priority areas identified in the Children and Young People's Plan 2014 -17:

- Children and young people are safe
- Children and young people are healthy
- Children and young people have equal life chances

This annual Youth Justice Plan is written in accordance with the Crime and Disorder Act 1998. It summarises the excellent work undertaken by the Youth Offending Service and its partners in 2013-2014 and, based on self-assessment undertaken within the Service and with the oversight of the Management Board, sets out a work plan for 2014-2015. The work plan includes continuing developments and responses to changes in legislation and national changes in how youth justice services are to be delivered. It outlines actions the service will take locally to continually improve its high quality service to young people and their families and to victims of crime, thereby also contributing to public safety in this area. The plan also draws upon learning from the Protecting Children Thematic Inspection undertaken in B&NES by HMI Probation in October 2013.

## 2. Review of 2013-2014

Throughout 2013 and 2014, the Youth Offending Service has put great emphasis on supporting young people, parents and victims to participate in, and improve the services we offer. We have done this by involving young people in the recruitment and selection of new staff, asking young people and victims to provide feedback and to help to induct new Management Board Members to help them learn about the work of the service. The Compass project has achieved a Gold Charter Mark for listening to young people. The Youth Offending Service has also been involved with two of the Council's 10 in 100 projects, one helping young children to read and the other creating an online magazine for seldom heard young people.

In October 2013, B&NES Youth Offending Service participated in a HMI Probation Thematic Inspection on Protecting Children. Only a small sample of cases were reviewed, but it confirmed that the service was identifying safeguarding issues and making appropriate referrals to Social Care, although there was not always sufficient integration of planning for children with child protection plans who were also known to the Youth Offending Service. Following the Inspection, a Protecting Children Improvement Plan was created and signed off as completed by the Management Board in April 2014. The main achievements of the plan have been improved links with Children's Social Care and greater information gathering in relation to all children subject to Youth Offending Service supervision from other agencies such as Education, Social Care and the Police.

During this year, the service has also undertaken a significant piece of work in upgrading its database to ChildView.

### 2.1 Review of Work Plan 2013-2014

| Actions   | End of Year Position   |
|---|--|
| <b>Priority Area 1: Strategic Development</b>   |  |
| 1. Develop a strategy for the active participation of the Service in the Connecting Families Service's work with troubled families.                               | <p><b>Completed</b></p> <p>An agreement is in place that the YOS will take the lead with some families, as set out in a written protocol. The YOS is contributing to the work with a number of families and B&amp;NES has been able to claim payment by results in respect of reductions in offending.</p>   |
| 2. Promote the Service as a restorative service across the Council's People and Communities Department and with all partners represented on the Management Board. | <p><b>Continuing into next year</b></p> <p>The whole service has had initial training and more is planned, including in restorative conferencing, utilising the YJB grant. The Hull YOS Manager has agreed to speak to local partners about becoming a restorative service. This action now contributes to the wider priorities of the Police and Crime Commissioner</p> |

| <b>Actions</b>   | <b>End of Year Position</b>   |
|--|---|
| 3. Ensure the Service utilises a framework for measuring and reporting outcomes in line with developments across the 11-19 service.  | <b>Continuing into next year</b><br>An Outcomes Based Accountability approach will be used linked to the national indicators. A framework is being developed in readiness for a new Service Level Agreement from September 2014+, with the Youth Justice Plan feeding directly into the new Specification |
| 4. Complete the youth justice component of the Joint Strategic Needs Assessment and use this, together with other thematic work and analysis, to understand where the youth justice partnership can achieve greatest impact.                                     | <b>Continuing into next year</b><br>Preliminary information has been collated but it has yet to be fully analysed   |
| 5. Review the delivery model for youth justice work within the changing context for young people and the Service's statutory partners.   | <b>Continuing into next year</b><br>The Management Board used its development day to identify a number of models which are now being evaluated  |
| 6. Position the Youth Offending Service, including its preventative work, within the wider arrangements for early help and integrated support for young people.  | <b>Continuing into next year</b><br>The YOS is a member of the 11-19 Prevention Service management group, working towards a joint Service Level Agreement. It will be involved in the development of B&NES' Early Help Strategy.  |
| <b>Priority Area 2: Operational Development</b>  |   |
| 1. Ensure that the service has an action plan for the roll-out of the new assessment tool, Asset Plus, and a local change lead in place.   | <b>Completed</b><br>The change lead is the Operational Manager. Initial training requirements have been agreed and fed back to YJB. B&NES will be part of the second cohort, but implementation the dates for this have now changed to 2015   |
| 2. Ensure that protocols with the Avon and Somerset Probation Trust demonstrate effective arrangements for the transfer of young people from youth-based to adult-based services, in community and custodial settings, and reflect the YJB Transitions Framework | <b>Discontinued</b><br>The protocol has been discussed with Probation, revised and agreed by five Youth Offending Services. However, the Probation Trust did not sign it off before the new National Probation Service came into being.   |
| 3. Appoint staff and consolidate the new management structure.   | <b>Completed</b><br>All appointments have been made and the new structure is in place   |

| <b>Actions</b>  | <b>End of Year Position</b>  |
|---|--|
| 4. Establish a new users' group to participate in developing feedback systems on all areas of service delivery.   | <p><b>Continuing to next year</b><br/>           Various methods have been used in 2013/14 to gain feedback from young people, victims and parents. For example, a group of young people met with Panel Members to give feedback on their experiences at Panel Meetings and all victims are offered the opportunity to provide feedback on the services they receive. This work will continue to develop into the next year.</p> |
| 5. Enable the service to continue to develop as a restorative service, including through the peer supervision and support groups and an audit of their efficacy.                | <p><b>Progressing</b><br/>           The peer supervision initiative is continuing, with no direct management input. It will be reviewed at the next YOS Continuing Professional Development morning</p>   |
| 6. Develop the new Speech and Language Therapy resource and staff capacity within the Youth Offending Service.  | <p><b>Completed</b><br/>           0.2 fte continuing resource has been agreed until 2016 and a Therapist is now in post. Further training was provided at a Continuing Professional Development morning in April.</p>   |
| 7. Develop a good practice guide for the Service, drawing on evidence-based practice for preventing offending and safeguarding young people                                     | <p><b>Progressing</b><br/>           Work is underway to create a document with hyperlinks to all national and local guidance. The new ChildView database also has links to all national guidance.</p>   |
| 8. Implement the upgraded data-base, ChildView, ensuring compliance with all Council guidelines.  | <p><b>Completed</b><br/>           ChildView was installed on 7<sup>th</sup> April 2014 and a programme of staff training has been completed.</p>  |
| <b>Priority Area 3: Safeguarding Young People</b>   |  |
| 1. Ensure that the service is working in accordance with the Working Together 2013 guidance for safeguarding young people, including the identification of a safeguarding lead. | <p><b>Completed</b><br/>           Working Together and a subsequent summary have been shared within the YOS. They were addressed in the first YOS Continuing Professional Development morning on 4 September. The safeguarding lead is the Operational Manager. The Protecting Children Plan post the HMI Probation Thematic Inspection has also been implemented.</p>  |

| Actions   | End of Year Position  |
|---|---|
| 2. Work with partners to introduce a framework for supporting young people at high risk, including risk of sexual exploitation.   | <p><b>Completed</b><br/>The Risk Management Review Panel has been established and has discussed young people known to the YOS. The 11-19 Prevention Manager is one of the co-chairs. Staff have been briefed on the changes and have been involved in joint referrals to this panel with Children's Social Care.</p>  |
| 3. Increase the number of fathers receiving parenting interventions, drawing on the learning from the Local Safeguarding Children Board's "Celebrating Fatherhood" campaign.  | <p><b>Completed</b><br/>Work has been completed with the YOS parenting worker to target interventions towards fathers. With all referrals to parenting worker, where the father's whereabouts are known, they have been contacted by her. As of March 2014, 50% of parenting interventions delivered by the YOS parenting worker include direct work to fathers.</p>  |
| 4. With neighbouring Youth Offending Service and Police colleagues, plan arrangements for keeping young people safe, including the provision of an integrated Appropriate Adult Service, within the new merging custody facilities. | <p><b>Completed</b><br/>Collaboration with Bristol and South Gloucestershire has been agreed and arrangements are on course for implementation from September 2014 when the new Custody Suite opens.</p>  |
| 5. Complete work to achieve the Bronze Level Charter Mark for hearing young people's voice in the statutory work of the Youth Offending Service.  | <p><b>Discontinued</b><br/>Evidence has been collated, but it was not be possible to achieve the award within the available timescale. The YOS is continuing to actively involve young people in staff recruitment and feedback about the service.</p>  |
| 6. Complete work to achieve the Gold Level Charter Mark for hearing young people's voice in the preventative work of the Youth Offending Service.   | <p><b>Completed</b><br/>Compass was the last team to achieve this award under the last participation commission. Compass children are now involved in staff development, contributing directly to staff PDRs and new staff induction programmes. We now have quarterly participation meetings to listen to children's views for service planning. We have also produced a leaflet designed by children for other children telling them about Compass. We actively encourage our children to attend wider Council meetings, such as the Young People's Equalities meeting so their voice is heard.</p> |

