

# **Bath and North East Somerset Youth Justice Plan 2018 – 2019**



**Working in partnership to prevent youth offending**

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## 1. Introduction

Youth Offending Services and the agencies they represent have a statutory responsibility to prevent offending by 10-17 year olds. The local Service works to improve all outcomes for young people in accordance with the ambition set out in the Children and Young People's Plan:

**We want all children and young people to enjoy childhood and to be well prepared for adult life and parents to take responsibility for understanding and meeting their children's needs, enjoying their childhood with them and preparing them for adult life.**

The latest Youth Justice Board summary report describes the local Youth Offending Service as “amongst the highest 25% of performers in the country in relation to the National Indicator set. In addition, the latest national data indicates that Bath and North East Somerset Youth Offending Service continues to maintain good performance with core practice and activity delivered to an appropriate level.”

This Plan, written in accordance with section 40 of the Crime and Disorder Act 1998, sets out how services will be provided and funded in 2018-19. It will be submitted to the Youth Justice Board and published in accordance with the directions of the Secretary of State.

## 2. Structure and Governance

2.1 Bath and North East Somerset Council is the lead partner for youth justice. It has 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 all subsequent criminal justice and other relevant legislation. The statutory partners – Police, Health, Probation and the Local authority (Social Care and Education) have a duty to ensure statutory requirements are met and to help with resources.

2.2 The Youth Offending Service is managed within the Council's People and Communities Department. Strategic responsibility is delegated to the Head of Young People's Prevention Services who is line managed by the Director. The Operational Manager has oversight of all services delivered, supported by a Deputy. An organisational chart can be found in the appendices.

2.3 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. A Partnership Agreement sets out its responsibilities for strategic direction, resourcing, compliance and the operational delivery of youth justice services. It operates a Risk Register and supports the Youth Offending Service to overcome barriers to its work. The Management Board has two multi-agency sub-groups, the Youth Crime Prevention Board which oversees work to reduce the rate of first time entrants and the Custody Review Panel which addresses the local custody rate.

2.4 This Plan will be monitored by the Youth Offending Service Management Board through regular financial, performance and assurance reports. Progress on the Work Plan is reported to the relevant Council Development and Scrutiny Panel.

### 3. Resources

The Youth Offending Service has at least one nominated practitioner from each of the five statutory partners. However, in its latest performance summary, the Youth Justice Board notes that the Youth Offending Service's "strategic positioning may be inadvertently weakened through some partnership (Police and National Probation Service) changes." The reduction in staff hours and contributions into the pooled budget increases expectations on remaining staff at a time when the workload and complexity of work is increasing.

Source	Pooled budget £	Staffing costs £	Other costs £	Comments	Total £
<b>Avon and Somerset Police</b>	5,000	41,236	0	Funding for a full-time Police Constable	<b>46,236</b>
<b>National Probation Service</b>	5,000	21,689	0	Funding for 0.5 fte Probation Officer	<b>26,689</b>
<b>Bath and North East Somerset Council</b>	18,685	402,651	25,859	Non-costed office base, satellite offices and back-office functions	<b>447,195</b>
<b>Bath and North East Somerset Clinical Commissioning Group</b>	14,885	31,109	0	Part time Nurse and Speech and Language Therapist.	<b>45,994</b>
<b>NHS England</b>	0	40,000	0	Funding for the co-ordination of sexually harmful behaviour work	<b>40,000</b>
<b>Avon and Somerset Police and Crime Commissioner</b>	0	10,217	0	Funding contribution towards the Compass youth crime prevention team	<b>10,217</b>
<b>Youth Justice Board for England and Wales</b>	0	142,353	38,984	Funding dedicated to the employment of Youth Offending Service staff and costs	<b>181,337</b>
<b>Total</b>	<b>43,570</b>	<b>689,255</b>	<b>64,843</b>		<b>797,668</b>

Additionally, the Avon and Somerset Police and Crime Commissioner contributes £7,902 towards the commissioning of substance misuse services for young people known to the Youth Offending Service. These are provided by Project 28. The Local Authority also commissions Mentoring Plus to work with young people at risk of offending and other negative outcomes.

## 4. Partnership Arrangements

4.1 The table below shows how the work of the Youth Offending Service contributes to Council priorities:

<b>Bath and North East Somerset Corporate Priorities to 2020</b>	<b>Children and Young People's Plan</b>	<b>Associated Children, Young People and Family Service Priorities</b>	<b>Associated Youth Offending Service Priorities</b>
A strong economy and growth	Children and young people have fair life chances.	Narrow the gaps in education and employment outcomes for vulnerable groups of children and young people	Prevent youth offending Promote young people's full engagement in education, training or employment.
A focus on prevention	Children and young people are safe and healthy.	Prevent and reduce significant harm and the need for children to grow up in care – achieve sustainable improved outcomes at the lowest level of intervention.	Prevent youth offending Keep young people safe, including from criminal exploitation and organised violence
A new relationship with customers and communities	Children are active citizens.	Keep children and young people at the heart of everything we do - listening to children and young people, parents, carers, victims of crime at team, service & divisional level.	Prevent youth offending Use the new participation framework to learn from young people about how the service can be improved
An efficient business		Support staff to work effectively with children, young people and families through workforce development, streamlining systems and processes and focusing our resources.	Move the Youth Offending Service to a new office base and maximise the benefits for greater integration with other services.

