

Bath and North East Somerset

Youth Justice Plan 2015 – 2016

Working in partnership to prevent youth offending

**Bath & North East
Somerset Council**



NHS
*Bath and North East Somerset
Clinical Commissioning Group*

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1. Introduction

Multi-agency Youth Offending Services were established in April 2000 under the Crime and Disorder Act 1998, to work with young people aged 10-17 years who have committed criminal offences. Their principal, statutory function under this legislation is to prevent youth offending. 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 the supervision of young people on pre-Court disposals and Court Orders, giving victims a voice, enabling young people who have offended to re-pay the harm they have caused and strengthening parenting skills. The statutory work is supplemented by a prevention service, Compass, which works on a voluntary basis with children aged 8-17 years who are assessed as being at high risk of offending, and with their families. The Youth Offending Service is responsible for safeguarding young people and supporting them to make more positive lifestyle choices and achieve better outcomes.

The Youth Offending Service reviews its performance outcomes in relation to accommodation, education, training and employment and three key national outcomes;

1. Reduction in the rate of first time entrants
2. Reduction in the rate of re-offending
3. Reduction in the rate of custody

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 2014-2017:

1. Children and young people are safe
2. Children and young people are healthy
3. Children and young people have equal life chances

This Youth Justice Plan is written in accordance with the Crime and Disorder Act 1998 and guidance from the Youth Justice Board. It summarises the achievements of the Youth Offending Service and its partners in 2014-2015 and, based on a review of feedback from service users, performance data and self-assessment undertaken within the Service and by the Management Board, sets out a work plan for 2015-2016. This includes actions the Service will take to ensure a 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 has been consulted with members of the Youth Offending Service, its Management Board and the two sub-groups.

2. Core areas of work for the Youth Offending Service

1. Prevention

Compass is now part of the B&NES 'Early Help' offer. This long-standing service has been designed to work with young people aged 8-17 who are assessed as being at high risk of offending, and with their parents/carers. The service aims to reduce the risk of individual young people offending and entering the youth justice system and supports them to improve their social and emotional well-being, to fully participate in education, training and employment and to strengthen parenting skills.

2. 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 delivery of interventions to young people and parents/carers to reduce the risk of re-offending.

3. Arrest and Court work

- a. **Appropriate Adult services** for young people to safeguard their interests when they are being formally interviewed by the Police. B&NES collaborates with Bristol and South Gloucestershire to provide this service.
- b. **Bail Support and Supervision** – The Youth Offending Service supports and supervises some young people who are conditionally bailed by the Courts to maintain contact with the Youth Offending Service.
- c. **Remand to the Care of the Local Authority** - The Youth Offending Service supports young people who are remanded to the Care of the Local Authority as Looked After children. They also have an allocated Social Worker.
- d. **Report Writing** - preparation of written reports to inform key decision making about young people who have offended, such as supporting contract requirements for Referral Order Panels, and analysis of the offence and proposal of sentencing options to the Courts via Pre-Sentence Reports.
- e. **Court Duty** – providing information and advice to the fortnightly sitting of the local Youth Court and making follow-up arrangements for working with young people.

4. Supervision of young people in the community

This involves undertaking assessments of risk of re-offending, risk of serious harm and vulnerability and working with young people, parents/carers and other agencies to agree plans to address these concerns. The level of contact with the Youth Offending Service is determined by the level of risk assessed and interventions delivered include specific offence-focussed work, raising victim awareness, supporting positive activities and supporting engagement in education training or employment. The Youth Offending Service is responsible for managing young people subject to Intensive Supervision and Surveillance requirements made by the Court as a direct alternative to custody. Such an Order requires the young person to engage with a 25 hour per week programme of education, training and employment, supervision and activities and an electronically monitored curfew.

5. Work with young people in custody

This includes support for young people who are remanded or sentenced to custody, providing risk assessments to the Youth Justice Board to ensure the young person is safely placed in the most appropriate establishment and providing planned supervision of young people 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.

6. Work with victims

The Youth Offending Service contacts named victims of young people worked with and provides information about the outcome of their case and an opportunity to participate in a restorative intervention. This includes 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. These interventions consist of face to face meetings, 'shuttle' mediation (with the Youth Offending Service passing agreed information between the young person and the victim, direct and indirect reparation, and completing victim awareness work with young people leading them to write a letter of apology or explanation. Victims receive updates on the young person's progress on their Court Order.