| Actions   | End of Year Position  |
|---|---|
| <b>Priority Area 4: Reducing the rate of First Time Entrants (National impact indicator)</b>  |   |
| 1. Ensure young people have information about the new Out of Courts disposals system, including by designing and sharing a web-based leaflet.   | <b>Completed</b><br>Staff contributed to the development of an Avon and Somerset wide leaflet for young people  |
| 2. Work with Police involved with Impact to identify vulnerable young people and refer them into suitable crime prevention projects.  | <b>Progressing</b><br>The first cohort of 10 young people identified – we are now working with Police to identify PCSOs to promote referral to crime prevention projects  |
| 3. Work with the Integrated Working Team to heighten the understanding and recognition of all staff in child-centred roles of the crime-related risk and protective factors.  | <b>Progressing</b><br>The Integrated Working Team staff have provided training for the Youth Offending Service. The Operational Manager meets with Social Care Team Managers and the YOS participates in the Children's Service staff induction programme. An on-going action is to explore YOS staff attending a CFAIT team meeting. |
| 4. Work with the Avon and Somerset Probation Trust to identify children of adults under Probation supervision who could be referred to Compass.   | <b>To be carried over</b><br>Plans were in place to meet with Senior Probation Officer linked to YOS however, given transforming the rehabilitation agenda, we have been advised to approach the new service in July to achieve this objective.   |
| 5. Review the use of team-around-the-child meetings for children and young people at risk of offending to demonstrate integrated and joint outcome measures with partners, particularly health and education.       | <b>Completed</b><br>The Senior Practitioner has reviewed use of integrated meetings and processes within Compass, which has led to their use on a consistent basis, and monitors their use with the team. Team Around Child processes are also used widely in the YOS's statutory work.   |
| 6. Work with the seconded nurse to establish and evaluate a system for provision of targeted interventions for all 11-12 year olds who are of an unhealthy weight and make sure they are signposted to Change4Life. | <b>Completed</b><br>The Youth Offending Service nurse screens young people for health needs. This has led to referrals to and engagement with the Change4Life programme, including 11-12 year olds.   |
| 7. With the Preventions Commissioner, support commissioning of a new prevention project.  | <b>Completed</b><br>The commissioning process is complete and Mentoring Plus has been selected.   |



| Actions  | End of Year Position  |
|--|---|
| <b>Priority Area 5: Reducing the rate of Re-offending (National Impact Indicator)</b>  |   |
| 1. Ensure that intervention plans are specific, sequenced and appropriately reviewed to enable all offending related needs to be met and offending to reduce.  | <b>Completed</b><br>Initial audit and feedback to staff has established good practice and areas for development. Now a regular process.   |
| 2. Fully refresh the first appointment guidelines by establishing a working group to design “packs” which are consistently delivered, explained to and understood by all young people attending the Youth Offending Service.   | <b>Completed</b><br>First appointment packs have been re-designed and are being used with all young people on new Court orders.   |
| 3. Deliver YJB training on facilitating restorative justice meetings to Community Panel Members and YOS practitioners, in line with the Restorative Justice Council’s National Occupational Standards and Best Practice Guidance for Restorative Practice.                                     | <b>Completed</b><br>Training was led by Lena Higginson and Sally Burton. This has led to an increased awareness of Restorative Justice within the team and some direct Restorative Justice work undertaken with victims.  |
| 4. With partners, primarily Schools/Colleges and the Youth Service, provide information sessions for young people on the impact and consequences for victims and young people of knife crime.  | <b>Completed</b><br>YOS practitioners, including a YOS Police Officer, worked with staff at Southside Youth Hub to provide workshops for young people and parents   |
| 5. Ensure that all children and young people entering the preventions service or subject to Out of Court disposals who are living in a home where domestic violence takes place have an appropriate, targeted intervention which is reflected in their assessment and their intervention plan. | <b>Completed</b><br>Partnership and Interventions Manager met with Freedom Project and Off The Record in December 2013 - information regarding respective projects circulated to whole Youth Offending Service including Compass. On-going plans to invite speakers from these projects to YOS team meeting in 2014. Case by case discussions held in supervision and risk and vulnerability meetings at YOS, and appropriate interventions/referrals in place. |
| 6. With young people and community panel members, establish a quarterly process for reviewing and evaluating interventions used to reduce offending behaviour and develop a young person-centred process for preparing feedback for Referral Order reviews and final panels.                   | <b>Progressing</b><br>Young people and volunteer panel members have met to record feedback about how Panel Meetings are working. Subsequent meetings are being arranged to continue this process.   |

| <b>Actions</b>   | <b>End of Year Position</b>   |
|--|---|
| 7. Ensure that whenever young people end their statutory contact, their final team-around-the-child meeting considers the need for appropriate exit plans or refers them to the Interface Panel, including young people at high risk of harm.  | <b>Completed</b><br>All cases that come to an end have an exit strategy.  |
| 8. Develop the framework for the Youth Offending Service working in a preventative capacity with young people who have already been subject to a youth justice substantive outcome.  | <b>Progressing</b><br>In all cases where statutory intervention is ending, a review is undertaken about whether there is an on-going role on a voluntary basis for the Youth Offending Service. In particular for Out of Court Disposal cases, case managers are ensuring that there is Team Around Child process in place before the intervention is ended.  |
| <b>Priority Area 6: Reducing the rate of Custody (National Transparency Indicator)</b>   |   |
| 1. Develop the use of the Custody Review Panel to identify which young people at risk of custody will benefit from additional support paid by the remands allocation to support interventions to prevent remands to custody. (Based on a Thematic Inspection recommendation).  | <b>Completed</b><br>The principle has been established and work is underway. The Panel reviews use of the budget at its quarterly meetings.   |
| 2. Deliver a workshop with the Youth Offending Service, Children's Social Care and the Independent Reviewing Service to ensure knowledge is disseminated on the single remand framework.   | <b>Progressing</b><br>A workshop was planned and booked for May 2014, but has been postponed until September 2014   |
| 3. Establish working relationships with key staff in the newly designated custodial facilities for young people from Bath and North East Somerset and provide information to affected young people and families, Social Care staff and Independent Reviewing Officers to facilitate contact and participate in plans for resettlement. | <b>Progressing</b><br>We successfully challenged the designation of HMP&YOI Feltham for local young people sentenced to custody and it has been changed to HMYOI Parc. Neither of the young people sentenced to custody or those securely remanded this year have gone to Youth Offender Institutions. Very positive relationships have been maintained with Vinney Green Secure Children's Home and the service is now developing its working relationship with HMYOI Parc |

## 2.2 Performance against the three National Outcome Indicators

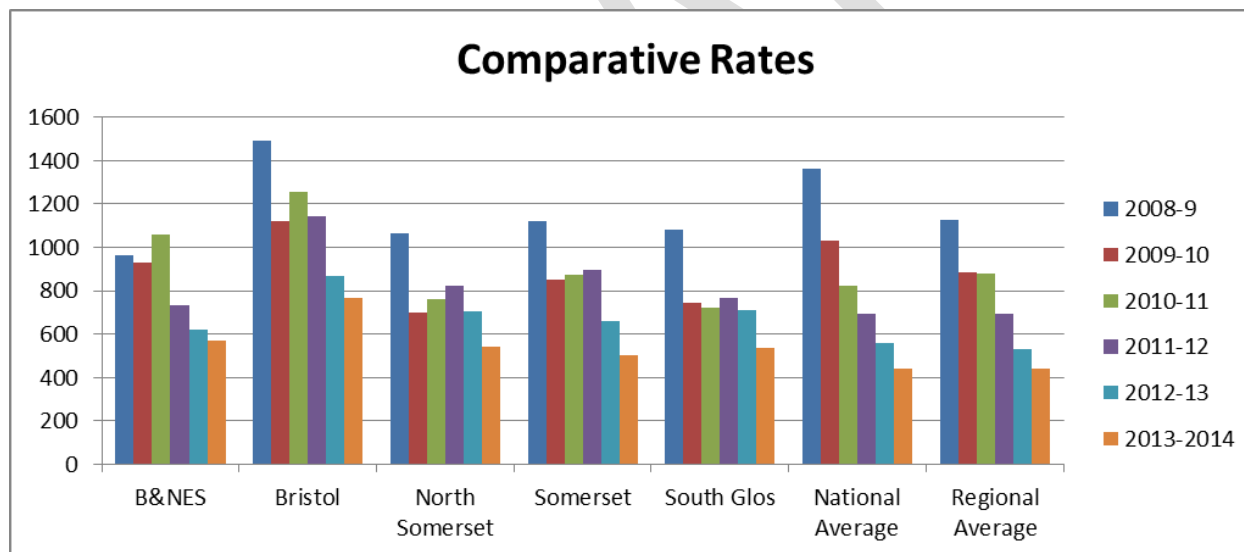
### 1. Reduce the rate of first time entrants to the youth justice system

This performance measure helps understanding of how effective the local area has been in supporting young people not to offend and enter the youth justice system for the first time. It is shown as a rate of young people per 100,000 in the general population of 10-17 year olds who received their first substantive outcome (a Police Reprimand or Final Warning following admission of an offence, or a conviction in Court), to enable comparisons to be made. Police Reprimands and Final Warnings were abolished under the Legal Aid, Sentencing and Punishment of Offenders Act and so in future, this measure will address those receiving Youth Cautions and Youth Conditional Cautions.