4.2 Avon and Somerset Constabulary is developing a consistent model of child centred policing, based on a national model and being rolled out to schools in September 2018 so that risk indicators can be used to intervene early. The vulnerability of children and young people is identified and responded to in order to protect them from harm. The Police are looking at Adverse Childhood Experiences and the development of trauma-Informed Policing, which will link with work being planned in the Youth Offending Service. The priority areas include use of Police custody, with joint work being undertaken through the Custody Review Panel to ensure this is minimised in accordance with the national Concordat.

4.3 The Head of Service is an active member of a range of partnership groups to promote the needs of young people who have offended and help lead work with other vulnerable groups including the Local Safeguarding Children Board and its Child Sexual Exploitation and Missing Children sub-group, the Early Help Board, Parenting Strategy Group, SEND Strategy Group and the Emotional Health and Wellbeing Strategy Group.

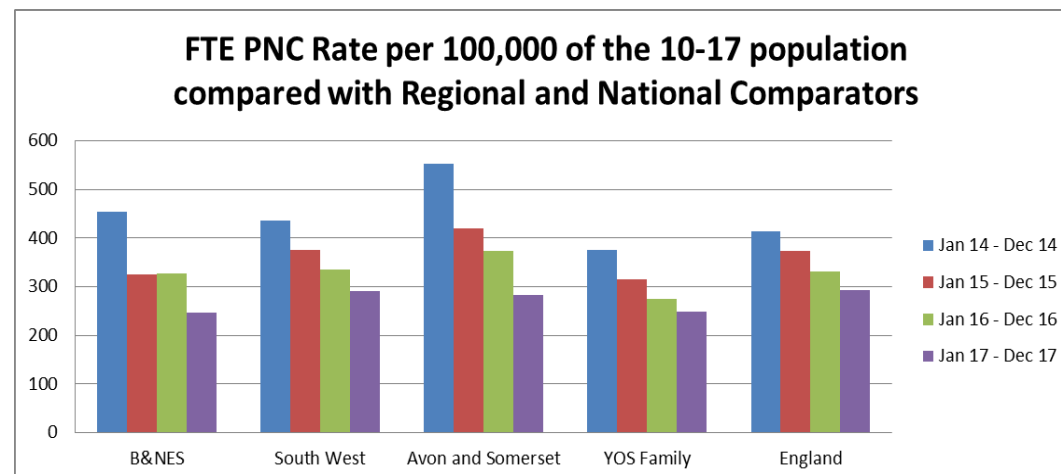
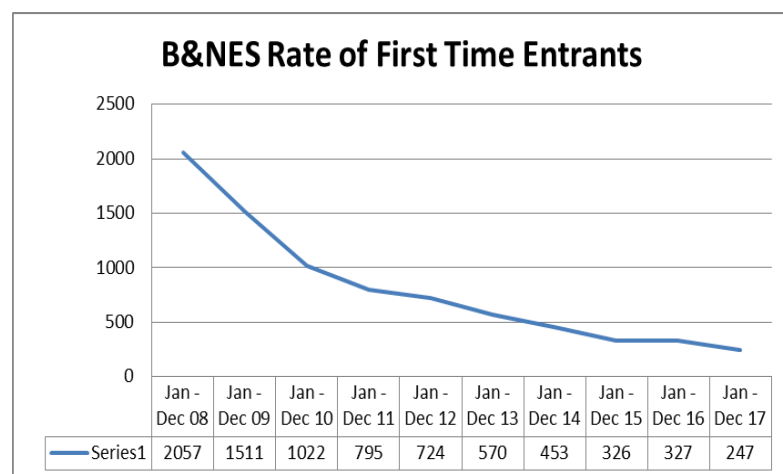
## 5. Performance

The effectiveness of youth justice work is measured through three national performance indicators which are reported to the Youth Justice Board on a quarterly basis. Their published data enables comparison with Avon and Somerset, regional, family and national comparator groups.

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

This 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 Youth Caution or Youth Conditional Caution following admission of an offence, or a conviction in Court), to enable comparisons to be made. Data is taken from the Police National Computer and is published in rolling full years. The latest data available is for January to December 2017 compared with 2016.

The rate of first time entrants reduced significantly in this period from 327 to 247 per notional 100,000 young people, a reduction (improvement) of 24.6% on previous local performance and better than all comparator groups. Fewer young people getting involved in offending for the first time is a very positive outcome.