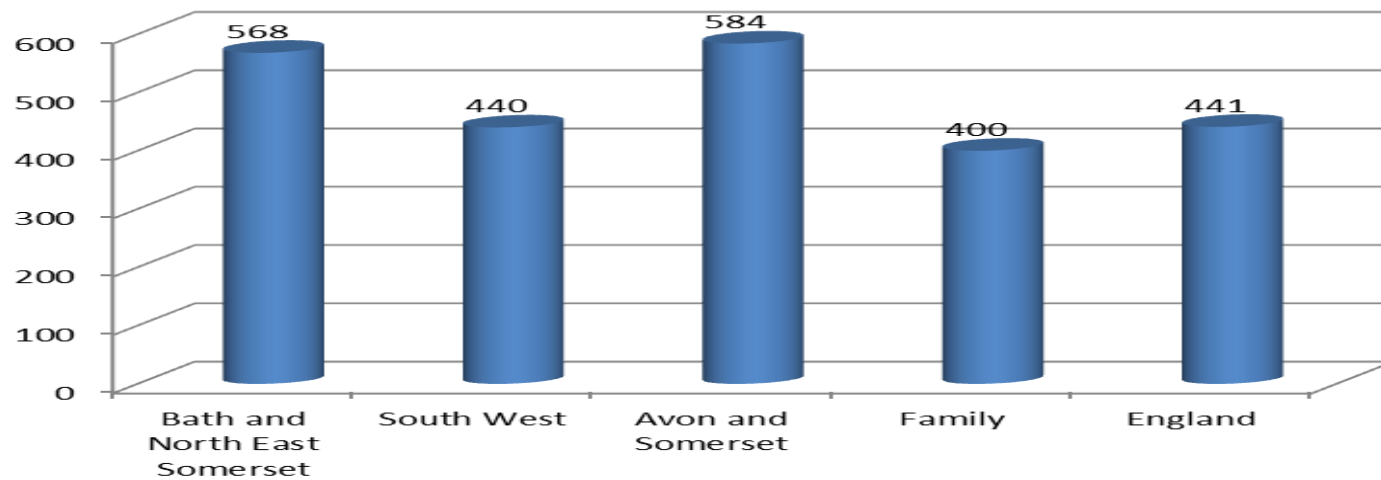
Data is taken from the Police National Computer and is published in rolling full years for the twelve month periods ending March, July, September and December each year. Local performance is continuing to improve, but at a slower rate than comparators and the relative rate of first time entrants remains stubbornly higher than all comparators apart from Avon and Somerset. Nevertheless, the number of young people entering the youth justice system for the first time has reduced by more than half in the last five years. The local target is for a further 10% reduction.

|   | <i>Bath and North<br/>East Somerset</i> | <i>South West</i> | <i>'Family'<br/>comparator group</i> | <i>England</i> |
|---|---|-------------------|--------------------------------------|----------------|
| <b><u>First time entrant rate per 100,000 of local population aged 10-17</u></b><br>(Source: Youth Justice Board) |   |                   |                                      |                |
| <i>January 2013 - December 2013 (latest period)</i>   | 568                                     | 440               | 400                                  | 411            |
| <i>April 2012 – March 2013</i>  | 618                                     | 561               | 430                                  | 528            |
| <i>Percentage change from selected baseline</i>   | -8.1%                                   | -21.6%            | -7.0%                                | -16.5%         |

| Date range for the last five years | Number of young people entering the youth justice system for the first time |
|------------------------------------|---|
| April 2008 – March 2009            | 179   |
| April 2009 – March 2010            | 150   |
| April 2010 – March 2011            | 167   |
| April 2011 – March 2012            | 114   |
| April 2012 – March 2013            | 88  |
| April 2013 – March 2014            | 80  |



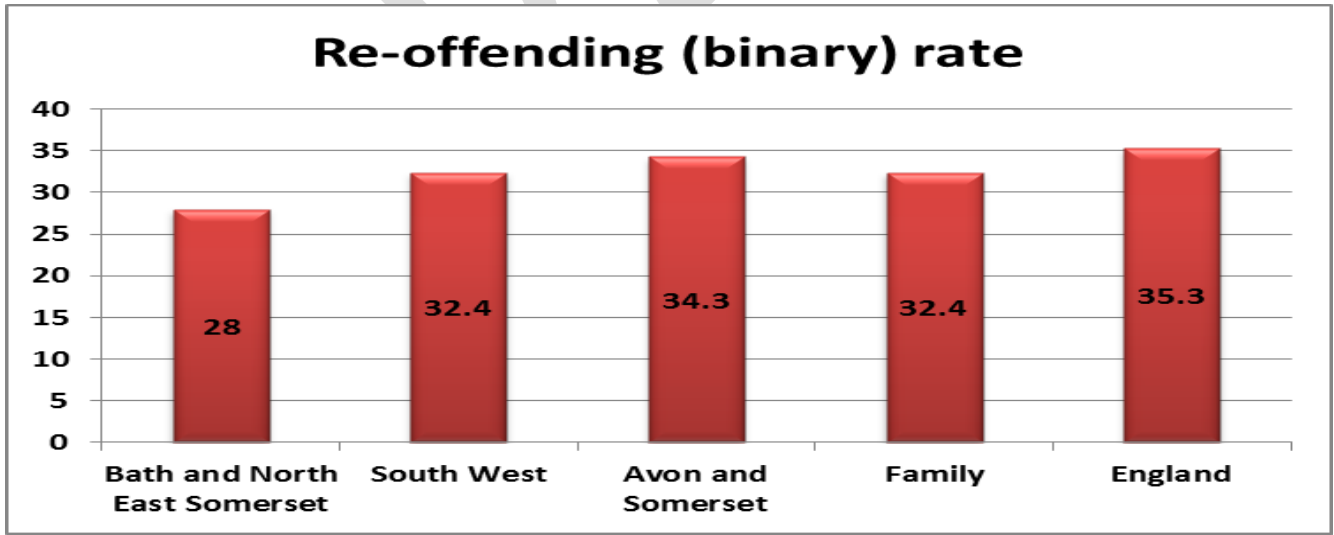
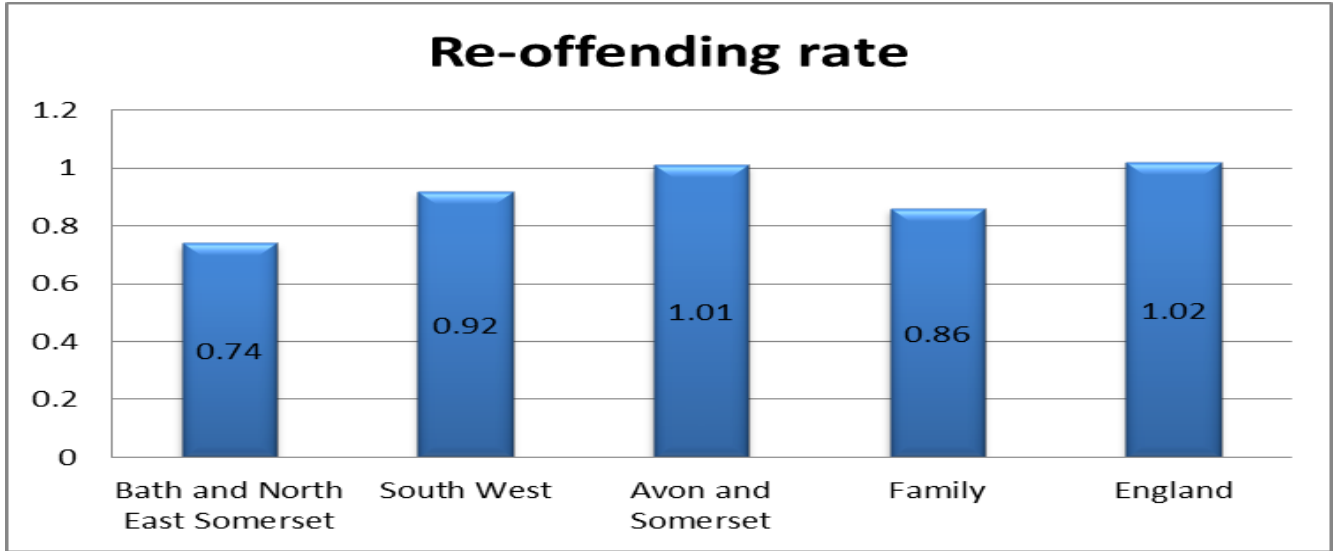
### Rate of First Time Entrants



## 2. Reduce the rate of re-offending

This performance measure helps understanding of the effectiveness of the youth justice system in supporting young people who have previously offended to avoid re-offending. It is a quarterly rolling measure of the rate of re-offending after twelve months of a cohort of young people who received a Caution or Conditional Caution or a sentence in Court or were released from custody. The data is taken from the Police National Computer and published as a frequency rate (the average number of re-offences per 100 young people) and as binary information (a count of the number of young people who re-offended, expressed as a percentage of the cohort). The local rate continues to reduce and is much lower (better) than all comparators. The local target for re-offending for 2014-2015 is a reduction to 27%.

|   | <b>Bath and North<br/>East Somerset</b> | <b>South West</b> | <b>'Family'<br/>comparator<br/>group</b> | <b>England</b> |
|---|---|-------------------|--|----------------|
| <b><u>Re-offending rates after 12 months</u></b><br>(Source: Youth Justice Board)   |   |                   |  |                |
| <b><i>Average frequency of re-offending per 100 young people in the cohort of young people dealt with in the youth justice system between July 2011 – June 2012</i></b>   | 0.74                                    | 0.92              | 0.86                                     | 1.02           |
| <b><i>Average frequency of re-offending per 100 young people in the cohort of young people dealt with in the youth justice system between April 2011 – March 2012</i></b> | 0.74                                    | 0.93              | 0.86                                     | 1.02           |
| <b><i>Change from selected baseline</i></b>   | 0.00                                    | -0.01             | 0.00                                     | 0.00           |
| <b><i>Binary rate: percentage of young people dealt with in the youth justice system between July 2011 and June 2012 who re-offended</i></b>                              | 28%                                     | 32.4%             | 32.4%                                    | 35.3%          |
| <b><i>Binary rate: percentage of young people dealt with in the youth justice system between April 2011 and March 2012 who re-offended</i></b>                            | 28.6%                                   | 33%               | 32.7%                                    | 35.4%          |
| <b><i>Percentage point change from selected baseline</i></b>  | -0.06%                                  | -0.6%             | -0.4%                                    | -0.1%          |



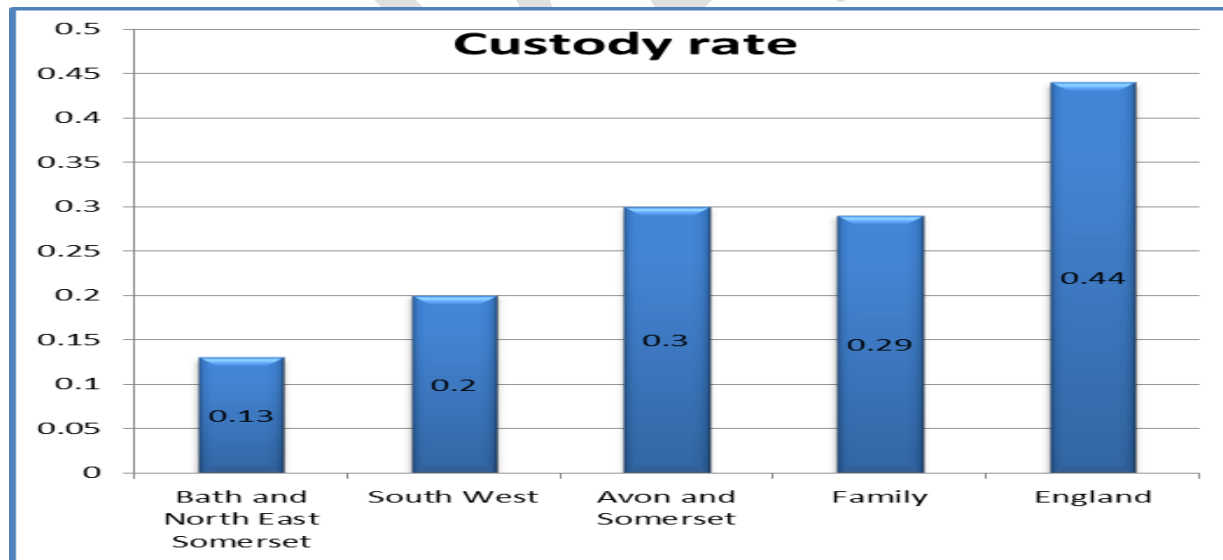
## Reduce the rate of custodial sentences

The third performance measure relates to the use made of custody as a sentencing option. Any Court's decision to sentence a child or young person to custody for a serious offence is not taken lightly and is avoided wherever they can be safely supported to remain within the community. The table below shows the marked Indicator is of the rate of custodial sentences per 1,000 young people aged 10-17 in the general population. The tables below shows that the local rate of custodial sentencing remains lower than all comparators and shows greater improvement in the last three years than local comparators. The local target for Custody for 2014/2015 is a reduction to 0.10.

### Use of Custody rate per 1,000 young people in the population aged 10-17

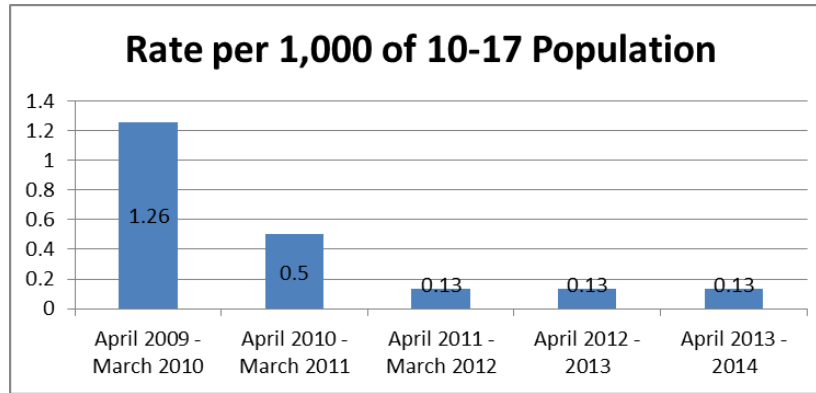
(Source: Youth Justice Board)

|                               | <i>Bath and North East Somerset</i> | <i>South West</i> | <i>YOT comparison group selected*</i> | <i>England</i> |
|-------------------------------|-------------------------------------|-------------------|---------------------------------------|----------------|
| <i>April 2012– March 2013</i> | 0.13                                | 0.27              | 0.86                                  | 0.55           |
| <i>April 2011– March 2012</i> | 0.13                                | 0.36              | 1.06                                  | 0.82           |
| <i>Change</i>                 | -0.00                               | -0.19             | -0.20                                 | -0.27          |





| Date range for the last five years | Number of occasions on which a young person was sentenced to custody |
|------------------------------------|--|
| April 2009 – March 2010            | 20   |
| April 2010 – March 2011            | 8  |
| April 2011 – March 2012            | 2  |
| April 2012 – March 2013            | 2  |
| April 2013 – March 2014            | 2  |



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### **3. The Context for Youth Justice**

Wider changes in government policy impact upon the Youth Offending Service and the young people it works with and are incorporated into planning, policies and procedures. The following are the most significant changes impacting on the Service in the year ahead.

#### **3.1 Avon and Somerset Constabulary Police and Crime Plan 2013 – 2017**

The Police and Crime Plan for Bath and North East Somerset sets out the priorities of the service based on views of people living in the area. The four key priorities are:

- Reduce the impact that anti-social behaviour has in our communities
- Prevent and Reduce Burglary and fear of burglary in your area
- Tackle domestic and sexual violence, particularly towards women and children
- Ensure victims are at the heart of the criminal justice system

Other priorities include early intervention and prevention, better co-ordinating and integrating local services, building strong relationships and improving road safety and providing a visible and accessible service.

#### **3.2 Avon and Somerset Constabulary Operating Model 2014**

To meet budget cuts and make service improvements, Avon and Somerset Constabulary have reshaped their service with the introduction of the new Operating Model. The principles of the model are being 'Better for the Public', 'Simpler for Staff' and 'Value to the Organisation'. The document states that 'High-risk young offenders will be managed by IMPACT officers embedded in the Youth Offending Team and young people involved in street crime will be managed by IRiS.' Therefore, into 2014 -2015, the Youth Offending Service will need to negotiate the reviewed role of the seconded Police Officers, to ensure a continued high quality service for young people and victims.

#### **3.3 Transforming Rehabilitation**

Throughout 2014/15, the Government plans to change the way in which offenders are managed in the community in order to reduce reoffending rates. These changes are under the umbrella heading of 'Transforming Rehabilitation' and include the creation of a new public sector National Probation Service (NPS), working to protect the public and building upon the expertise and professionalism which are already in place. The Transforming Rehabilitation agenda will also open up the market to a diverse range of new Community Rehabilitation Companies to supervise low and medium risk offenders aged 18 and above. New payment incentives for market providers to focus on reforming offenders will be introduced, so they will only receive full payment for reductions in reoffending. The Youth Offending Service will therefore need to establish links with the new National Probation Service and Community Rehabilitation Companies in terms of transitions for 18 year olds and consider whether it is appropriate to bid as part of a wider consortium for a sub-contract to undertake some of this work. This is one of the possible future models for delivery.

### **3.4 Establishment of a Targeted Youth Support Service in Bath and North East Somerset**

In 2014, The Connexions Service, previously provided by Learning Partnership West, has been brought into local authority management alongside the Youth Offending Service. The Connexions Service and the Youth Service are being integrated to create a single targeted youth support service. As a consequence, the Youth Offending Service will no longer have a dedicated Connexions Personal Adviser and will, instead, receive regular consultancy to support its work with young people.

### **3.5 The Children and Families Act 2014 including the Special Educational Need and Disability Reforms**

The Children and Families Act includes clauses on special education needs (SEN) which aim to reform the SEN system. The clauses include the duty on local authorities to draw up Education, Health and Care plans and to set out a 'local offer' of services available to parents and young people. Young people will be able to receive SEN support until they are 25 years old.

### **3.6 Youth Justice Changes**

Throughout 2014, there are anticipated changes to service delivery for Youth Offending Services in a number of key areas. Firstly, they will be required to supervise a young person on a licence or notice of supervision if they turn 18 while in custody. Secondly, the delivery of the Unpaid Work Requirement will be transferred to Youth Offending Teams from June 2014. This means that the Youth Offending Service will need to strengthen the placements where young people can complete unpaid work and ensure staff and partners are briefed of the changes. Thirdly, the responsibility of Junior Attendance Centres is moving from the Ministry of Justice to the Youth Justice Board in 2014 and then on to Local Authorities into 2015. The impact of this in B&NES may be slight due to the limited use of Attendance Centre Requirements, but this does present an opportunity to review provision and make it more accessible.

### **3.7 Appropriate Adult Service**

Between July and September 2014, new custody suites will open in Patchway, South Gloucestershire and in Keynsham. All adults and young people needing to be processed through a custody suite in Bristol, South Gloucestershire and B&NES will be dealt with at the new police stations. To ensure a robust Appropriate Adult Service is maintained, Bristol, South Gloucestershire and B&NES Youth Offending Services are collaborating to provide a single Appropriate Adult Service. The scheme will be jointly funded but solely managed by Bristol Youth Offending Service. B&NES' Youth Offending Service will remain part of a steering group to oversee this service.

### **3.8 Introduction of Asset Plus**

The introduction of a new Youth Justice Board approved assessment tool will now take place in the latter half of 2015. Asset Plus has been designed to provide a holistic end to end assessment and intervention plan, allowing one record to follow a young person throughout their time in the youth justice system. With a renewed focus on the professional judgement of practitioners, Asset Plus will enable better focussed intervention plans to provide improved outcomes for young people currently in the system and those at risk of entering.

### **3.9 The Secure Estate**

The Court catchment for young people going to a Youth Offender Institution from Bath Youth Court has been changed from YOI Feltham to YOI Parc in Bridgend, Wales. This is a positive development and, if a young person is sentenced to go to custody and placed in a Young Offender Institution, it will enable families to visit more easily.