From local data held, the peak age of offending by first time entrants in this period was 15 years, with 72% being male, 89% identifying themselves as White British and 66% living in Bath. Violence against the Person was the most frequently occurring offence (21%). A review of how cases were dealt with shows that most of the offending was relatively low level and 79% of young people received a Youth Caution or Youth conditional Caution without appearing in Court. High proportions of these young people had previously been subject to fixed term exclusions from school (43%) and a small number had had permanent exclusions. 50% were entitled to free school meals. This data provides further evidence of poorer outcomes for some young people living in low income families.

More recent local data suggests this improvement will not be sustained into next year. Increasing episodes of anti-social behaviour and offending by large groups of young people, mainly in Bath, is resulting in more coming into the youth justice system for the first time. Young people offend for a wide variety of reasons but many of them will have experienced some or all of the following issues: poor engagement in school, college or employment, mixing with others involved in anti-social behaviour or crime, misuse of alcohol or other drugs, difficulties within their families and emotional or mental health issues. Not all young people who have had these experiences go on to offend, however. There is a continuing network of preventative services whose work supports young people who might otherwise have gone on to offend, including Project 28 substance misuse service, Mentoring Plus, Black Families Education, Fire and Rescue and Compass. Representatives meet as a Youth Crime Prevention Board twice per year to scrutinise this data and use it to inform targeting of resources. The Board is now turning to look at how an appreciation of the trauma that some young people have experienced, often within their families, is impacting on their behaviour and how this can best be addressed.

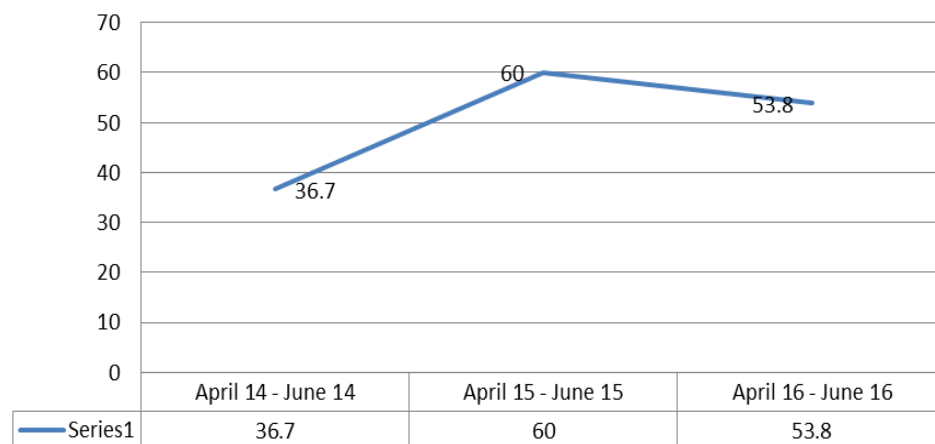
#### **4.2 Reduce the rate of re-offending**

This measure helps understanding of the effectiveness of the youth justice system in supporting young people who have previously offended not to re-offend. It is a quarterly rolling measure of the rate of re-offending 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 is shown as a rate per 100,000 in the general population. This data is now based on a three month cohort tracked over twelve months. This results in a greater proportion of prolific offenders in each cohort than the previous twelve month cohorts and hence higher reoffending rates

##### **a) Binary Rate: April – June 2016** (latest data available from the Youth Justice Board)

This is the latest data available; there is always a time lag because the cohorts of young people are tracked for twelve months. The re-offending by the cohort from April – June 2016 compared with the re-offending of the April – June 2015 cohort shows a reduction of 6.2% compared with the previous reporting period and a better reduction than comparator groups. The number of individual young people counted here is low but the overall re-offending rate is much higher than all comparator groups.

### B&NES %Binary Rate



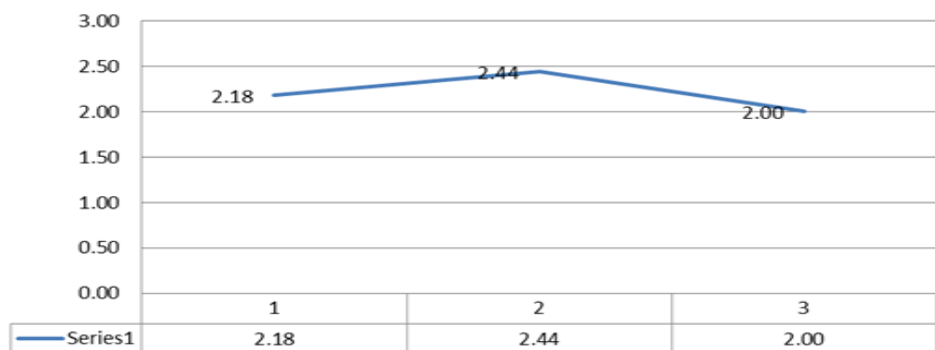
### Re-offending Binary % compared with Regional & National Comparators



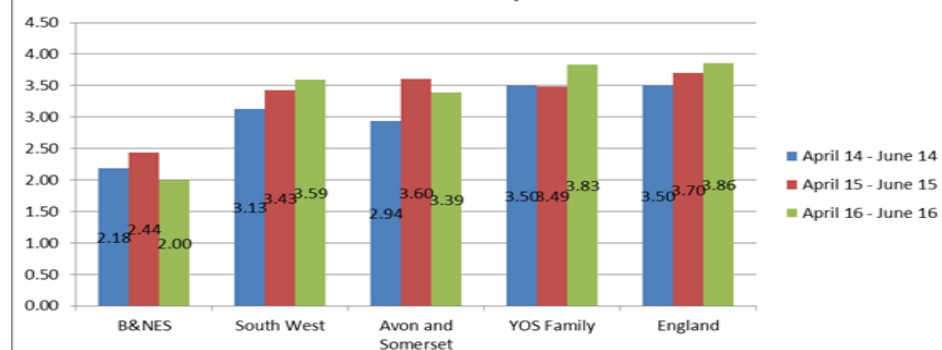
#### b) Re-offences: Rate of new offences per young person who re-offended

Turning to the re-offending rates of the young people in the cohort who re-offended, there was an improvement against the baseline. B&NES' rate is lower (better) than all comparators for this reporting period and has the highest reduction. This data suggests an improving (reducing) direction of travel which will not be sustained in later data sets, as the Youth Offending Service has been working with some very prolifically re-offending young people.

### B&NES Re-offences per Re-offender Rate



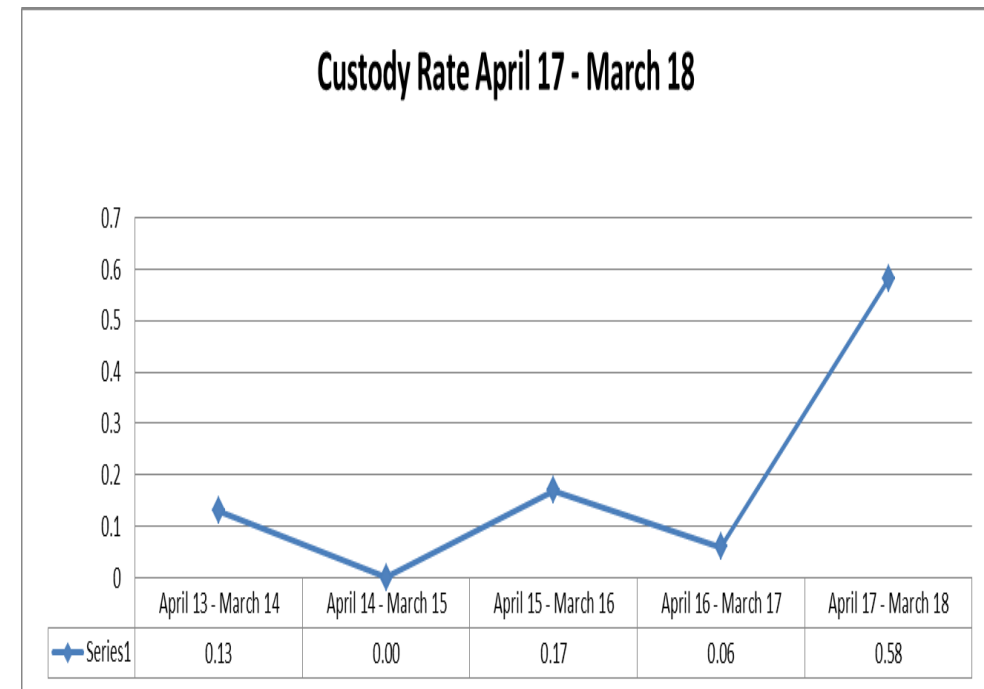
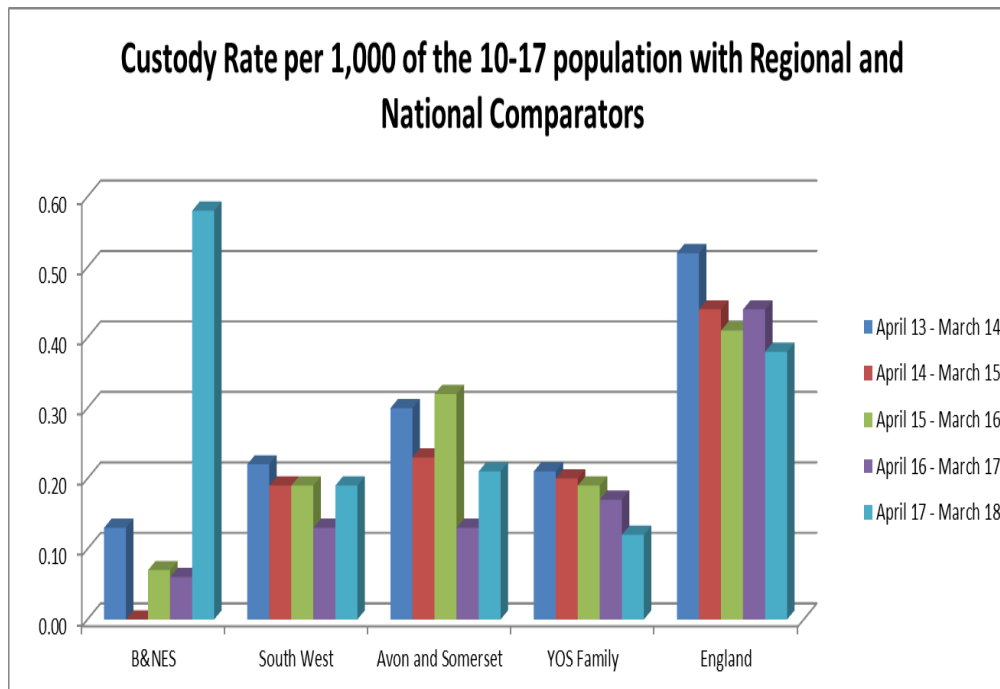
### Re-offences per re-offender Rate compared with Regional and National Comparators