### **3.10 Troubled Families Initiative (TFI)**

The government states that 'Troubled Families' are those that have problems and cause problems to the community around them, putting high costs on the public sector. The TFI is a programme which initially aimed to work with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015, to ensure the children in these families have the chance of a better life, and at the same time bring down the cost to the taxpayer. The programme targets non-attendance at school, offending and anti-social behaviour and worklessness. The national programme has been extended for a further 3 years. In B&NES, the TFI is predominantly being delivered by a new Connecting Families Team. Other already established teams who work with children and families, such as the Youth Offending Service are part of a matrix team to also work with some of the identified families. For the Youth Offending Service and Compass, this means that with young people involved with the service who are identified as being part of a 'Troubled Family', we will widen our scope to work with the whole family, rather than one young person within it.

### **3.11 National Standards Monitoring**

National Standards (NS) were first introduced to youth justice services in 2000, with the most recent edition of NS for Youth Offending Services being published in 2013. In 2014, the National Standards Audit is to be re-introduced by the YJB. The NS Audit will take place in two parts, firstly by a data extract from the YOS database ChildView and secondly by a qualitative self-audit of cases. The first year's data extraction will include monitoring Contact Frequency, Breach Compliance and Referral Order timeliness. The qualitative self-audit will not be prescribed by the YJB but will need to be submitted by 19<sup>th</sup> September 2014. It will also need to cover first tier, community orders and custody orders totalling 20% of live cases and consider equality in each of the yearly audits.

### **3.12 Education**

A key role of the YOS in working with young people to prevent their offending and reoffending is to advocate and broker access to ETE both strategically and on behalf of individual young people. The importance of this intervention cannot be overestimated as participation in school and college and attainment of work-related skills are major protective factors in offending and reoffending. The YOS employs an Education Worker to monitor attendance and engagement with ETE and to work directly with young people and parents/ carers where there are issues affecting engagement, progress or quality of provision.

## **4. Plan for 2014-2015**

### **4.1 Governance, Leadership and Partnership Arrangements**

Bath and North East Somerset Council, as the relevant Local Authority, is the lead partner for youth justice. It has the primary responsibility to the Secretary of State for ensuring that the Youth Offending Service fulfils requirements and delivers services required under the Crime and Disorder Act 1998, and any subsequent criminal justice legislation and that it meets the requirements of all relevant legislation applicable to young people. The statutory partners (Social Care, Police, Probation, Education and Health) have a duty to ensure that, through the provision of resources and other support, statutory requirements are met.

Governance of the Youth Offending Service rests with the Community Safety Partnership's Responsible Authorities Group, and immediate oversight and accountability is provided by the Youth Offending Service Management Board, with representation from the key statutory partners. The Board, currently chaired by the Head of Service at Oxford Health NHS Trust has a Partnership Agreement in place, setting out its responsibilities for the strategic direction, resourcing and operational delivery of youth justice services. Membership of the Youth Offending Service Management Board has recently been reviewed and new members invited, including representatives from the Police and Crime Commissioner's Office, the Children and Young People's Commissioning Team, the Youth Justice Board and the local Councillor with responsibility for children and young people's services who also represents the Youth Offending Service's interests at the Children's Trust Board and at the Health and Wellbeing Board.

This Youth Justice Plan will be monitored by the Youth Offending Service Management Board, which meets quarterly and there will continue to be a level of support and oversight from the Youth Justice Board. The Youth Offending Service is managed within the People and Communities Department and is part of the Preventative Services Division. Strategic responsibility for the Youth Offending Service is allocated to the 11-19 Prevention Service Manager who is also responsible for the new targeted youth support service and the Hospital Education and Reintegration Service. The Operational Manager has oversight of all services delivered and is supported by the Partnership and Intervention Manager and a part-time Senior Practitioner. The wider staff structure can be found summarised in an organisational chart in the appendices.

The Youth Offending Service is very well established within the Authority and makes a substantial contribution to the work of a range of other partnerships and work streams. It regards these as opportunities to learn and share good practice and to influence other strategies to ensure they take account of the interests of young people at risk of offending and re-offending, their parents/carers and victims. Relationships with other key partner agencies within the Authority and across Avon and Somerset are set out in written protocols which are regularly reviewed and updated.

All plans delivered within the Local Authority sit beneath the Public Services Board. Key plans relating to the work of the Youth Offending Service are listed below:

## Members of the Youth Offending Service Management Board

The work of the Board is supported by Claire Barnett (administration), Sarah Howell (accounts) and Carla Cooper (Operational Manager)

| Member                     | Role and Agency Represented   |
|----------------------------|---|
| Michelle Maguire – Chair   | Head of Service, Oxford Health NHS Foundation Trust   |
| Mike Bowden – Deputy Chair | Deputy Director, Children and Young People’s Strategy and Commissioning, Bath and North East Somerset Council           |
| Philip Jones               | Detective Chief Inspector – Avon and Somerset Constabulary  |
| Richard Baldwin            | Divisional Director, Children and Young People’s Specialist and Targeted Services, Bath and North East Somerset Council |
| To be confirmed            | National Probation Service  |
| Dine Romero                | Cabinet Lead for Early Years, Children and Youth, Bath and North East Somerset Council                                  |
| Deborah Forward            | Senior Commissioning Manager, Bath and North East Somerset Council  |
| Amy Hurst                  | Youth Champion and Health and Wellbeing Officer, Avon and Somerset Police and Crime Commissioner’s Office               |
| Pauline Kinton             | South West Local Performance Adviser, Youth Justice Board for England and Wales   |
| Sally Churchyard           | 11-19 Prevention Service Manager, Bath and North East Somerset Council  |

The following local strategies and plans are directly relevant to work with young people at risk of offending and re-offending, setting the wider policy context.

**(a) Children and Young People's Plan 2014 - 2017**

This plan, as with previous Children and Young People's plans, sets out the vision and priorities that B&NES has for children and young people. The plan has retained the vision from the previous plan that "We want all children and young people to enjoy childhood and be well prepared for adult life" as this statement still underpins the commitment to the Children and Young People of Bath and North East Somerset. Following consultation with partner agencies, children, young people and parents/carers, the Plan includes three key outcomes that will be prioritised between 2014- 2017:

- Children and young people are safe
- Children and young people are healthy
- Children and young people have equal life chances

The Plan states that Bath and North East Somerset will continue to offer support to young people who offend or who at risk of offending.

**(b) Reducing Re-Offending Strategy**

The Community Safety Strategy incorporates the Reducing Offending Strategy which outlines the wider plan to reduce offending and cut crime in Bath and North East Somerset. The Youth Offending Service leads on the Children and Young People's pathway within this Strategy. It is also a partner with the multi-agency integrated offender management team known locally as Impact which manages a locally defined cohort of offenders involved in prolific, acquisitive crime and causing the most concern.

**(c) Community Safety Strategy**

The local Community Safety Partnership's priorities have been re-affirmed, as follows:

- Enhance the quality of life in our communities and increase public confidence by reducing anti-social behaviour
- Create a safe, strong and vibrant city economy
- Increase protection of the most vulnerable victims of crime
- Reduce crimes of local concern by working together with our communities
- Minimize the harm that substance misuse causes to society, communities, families and individuals
- Safeguard young people and prevent them from becoming victims or perpetrators of crime. This latter priority includes all the actions within this Youth Justice Plan

**(d) Local Safeguarding Children Board Work Programme 2014-2015**

The Youth Offending Service has a statutory duty under Section 11 of the Children's Act to safeguard and promote the welfare of children. The Youth Offending Service contributes to the Local Safeguarding Children Board and related sub-groups. The Youth Offending Service participates in the Operational Management Group set up to oversee work with children and young people about Harmful Sexual Behaviour. The Youth Offending Service is also involved in promoting the safeguarding needs of young people, including ensuring improved early identification of vulnerable 11-19 year olds and well-targeted services to reduce the need for statutory services.

**(e) Youth Crime Prevention Strategy**

The Youth Crime Prevention Board oversees the partnership working to reduce first time entrants to the youth justice system and reports to the Youth Offending Service Management Board. The local Youth Crime Prevention Strategy contains a comprehensive action plan for the partnership and highlights priorities for youth crime prevention work as well as outlining challenges for the future. Members of the Board will be actively involved in the development of an Early Help Strategy and its work will contribute to this

**(f) Joint Health and Wellbeing Strategy**

The Health and Wellbeing Board sets out the local strategic priorities to improve the health and well-being of people of Bath and North East Somerset, as assessed through the Joint Strategic Needs Assessment. This year sees the first Joint Health and Wellbeing strategy and the Youth Offending Service will have the opportunity to contribute to a consultation on the priorities outlined therein. Some of the proposed priority areas in this draft consultation overlap with the work of health staff attached to the Youth Offending Service and will be reflected in planning for the year ahead.