### 4.3 Reduce the rate of custodial sentences

The third national performance measure relates to the use made of custody as a sentencing option. The Youth Offending Service makes proposals to Courts to assist sentencing decisions; any sentence of custody for a serious offence is not taken lightly and is avoided wherever young people can be safely supported to remain within the community.

Local performance for the period April 2017 – March 2018 compared with the same period 2016-17 has deteriorated and B&NES' latest custody rate is higher than all comparators. The increase is particularly marked because the local custody rate has been low (sometimes zero) for a long time, Nine young people were sentenced to custody during this period and although this is still fewer than the highest number of custodial sentences (20 in 2009 –10), there is concern about this. Re-offending rates of young people who have served a custodial sentence are typically high. The Youth Offending Service has worked with Social Care to put forward strong community sentencing proposals to the Courts, but the convictions in these cases were all for serious offences. The Custody Review Panel continues to oversee and agree action in respect of young people at risk of custody as part of its standard agenda and is also considering the impact of adverse childhood experiences on these young people. Bath and North East Somerset is waiting to join a national Enhanced Case Management pilot, utilising a trauma-informed approach to working with young people.



## 6. Work Plan 2018 – 2019

### Departmental priority: A strong economy and growth

#### Narrow the gaps in education and employment outcomes for vulnerable groups of children and young people (fair life chances outcome)

**Indicators:**

- a. Increased proportion of YOS young people engaged in education, training and employment;
- b. Number and % of young people aged 16-18 who are NEET;
- c. % of 16 and 17 year olds with offer of education or training by 30 September

Actions	Lead	Intended Impact	Timescale
1. Work with the City of Bath College and other partners to increase the education and training offer to young people post-16	Education Officer	Post 16 training offer in place	September 2018
2. Obtain quality mark status as part of the national youth justice Special Education Need and Disability initiative	Head of Service	Earlier identification and better outcomes	March 2019
3. Explore the correlation between fixed-term and permanent exclusions from school and offending and consider with partner agencies how this can best be addressed	Head of Service	Prevention of offending	March 2019

### Departmental priority: A focus on prevention

#### Prevent and reduce significant harm and the need for children to grow up in care – achieve sustainable improved outcomes at the lowest level of intervention (safe and healthy outcomes)

**Indicators:**

- a. Reduction in the rate of first time entrants
- b. Reduction in the rate of re-offending
- c. Reduction in the rate of custodial sentences
- d. Increase in the proportion of young people in suitable accommodation

Actions	Lead	Intended Impact	Timescale
1. Review the operating model for Compass	Deputy Team Manager	Ensure fit with Early Help Strategy	December 2018
2. Develop and implement a multi-agency strategy to address the impact of adverse childhood experiences and its link with violent offending	Head of Service	Prevent violent offending	December 2018
3. Establish a multi-agency response to harmful sexual behaviour and review the local protocol	Operational Manager	Prevent dangerous offending	December 2018
4. Deliver two Family Links parenting programmes to parents of teenagers	Operational Manager	Enhance parenting skills	December 2018
5. Move to next stage of use of Enhanced Case Management (utilising a trauma recovery model, as part of a national pilot) or develop a local approach in its place	Operational Manager	Reduce breach and re-offending	March 2019
6. Strengthen interventions for young perpetrators of domestic abuse	Operational Manager	Address trauma and reduce offending	March 2019

## Departmental priority: A new relationship with customers and communities

**Keep children and young people at the heart of everything we do - listening to children and young people, parents, carers, victims of crime at team, service & divisional level (active citizens outcome)**

**Indicators:** a. Restorative Service Quality Mark  
b. Feedback from service users

Actions	Lead	Intended Impact	Timescale
1. Utilise the new feedback mechanism for all young people, collate their views and feed back to them on what we will do as a result	Operational Manager	Young people's voices are heard	September 2018
2. Review and respond to the support provided to young people sentenced to custody in the light of their feedback to us	Operational Manager	Services meet young people's needs	September 2018
3. Review victims' feedback on the service they receive in the light of national quality standards	Deputy Team Manager	Quality services for victims	December 2018

## Departmental priority: An efficient business

**Support staff to work effectively with children, young people and families through workforce development, streamlining systems and processes and focusing our resources**

**Indicators:** a. 90% staff have accessed required safeguarding training  
b. 90% staff have received Supervision and Performance Development Conversations

Actions	Lead	Intended Impact	Timescale
1. Work with the Council Procurement Team to re-procure a youth justice database	Information Manager	Compliance	May 2018
2. Prepare the Service for full compliance with the General Data Protection Regulation including production of a child friendly Privacy Notice and associated policies	Information Manager	Compliance	May 2018
1. Oversee the move of the Service to the Civic Centre in Keynsham and establish satellite offices for meeting with young people	Head of Service	Suitable places for young people's work	September 2018
2. Introduce a new operating model for office-based appointments and Panels and ensure all staff, young people and families are fully appraised	Operational Manager	Safeguard future service delivery	September 2018
5. Prepare the Service for the new Inspection Framework	Head of Service	Readiness	September 2018
6. Model options for in-house Service continuity in light of anticipated further budgetary pressures	Head of Service	Improve targeting and access to service	March 2019
7. Address the support and training needs of staff as they take on more challenging work with young people	Head of Service	Staff are well supported	March 2019

## 7. Statutory Partner Agency Commitment

Partner Organisation	Name of Chief Officer	Signature	Date
Local Authority	Ashley Ayre, Chief Executive		
Local Authority (Health and Education)	Mike Bowden, Corporate Director – People and Communities Department		
Local Authority (Social Care)	Richard Baldwin, Director Children, Young People and Families Service		
Avon and Somerset Constabulary (Police)	Richard Turner		
South West South Central Division, National Probation Service (Probation)	Elizabeth Spencer, Assistant Chief Officer		

## Appendix a: Core areas of work for the Youth Offending Service

Staff from a range of backgrounds including Police, Health, Social Care, Education and the National Probation Service work in an integrated way alongside other specialists and have key statutory functions. These include supervising young people aged 10-17 who have committed offences but not appeared in Court on 'Out-of-Court Disposals.' Where young people have been convicted in Court, the service supervises them on community and custodial Court Orders, giving victims a voice, enabling young people to make amends for the harm they have caused and strengthening parenting skills. The Youth Offending Service is responsible for safeguarding young people and supporting them to make positive lifestyle choices and achieve better outcomes.

**Prevention** - the Youth Offending Service is actively involved in the delivery of the Early Help Strategy and the Parenting Strategy. Compass works on a voluntary basis with young people aged 8-17 who are assessed as being at high risk of offending, and with their parents/carers, to reduce the risk of individual young people offending and entering the youth justice system. Compass also undertakes statutory Return Home Interviews with young people who have returned after going missing. This supports identification of those who would benefit from early help, including in prevention of child sexual exploitation or offending.

**Diversion** - the Cannabis diversion scheme is successful in helping to reduce the number of young people entering the formal youth justice system. It operates in partnership with Police and Project 28, the local young people's substance misuse service. Young people who may have previously been issued with an immediate Youth Caution by the Police are now offered an opportunity to attend a drugs awareness raising workshop with Project 28 and can be dealt with by an informal community resolution. Some then choose to continue working with Project 28.

**Pre-Court Disposals** - Under the Legal Aid, Sentencing and Punishment of Offenders Act 2012, young people who have admitted a minor offence can be dealt with outside of the Courts through a Youth Caution or a Youth Conditional Caution. The Youth Offending Service support this process by assessing young people, shared decision making at fortnightly 'Out of Court Disposals Panels' and delivering of short-term interventions to young people and parents/carers to reduce the risk of re-offending.

**Bail and Court** - Whilst decisions are being made by Police, the Crown Prosecution Service and the Courts about charging, conviction and sentencing, the Youth Offending Service can provide voluntary or statutory support and/or undertake formal assessments:

- a. **Bail Support and Supervision** – for those who need specific support to avoid offending and ensure they attend Court on the next occasion;
- b. **Remand to the Care of the Local Authority** – Courts can order that young people who do not have a satisfactory home address are Looked After by the Local Authority. They are entitled to the same level of support as other children in Care;
- c. **Court Duty** – provision of information and advice to the fortnightly Youth Court and occasional attendance at Bristol Crown Court and other Courts when young people from Bath and North East Somerset are being sentenced. The Service also supports young people to understand the sentences passed and makes assessments of those who have been remanded or sentenced to custody;

d. **Report Writing** - preparation of written reports to inform key decision making about young people who have offended, including analysis of their offence(s) and proposal of sentencing options to the Courts via Pre-Sentence Reports.