4.2 Work Plan 2014-2015

| What will be done   | Lead                                 | Timescale     |
|---|--------------------------------------|---------------|
| <b>Priority Area 1: Strategic Development</b>   |                                      |               |
| 1. Review the delivery model for youth justice work within the changing context for young people and the Service's statutory partners and set.  | Management Board and Service Manager | June 2105     |
| 2. In the light of new national guidance and findings from HMI Probation, consolidate the role of the Management Board in overseeing the effectiveness of youth justice services.   | Management Board and Service Manager | June 2015     |
| 3. Participate in the development of a local Early Help Strategy, ensuring that it addresses principles and ambitions for working with young people at risk of offending.   | Service Manager                      | December 2104 |
| 4. In line with the Police Operating Model, agree a new role and job description for the seconded YOS Police Officers.  | Operational Manager                  | December 2014 |
| 5. Ensure the Youth Offending Service continues to involve the community in its work by recruiting a Community Involvement Worker to work with volunteers and reparation in the community.  | Partnership and Intervention Manager | December 2014 |
| 6. Seek the establishment of a forum to bring together training providers and those services working with post 16 young people who are not in employment, education or training.  | Management Board and Service Manager | June 2015     |
| <b>Priority Area 2: Assessment, Planning, Intervention and Supervision</b>  |                                      |               |
| 1. In preparation for Asset Plus and National Standards Audits, strengthen assessment skills of practitioners by reviewing the service's audit framework, and introducing joint assessments and live observations.  | Operational Manager                  | December 2014 |
| 2. Support young people to participate in their supervision and own their assessment, by ensuring that, in every case, the young person's views are included in their assessment and that One Page Profiles are used as a tool with young people.   | Operational Manager                  | December 2014 |
| 3. Ensure that young people participate in the development of the service by reviewing the processes used to seek feedback from young people and parents/ carers, including introduction of the HMI Probation tool, Viewpoint.  | Operational Manager                  | December 2014 |
| 4. Promote young people participate in the development of the service by inviting young people to be part of staff interviews, inductions and reviews of the service. This will include creating young person friendly formats of feedback, collating the feedback and using it to improve the work of the YOS. | Operational Manager                  | June 2015     |

| What will be done   | Lead                                 | Timescale      |
|---|--------------------------------------|----------------|
| 5. Ensure the interventions delivered by the YOS meet the learning and communication needs of young people, by reviewing and updating all interventions materials in consultation with the Speech and Language Therapist and monitor this through completion of communication screens and learning style assessments. | Partnership and Intervention Manager | June 2015      |
| 6. Increase the level of compliance with Court Orders by introducing Compliance Panels when a young person is at risk of going into breach to reduce the number of breaches from 21 in 2013/14.   | Operational Manager                  | June 2015      |
| <b>Priority Area 3: Work with Victims</b>   |                                      |                |
| 1. Improve the Victim Liaison Service at the YOS, review the way feedback is sought from victims and create a user friendly / postcard feedback form. This feedback will then be collated and reviewed on a quarterly basis to inform how we offer support to victims.  | Partnership and Intervention Manager | December 2014  |
| 2. Ensure victims and young people are able to reflect upon and feedback about a restorative justice meeting, create a template to be used to offer a de-brief to all young people and victims. This feedback will be reviewed on a quarterly basis to inform practice relating to restorative meetings.              | Partnership and Intervention Manager | September 2014 |
| 3. Build upon the restorative justice skills within the team with team training in Family Mediation and use these skills where there is conflict in the young person's home environment.  | Operational Manager                  | December 2014  |
| <b>Priority Area 4: Work with Families</b>  |                                      |                |
| 1. Develop and implement the use of Assessment and Screening Tools for Case Managers to use with Parents and Families.  | Operational Manager                  | December 2014  |
| 2. Select suitable families throughout 2014/15 where the Youth Offending Service, including Compass, will work with the family as a whole as part of the Connecting Families Matrix Team.   | Operational and Senior Practitioner  | June 2015      |
| 3. Develop the role of the Youth Offending Service Parenting Worker to ensure that work with parents/carers is integrated into a Family Plan and that joint work with families is delivered where appropriate.  | Partnership and Intervention Manager | June 2015      |
| 4. Review the referral process to the Youth Offending Service Parenting Worker to ensure that referrals are appropriate, timely, focussed and integrated into the wider plan with the family.   | Partnership and Intervention Manager | September 2014 |
| 5. Ensure practitioners are able to undertake the family work as part of the matrix team, create resources that can be used to support the work such as Consent Forms, Written Agreements, and templates for a Whole Family Plan.   | Operational Manager                  | December 2014  |

| What will be done   | Lead                                 | Timescale      |
|---|--------------------------------------|----------------|
| 6. Ensure continued delivery of the Strengthening Families, Strengthening Communities parenting programme, by writing job description for SFSC sessional facilitators, consolidating the group of Local Authority employed facilitators and gaining approval for them to deliver the course, creating a rolling timetable for group work programmes and strengthening referral processes, participation and evaluation. | Partnership and Intervention Manager | December 2014  |
| 7. Ensure continued use of Team around the Child and Team Around the Family approaches and audit this in supervision.   | Operational Manager                  | June 2015      |
| <b>Priority Area 5: Preventative Work</b>   |                                      |                |
| 1. Increase referrals to Compass from the Police by using the Guardian database to identify young people at risk of re-offending and supporting Police Community Support Officers to make referrals   | Seconded Police Constable            | September 2014 |
| 2. Target earlier support for children at risk of offending by screening all YRDs on those aged 10-14 years and sending a Keyworker appointment when considered a high concern and information about the Compass Project when a lower concern.  | Senior Practitioner                  | September 2014 |
| 3. Compass Keyworkers will include a measurable intervention to strengthen relationships between children and parent in plans when the family and relationships section in the ONSET assessment indicates an issue (2+)   | Senior Practitioner                  | December 2014  |
| 4. Improve parenting skills of all parents and carers of children working with Compass, by setting an expectation that parents complete the Strengthening families, Strengthening Communities programme as part of their support plan, engage in work with YOS parenting Worker or receive informal support and advice from Keyworker.  | Senior Practitioner                  | December 2014  |
| 5. Work with Local Safeguarding Children Board partners to identify children of adult offenders who could be referred to Compass.   | Senior Practitioner                  | September 2014 |
| <b>Priority Area 6: National Initiatives</b>  |                                      |                |
| 1. Use the YJB Learning Matrix as a pilot in PDRs for practitioners.  | Operational Manager                  | December 2014  |
| 2. Introduce and manage the delivery of the Unpaid Work Requirement in court orders for 16 and 17 years olds.   | Operational Manager                  | September 2014 |
| 3. As per the Offender Rehabilitation Act 2014, extend the supervision requirement for young people who will turn 18 during the custodial phase of their Detention and Training Order so that they all serve 12 months' supervision in the community.   | Operational Manager                  | November 2014  |

#### 4.3 Budget Summary 2014 - 2015

| Source                        | Pooled budget | Staffing costs | Non-staffing costs | Comments  | Total and %        |
|-------------------------------|---------------|----------------|--------------------|---|--------------------|
| Police                        | 26,442        | 82,472         | 0                  | Seconded Police also have on-site access to the Police National Computer  | 108,914<br>(11.8%) |
| Probation                     | 0             | 43,378         | 0                  | Based on 2013-14 costings   | 43,378<br>(4.7%)   |
| Health                        | 14,885        | 31,137         | 0                  | CAMHS consultation is delivered through a separate contract and not costed  | 46,022<br>(5.0%)   |
| Local Authority               | 18,317        | 381,732        | 55,809             | Office base, financial and personnel services are also provided but not costed                                      | 455,858<br>(49.2%) |
| Police and Crime Commissioner | n/a           | 11,790         | 9,468              | A proportion of this contributes towards the commissioning of Project 28, a young people's substance misuse service | 21,258<br>(2.3%)   |
| Youth Justice Board           | n/a           | 179,156        | 71,053             | This funding is used to develop good practice and effectiveness, Unpaid Work and restorative practice               | 250,209<br>(27.0%) |
| <b>Total</b>                  | <b>59,644</b> | <b>729,665</b> | <b>136,330</b>     |   | <b>925,639</b>     |

#### 4.4 Partner Agency Commitment

| <b>Partner Organisation</b>              | <b>Name of Chief Officer</b>  | <b>Signature</b> | <b>Date</b> |
|--|---|------------------|-------------|
| <b>Local Authority</b>                   | <b>Jo Farrar, Chief Executive, Bath and North East Somerset Council</b>                     |                  |             |
| <b>Local Authority</b>                   | <b>Ashley Ayre, Strategic Director, People and Communities</b>                              |                  |             |
| <b>People and Communities Department</b> | <b>Richard Baldwin, Divisional Director Children and Young People's Services</b>            |                  |             |
| <b>Health Service and Education</b>      | <b>Mike Bowden, Deputy Director, Children and Young People's Strategy and Commissioning</b> |                  |             |
| <b>Avon and Somerset Police Service</b>  | <b>Philip Jones, Detective Chief Inspector, Avon and Somerset Constabulary</b>              |                  |             |
| <b>National Probation Service</b>        | <b>Tbc Assistant Chief Officer</b>  |                  |             |

## **5. Appendices**

### **Appendix (a): Summary of the main areas of work undertaken by the local Youth Offending Service**

1. Compass Project - voluntary support to young people aged 8-17 who are assessed as being at high risk of offending, and their parents/carers.
2. Strengthening Families, Strengthening Communities parenting programme – co-ordinated for parents/carers across the Authority, not just those with young people at risk of offending, and including a significant time commitment from a range of partner agencies.
3. Appropriate Adult services to safeguard a young person's interests when they are being interviewed by the Police in the Custody Suite of a Police station – during 2014-15, when the Custody Suite has moved to Keynsham, arrangements will change to collaboration with Bristol and South Gloucestershire Youth Offending Services.
4. Support to young people who are bailed by the Courts, which can attach conditions to maintain contact with the Youth Offending Service and help with arrangements for young people Remanded to the Care of the Local Authority.
5. Assessment and work with young people as part of the new Out of Court disposals framework, including those who are subject to Youth Conditional Cautions.
6. Preparation of Reports to help with key decision-making about young people who have offended (supporting contract requirements for Referral Order Panels, proposing sentencing options to the Courts and providing assessment information to the Parole Board).
7. Supervision of young people on community Court Orders – meeting regularly to help them to face up to the consequences of offending and address the factors that make it likely that they will re-offend, including lack of engagement in education, training and employment. These include Referral Orders, Reparation Orders and Youth Rehabilitation Orders. Those most likely to re-offend may have Intensive Supervision and Surveillance requirements attached to a Youth Rehabilitation Order.
8. Restorative Justice Services designed to provide victims with the information they want and to engage them and young people in meetings or activities to repair the harm caused by offending. Young people can also make reparation through community projects.
9. Support for young people sentenced to Custody and supervision of them when they return to the community. The most common youth custodial sentence is the Detention and Training Order, lasting up to two years. Longer sentences apply for more serious offences.
10. Individual work with parents/carers, access to parenting programmes and supervision of Parenting Orders.