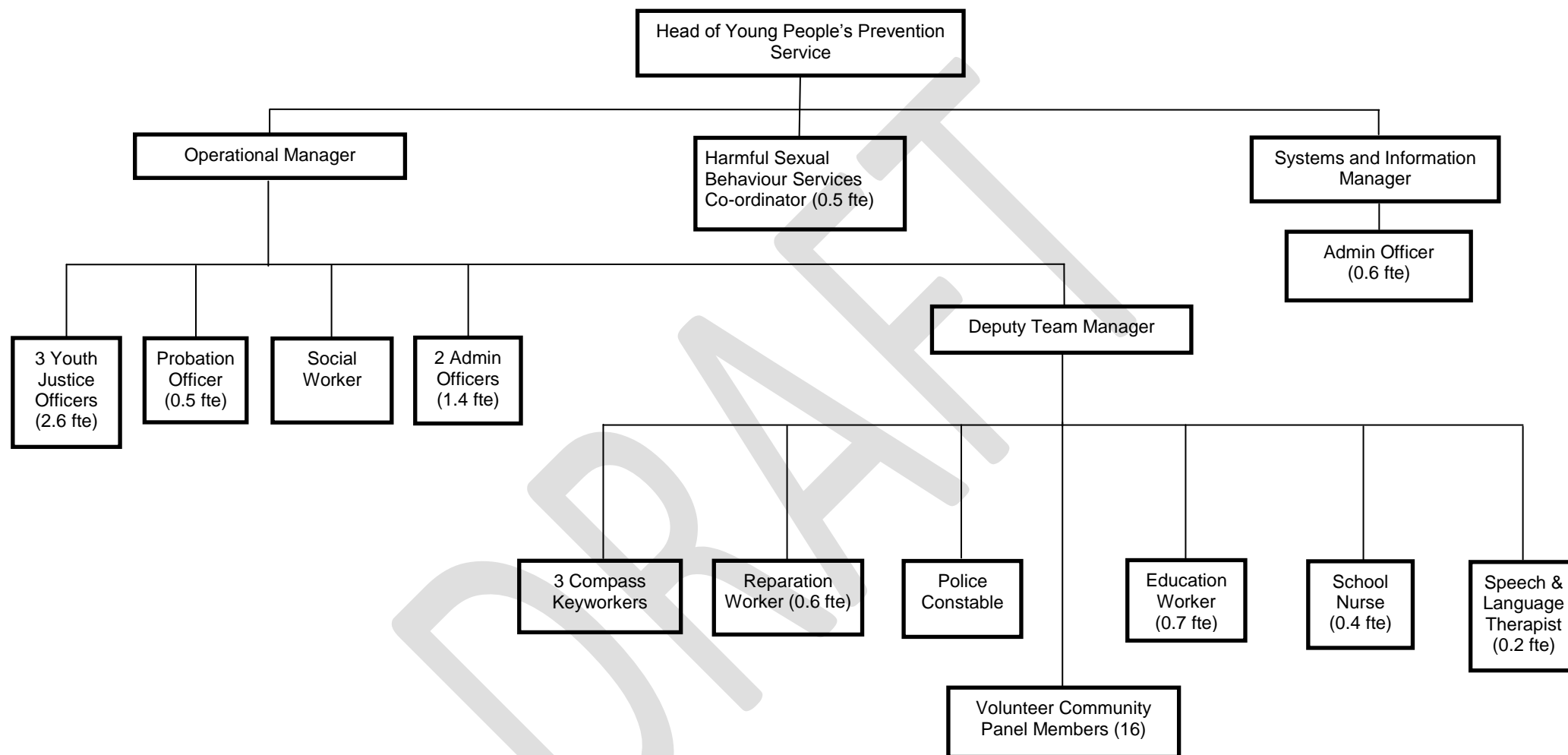
**Supervision of young people in the community – most** young people who are sentenced in the Courts are supervised by the Youth Offending Service in the community and most remain living with their parents/carers or foster carers although occasionally, they may be living in a residential setting. The Service works with them to assess their needs and vulnerability and their likelihood of re-offending and where relevant, of causing serious harm to others. They then work with them, their parents/carers and other agencies to agree plans to address these concerns. The level of contact with the Service is determined by the assessed level of risk and the interventions delivered include specific offence-focussed work, raising victim awareness, encouraging positive activities and supporting engagement in education training or employment. The Service also supports young people subject to Intensive Supervision and Surveillance requirements made by the Court as an alternative to custody or as part of resettlement arrangements after a custodial sentence. These requires young people to engage with a 25 hour per week programme of education, training and employment, supervision and activities and an electronically monitored curfew. The Service also supervises young people subject to Reparation and Unpaid Work requirements.