## Appendix (b): Values and Behaviours Framework

The following represents our shared view and approach to our service users and each other.

- Respect young people for who they are and take their needs and wishes seriously
- Listen to young people and take any action necessary to keep them safe
- Recognise the damaging impact of crime on individuals and communities and uphold the importance of preventing it
- View diversity positively
- Believe in the possibility and desirability of change
- Want the best for young people and their families
- Work restoratively
- Work in an integrated and multi-agency way
- Have a drive for results and courage when things don't go to plan

Locally, everyone who works with and on behalf of children and young people, and their parents/carers will collectively and individually:

- Expect the best of our children and young people across Bath and North East Somerset
- Shows respect for all
- Uses help/services that are evidenced based
- Ensures transparency in decision making
- Has energy and purpose
- Does not “assume” without thinking
- Is positively disposed to deliver the best outcomes for each individual child
- Recognises that young people’s participation in cultural, sports, play and leisure opportunities is valuable and is to be encouraged.

To support these values, there is an agreed set of behaviours that everyone is expected to embrace:

- Young people are central to any discussions of their needs
- Young people are involved in any meetings/discussions about their individual needs and plans
- All staff front –line staff /Head Teachers /managers/volunteers across the workforce will take responsibility for looking at the young people's needs and assessments holistically- look at the big picture : will join up their work with that of other colleagues and or the family and develop one plan of support/intervention
- The young person will know who is the lead person for their plan and how to contact them
- Staff will be accountable to the young person in delivering the plan
- Line managers will make it happen

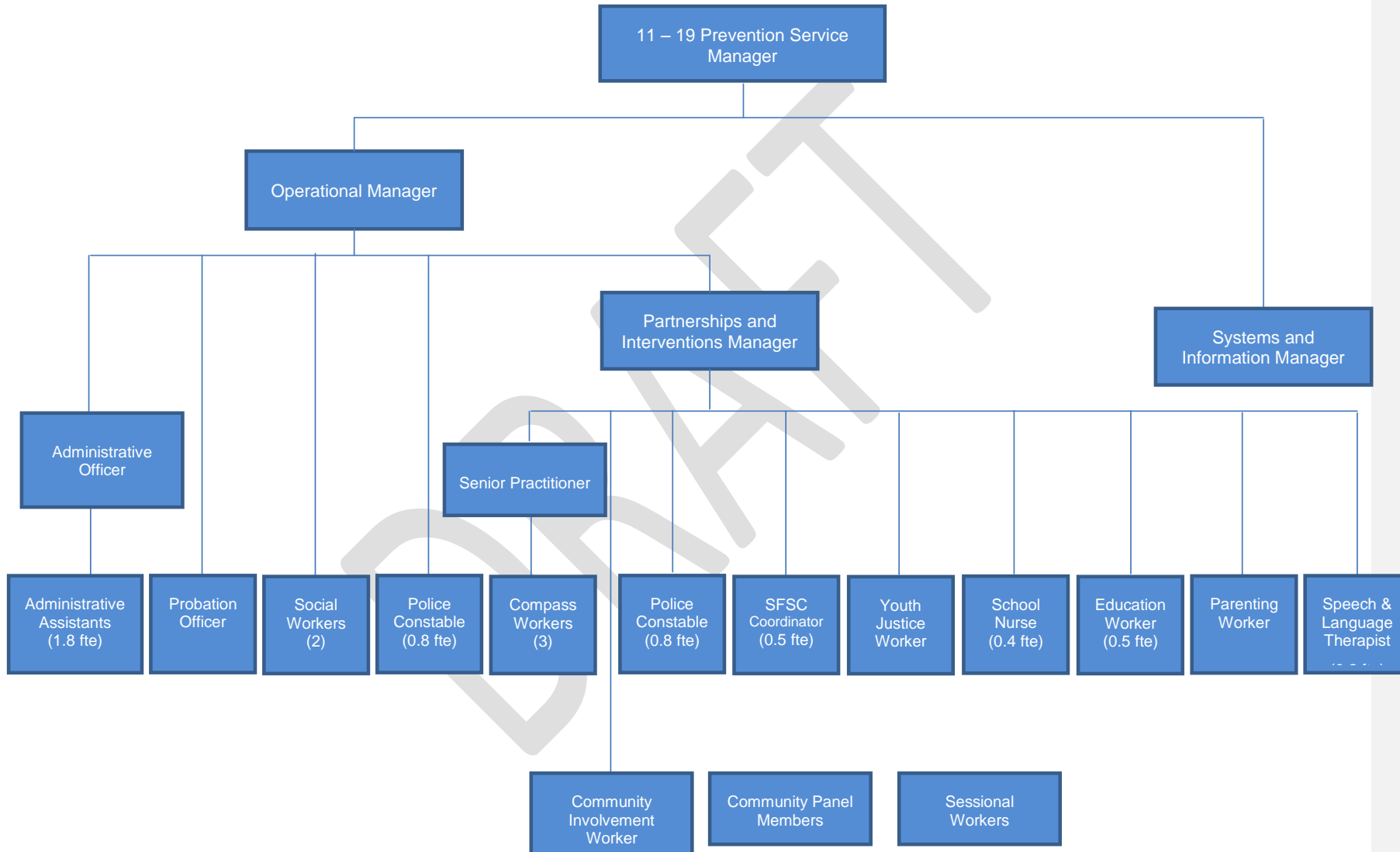
Young people across Bath and North East Somerset have identified the following as important behaviours and therefore we will provide workers who are:

- Honest
- Responsible
- Arrive on time
- Non-judgemental
- Show a caring attitude towards the young people
- Start at the point the young person wants them to
- Empower young people to take control of their lives
- Involve young people in all decisions/ panels/ meetings
- Do what they say they will do
- Communicate clearly and keeps young people up to date
- Committed to the principles of equity and diversity
- Safeguard the welfare of young people

Parents/carers want the same from the workforce, together with an active consideration with the young person of the right level of support from the parent/carer in planning for the young person. Taken together, these values and behaviours support the development of a person centred approach to supporting young people's critical involvement in decisions about the design, delivery and effectiveness of services, and they are all adopted by the Youth Offending Service.



# Youth Offending Service Organisational Chart



The work of the Youth Offending Service would not be possible without its volunteers, who make up nearly a third of the staffing complement. We thank them again for their time, commitment and hard work as Appropriate Adults and Community Panel Members.

| <b>Staff in the Youth Offending Team by gender and ethnicity based on census 2001 categories</b> |                          |          |                     |          |                     |          |                      |          |                  |          |                |          |                  |          |              |           |
|--|--------------------------|----------|---------------------|----------|---------------------|----------|----------------------|----------|------------------|----------|----------------|----------|------------------|----------|--------------|-----------|
|  | <b>Strategic Manager</b> |          | <b>Team Manager</b> |          | <b>Practitioner</b> |          | <b>Administrator</b> |          | <b>Sessional</b> |          | <b>Student</b> |          | <b>Volunteer</b> |          | <b>Total</b> |           |
|  | <b>M</b>                 | <b>F</b> | <b>M</b>            | <b>F</b> | <b>M</b>            | <b>F</b> | <b>M</b>             | <b>F</b> | <b>M</b>         | <b>F</b> | <b>M</b>       | <b>F</b> | <b>M</b>         | <b>F</b> | <b>M</b>     | <b>F</b>  |
| <b>White British</b>   | 0                        | 1        | 0                   | 2        | 4                   | 8        | 0                    | 4        | 1                | 5        | 0              | 0        | 3                | 8        | <b>8</b>     | <b>28</b> |
| <b>White Irish</b>   | 0                        | 0        | 0                   | 0        | 0                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>0</b>     | <b>0</b>  |
| <b>White Other</b>   | 0                        | 0        | 0                   | 0        | 0                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>0</b>     | <b>0</b>  |
| <b>Black Caribbean</b>   | 0                        | 0        | 0                   | 0        | 0                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 1                | 0        | <b>1</b>     | <b>0</b>  |
| <b>White and Black African</b>   | 0                        | 0        | 0                   | 0        | 0                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>0</b>     | <b>0</b>  |
| <b>British Black Caribbean</b>   | 0                        | 0        | 0                   | 0        | 0                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>0</b>     | <b>0</b>  |
| <b>White and Asian</b>   | 0                        | 0        | 0                   | 0        | 0                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>0</b>     | <b>0</b>  |
| <b>Pakistani</b>   | 0                        | 0        | 0                   | 0        | 1                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>1</b>     | <b>0</b>  |
| <b>Anglo Indian</b>  | 0                        | 0        | 0                   | 0        | 1                   | 0        | 0                    | 0        | 0                | 0        | 0              | 0        | 0                | 0        | <b>1</b>     | <b>0</b>  |
| <b>Total</b>   | <b>0</b>                 | <b>1</b> | <b>0</b>            | <b>2</b> | <b>6</b>            | <b>8</b> | <b>0</b>             | <b>4</b> | <b>1</b>         | <b>5</b> | <b>0</b>       | <b>0</b> | <b>4</b>         | <b>8</b> | <b>11</b>    | <b>28</b> |

## Appendix (e): Glossary of Terms

|   |   |
|---|---|
| <b>Appropriate Adults</b>               | Volunteers (and in more serious or complex matters, paid staff) who safeguard a young person's interests under the Police and Criminal Evidence Act 1984 when they are being questioned by the Police and a parent/carer is unable to attend.   |
| <b>ASSET</b>                            | A structured assessment tool used to consider how a range of factors, such as engagement with education or mental health issues, may have contributed - and continue to contribute - to a young person's risk of offending.   |
| <b>B&amp;NES</b>                        | Bath and North East Somerset.   |
| <b>CFAIT</b>                            | Children, Families, Assessment and Intervention Team.   |
| <b>Common Assessment Framework</b>      | A shared assessment tool for use across all children's services and local areas in England. It is used to support early identification of need and assist the co-ordination of services to address that need.   |
| <b>Children and Young People's Plan</b> | The Children and Young People's Plan is the single plan that outlines what all agencies, schools, Local Authority and voluntary groups are going to do to help improve outcomes for Children and Young People across Bath & North East Somerset.  |
| <b>Children's Trust Board</b>           | Children's Trust Boards are the co-operation arrangements and partnerships between local organisations with a role in improving outcomes for children and young people. It is a partnership that has overall responsibility for planning and delivery of services for children and young people. The Trust in Bath and North East Somerset is responsible for publishing this Children and Young People's Plan and for making sure that services deliver the commitments outlined in that Plan. |
| <b>ChildView</b>                        | This is a standard database used by the Youth Offending Service for case management, monitoring and reporting.  |
| <b>Community Panel Members</b>          | Volunteer representatives of the local community, selected and trained to chair panels which meet with young people and their victims to agree how young people can make amends and address their offending behaviour.  |
| <b>Compass</b>                          | The Compass Project, managed within the Youth Offending Service, provides intensive support to children and young people aged 8-17, who have been assessed as being at high risk of offending.  |

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| <b>Connecting Families</b>                            | A local initiative in response to the national Troubled Families agenda, to engage with and help improve outcomes for a small number of families with children who are involved in crime and/or anti-social behaviour, have children not engaged in education and have a history of adult worklessness. Typically, a large number of agencies may be working with these families and this initiative seeks to integrate the planning and support available in order that families can make better use of it.  |
| <b>Connexions</b>                                     | A universal service to provide a wide range of support for 13-19 year olds, particularly regarding education, training and employment. It gives priority to those considered most vulnerable.   |
| <b>Criminal Justice Board</b>                         | A partnership of all the statutory criminal justice services, locally serving the Avon and Somerset area.   |
| <b>HMI Probation</b>                                  | Her Majesty's Inspectorate of Probation is an independent Inspectorate, funded by the Ministry of Justice, and reporting directly to the Secretary of State on the effectiveness of work with adults; children and young people who have offended aimed at reducing reoffending and protecting the public.  |
| <b>IMPACT / Integrated Offender Management</b>        | Known locally as IMPACT, this is a partnership between Police, Probation and other agencies, to tackle prolific, acquisitive crime and due to be extended to tackle violent and sexual offending.   |
| <b>Intensive Supervision and Surveillance</b>         | Intensive Supervision and Surveillance is a rigorous community sentence for eligible young people who have been convicted of an offence or a pattern of offences so serious that they would otherwise receive a custodial sentence. The Programme is also available as a condition of a Bail Supervision and Support programme or as a condition of the community element of a Detention and Training Order.  |
| <b>IRiS (Integrated Response, Integrated Service)</b> | IRiS is a team of professionals based with Avon and Somerset Police. The team works with those people on a Community Order or License from prison as well as those who are not supervised or on probation. The team works to encourage and support offenders to make positive steps to positive change and to protect the public or those at risk from harm by sharing information.   |
| <b>Junior Attendance Centre</b>                       | A Junior Attendance Centre is a community sentencing option. Ministry of Justice guidance states that Attendance Centres are primarily a punishment through the restriction of liberty in a controlled environment, the activities and instruction offered within the centres must be, at a minimum, safe and decent. The regime is also designed to strengthen desistance factors among those attending by offering structured physical activities and skills training such as life skills and offending behaviour work. The most local Junior Attendance Centre to B&NES is currently in central Bristol. |

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| <b>LASPO</b>                                       | The Legal Aid, Sentencing and Punishment of Offenders Act 2012.   |
| <b>Local Safeguarding Children's Board</b>         | The Local Safeguarding Children Board (LSCB) brings together local agencies working with children and families. LSCB is responsible for policy, procedures and services to support children and families in need to prevent significant harm.   |
| <b>Ministry of Justice</b>                         | The Ministry of Justice is a ministerial department of the UK Government headed by the Secretary of State who is responsible for improvements to the justice system so that it better serves the public.  |
| <b>Multi-Agency Public Protection Arrangements</b> | The Youth Offending Service has a legally duty to co-operate with arrangements, led by Police, Probation and Prisons, to safeguard the public from the threat posed by sexual and violent offenders, whilst also attending to the needs of the victim.  |
| <b>ONSET</b>                                       | A structured assessment tool to measure a young person's risk of offending, used with young people who have never been arrested and had a statutory response to their behaviour (Reprimand, Final Warning or conviction).   |
| <b>Out of Court Disposals</b>                      | From April 2013, under the LASPO, a new framework for out of court disposals has been introduced. This includes the Youth Caution and the Youth Conditional Caution.  |
| <b>Participation</b>                               | A term used to describe the process of actively involving children and young people in the planning, delivery and evaluation of services that benefit them individually and also, that benefit the wider community. The use of this term is extended to actively involving staff in planning and evaluation of the services they deliver. |
| <b>Parenting Orders</b>                            | Parents whose children offend or persistently truant from school can be made the subject of Court Orders, requiring them to attend parenting support, and sometimes, to exercise specific control over their child's behaviour.   |
| <b>Pre-Sentence Report</b>                         | A formal, written report, prepared to assist the Court at sentencing stage, by providing an offence analysis, in the light of risk of continued offending and risk to the public, and outlining suitable sentencing options.  |
| <b>Protective Factors</b>                          | Aspects of young people's lives that mitigate against offending, such as consistent parenting, engagement in education or involvement in constructive leisure.  |
| <b>Public Services Board</b>                       | This is the strategic board overseeing all local authority service delivery which has replaced the Local Strategic Partnership.   |

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| <b>Referral Order</b>                 | Available since April 2002, these are mandatory sentences for all young people appearing in Court for a first offence and pleading guilty. They refer a young person to a Community Panel, led by trained members of the public and attended by their parents and the victim(s) of their offence(s). The Panel agrees a contract for how the young person is to make amends for their behaviour.   |
| <b>Reparation</b>                     | Making amends to someone harmed. This can be doing something of direct benefit to the victim of an offence or could be undertaking work that benefits the wider community, ideally suggested by the victim.  |
| <b>Resettlement Consortium</b>        | A south west partnership between Youth Offending Services, the secure estate, voluntary sector partners and Probation to provide an enhanced offer of support to young people being released from custody, to assist their resettlement.   |
| <b>Restorative Justice</b>            | Restorative Justice describes a range of approaches to resolving a situation where harm, often an offence, has been caused. It focuses on victim satisfaction, offering a range of services by which the victim can gain an understanding of the offence, have a chance to be fully heard, and agree to and even participate in any suitable reparation. Where the victim does not wish to be involved in any way, then the Youth Offending Service will work with a young person to raise awareness of the likely impact of their offending on others and will plan for them to take on some indirect reparation. |
| <b>Responsible Authorities Group</b>  | This Group oversees the delivery of the creating and maintaining safer communities. It is comprised of senior managers from the statutory agencies, an elected Council Member and other partners who together pool their combined knowledge to identify the key issues within the community and understand clearly how best to tackle them. This Partnership accepts that fighting crime is not just the job of the Police, but the responsibility of all organisations whether public, private or voluntary, and works towards the creation of safer and stronger communities.                                    |
| <b>Scaled Approach</b>                | A system whereby the level of intervention for a young person during the course of their Court order is determined by their assessed likelihood of re-offending.   |
| <b>Sustainable Community Strategy</b> | The Sustainable Community Strategy sets out what type of place Bath and North East Somerset should become. It deals with a range of challenges and changes that impact on our daily lives. The strategy sets out how the challenges are going to be addressed. It is aspirational and high level, but these aspirations will be worked towards to make them a reality. The strategy is the outcome of listening to what is important for the community and responding with a vision for the area.  |
| <b>Team around the Child</b>          | A multi-agency planning meeting with the child and parent/carer present. The young person can help decide the agenda and should be enabled to fully participate in the meetings and the planning.  |

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| <b>Unpaid Work</b>                   | Unpaid Work is a requirement that is available to the court as part of a Youth Rehabilitation Order. The requirement involves young people carrying out work that will benefit the community in order to repay the harm caused by their offending.   |
| <b>Victim Liaison Officer</b>        | Member of the Youth Offending Service who makes contact with the victims of crimes we are notified about. They discuss the impact of the crime with the victim and enable them to consider a restorative approach.   |
| <b>Youth Rehabilitation Order</b>    | The Youth Rehabilitation Order is a generic community sentence for young offenders and can combine a number of requirements into one generic sentence. It is the standard community sentence used for the majority of children and young people who offend. It simplifies sentencing for young people, while improving the flexibility of interventions.   |
| <b>Youth Offending Service (YOS)</b> | These multi-agency teams were established under the Crime and Disorder Act 1998, with a principal aim of preventing youth offending. They include representatives from Police, Probation, Health and the Local Authority, and their work is overseen by local Management Boards made up of key stakeholders. Locally, the term Youth Offending Service is used, because the remit includes preventative work as well as statutory supervision of young people. |
| <b>Youth Justice Board</b>           | The Youth Justice Board for England and Wales is now linked to the Ministry of Justice and is responsible for overseeing the youth justice system, including performance monitoring, providing advice and disseminating good practice.   |