**Work with young people in custody** - a minority but growing number of young people are remanded or sentenced to custody, usually because of the seriousness of their offending, but sometimes because of repeated failure to co-operate with the requirements of Court Orders. The Youth Offending Service provides risk assessments to the Youth Justice Board to ensure the young person is safely placed in the most appropriate establishment and plans support and supervision of young people when they return to the community. The most common youth custodial sentence is the Detention and Training Order, lasting for up to two years. Longer sentences apply for more serious offences. Bath and North East Somerset is part of a sub-regional Resettlement Consortium which shares best practice in supporting young people whilst they are in custody and when they return to the community.

**Work with parents/carers and families** - this is usually undertaken on a voluntary basis but can sometimes be within a Parenting Order. The interventions include individual parenting skills sessions, family mediation and joint work with the parents/carers and the young person. Staff have been trained to deliver the Family Links parenting programme. The Youth Offending Service is also part of the Connecting Families' wider matrix team and sometimes takes on the role of 'lead professional' with families.

**Restorative Justice and Work with Victims** - the Youth Offending Service holds a Restorative Service Quality Mark in recognition of its work with victims, satisfying six standards including leadership, strategy, working together, training, service delivery and monitoring and evaluation and uses the Quality Mark on all its formal documents and qualifications. The Service aspires to contact all known victims of young people in contact with the Youth Offending Service to offer an opportunity to be involved in a restorative piece of work. Delivery of this service now needs to be re-fashioned because of a reduction in Police Officer time in the Youth Offending Service. Volunteer Panel Members take on a key statutory function in chairing Referral Order meetings with young people and, where they are willing, the victim of their offence, to agree how they will make amends and what work they need to undertake to reduce their risk of re-offending

## Appendix b: Youth Offending Service Organisational Chart



**Key:** fte = full-time equivalent posts

## Appendix C: Youth Offending Service Staff by Gender and Ethnicity

Staff in the Youth Offending Team by gender and ethnicity based on census 2001 categories																
	Strategic Manager		Team Manager		Practitioner		Administrator		Sessional		Student		Volunteers		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		1	1	1	3	12	1	3					5	7	10	24
White Irish																
White Other																
Black British																
Black Caribbean																
White/Black Caribbean														2	0	2
British Black Caribbean													1		1	0
White and Asian														1	0	1
Pakistani																
Preferred not to say																
Total	0	1	1	1	3	12	1	3	0	0	0	0	6	10	11	27

## Appendix D: Membership of the Youth Offending Service Management Board

Name	Role
Chair: Richard Baldwin	Director, Children, Young People and Families Service (statutory member)
Elizabeth Spencer	Assistant Chief Officer, South West South Central Division, National Probation Service (statutory member)
Steve Kendall	Police District Commander, Avon and Somerset Constabulary (statutory member)
Debbie Forward	Senior Commissioning Manager, Bath and North East Somerset Council and Clinical Commissioning Group (statutory member)
Christopher Wilford	Head of Education Inclusion Service, Bath and North East Somerset Council (statutory member)
Paul May	Lead Member for Children, Bath and North East Somerset Council
Val Scrase	Head of Operations, Wiltshire and Bath and North East Somerset Children's Community Services, Virgin Care Services Limited
Jane Davis	City of Bath College
Viki Laakkonen	Interim Clinical Director, Children and Young People, Oxford Health NHS Foundation Trust
Amy Hunt (annual attendance)	Youth Champion and Health and Wellbeing Officer, Avon and Somerset Police and Crime Commissioner's Office
Graham Sabourn (agreed attendance re housing issues)	Head of Housing, Bath and North East Somerset
Sally Churchyard	Head of Young People's Prevention Service, Bath and North East Somerset (with management oversight of the Youth Offending Service)

(Notes of meetings are forwarded to the Senior Legal

Adviser/Youth Lead, Bath Magistrates' Court)

## Appendix E: Glossary of Terms

<b>Adverse Childhood Experiences</b>	Factors in some young people's lives that combine to reduce the likelihood of life turning out well for them (including experience of abuse, neglect, parental mental health, domestic violence, parental imprisonment etc.). Young people with four or more of these factors benefit from work to address the trauma they have experienced
<b>Compass</b>	A youth crime prevention initiative for 8-17 year olds, managed within the Youth Offending Service and working with children, young people and their families on a voluntary basis
<b>Custody Review Panel</b>	Addresses the local custody rate by undertaking multi-agency audits and promoting awareness of the use of custody for young people as a safeguarding issue.
<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>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 or even participate in any suitable reparation.
<b>Youth Crime Prevention Board</b>	Oversees work to reduce the rate of first time entrants by analysing first time entrants' data, identifying areas of concern and sharing good practice.
<b>Youth Justice Board</b>	The Youth Justice Board for England and Wales is responsible for overseeing the youth justice system, including performance monitoring, providing advice and disseminating good practice. It receives and endorses Youth Justice Plans on behalf of the Ministry of Justice.