7. Work with parents/carers

The Youth Offending Service undertakes assessment of a young person's family situation and parenting and offers a range of interventions designed to support family relations, improve parenting skills and confidence. Work with parents is usually 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 around the young person's aggression within the home.

8. Work with whole families

The Youth Offending Service is part of the Connecting Families wider matrix team and sometimes takes on the role of 'lead professional' with families who meet the Connecting Families criteria. This includes undertaking a Whole Family Assessment profile, organising regular Team Around the Family Meetings and co-ordinating a Whole Family Plan to provide support for all family members.

In all this, the Service draws on the expertise of professionals from the following statutory partners, who also provide a link back to their 'parent' organisation, including two-way information sharing:

1. **Education**

Poor engagement in education, training and employment is recognised as increasing the risk of a young person offending. The Education Worker provides a key link between education providers, the Youth Offending Service and young people and parents / carers. They work closely with the Local Authority's Children Missing Education Service, supporting young people to participate in education, training and employment and ensuring that the needs of the most vulnerable young people are understood by education providers.

2. **Health**

- a. A one-day per week seconded Speech, Language and Communication Therapist undertakes full assessment of young people who have been screened as having communication needs in order that these needs can be addressed
- b. A two-day per week seconded Nurse ensures that young people's physical health needs are addressed, through liaison with GPs and direct work
- c. The Service also has a named link with the Child and Adolescent Mental Health Service, to ensure the Service has access to consultation about young people with emotional and mental health needs

3. **Probation**

A full-time seconded Probation Officer works as a case manager, directly supervising young people subject to Court Orders, and brings skills in assessing and managing risk and supporting the transition to adult criminal justice services for young people who continue to offend.

4. **Social Workers**

Two full-time Social Workers also work as case managers and bring particular skills in child development and safeguarding

5. **Police**

Two four-day per week seconded Police Constables provide a link with the Integrated Offender Management Service concerning the young people at highest risk of re-offending, support the Out of court Disposals Panel and lead on work with victims.

3. Review of 2014-2015

3.1 All the objectives in the work plan for 2014-2015 have been progressed and there is evidence of these having had a positive impact on the quality and effectiveness of services provided. The service has implemented a robust audit framework and has embedded in practice the Team Around the Child approach. It has also involved young people in the development of the service by supporting them to participate in staff recruitment, seeking regular feedback from young people and other service users and involving them in planning. Compliance with Court Orders has improved through the introduction of compliance meetings and the service has developed its practice with families by taking a whole family approach in some cases and training practitioners in family mediation. The most significant area of work in the 2014-2015 Plan that is progressing but requires more work is ensuring the service is always using person centred planning approaches. The work plan and achievements can be found in the appendices.

3.2 Substance misuse pilot

Since January 2015, in partnership with the Police and Developing Health and Independence's Project 28 (Young Person's Substance Misuse Service), the Service has been running a pilot project for young people who are at risk of entering the criminal justice system for the first time from having admitted possession of cannabis or being drunk and disorderly. This enables the young person to receive screening, advice and information from substance misuse workers, where previously Police may have issued a Youth Caution without such input. The Police are then able to address the offence by means of a community resolution with intervention to address their substance use

3.3 Developing work within the community

The Community Involvement Worker has developed new reparation projects through consulting with community organisations in the Bath and North East Somerset area. These placements are continuing to be developed in order to meet the needs and aspirations of young people while at the same time allowing them to make amends. They have included:

- Oldfield Park Baptist Church's Take a Break lunch club, which sees young people helping to set up and lay tables, taking orders from customers and serving their meals and drinks. This placement is particularly useful for young people who wish to progress to a career in catering and will help them to achieve a Level 2 qualification in Food Safety and Hygiene.
- Two young people designed and decorated the meeting rooms at the Youth Offending Service office. This work was in response to feedback from young people about the office environment. One of these young people subsequently obtained an apprenticeship as a painter and decorator.

3.4 Participation work with young people

Over the last year, the involvement of young people in the design and delivery of services has been strengthened. All staff recruitment now involves young people, either sitting on the selection panel or participating in a separate young people's panel. Young people have also been involved in development work for the Service through designing and painting meeting rooms. This has created a more welcoming and warmer environment for all those using those rooms. Young peoples' views have also been sought on new offending behaviour resources purchased this year. Their views so far have been positive and this has been fed into the Creative Resources Group which works to ensure there are suitable resources for young peoples' varying learning styles.

3.5 The three performance measures also provide information about the effectiveness of youth justice work. They are shown below, with four comparator groups:

The South West is a regional group made up of the fourteen Local Authorities in the south west of England

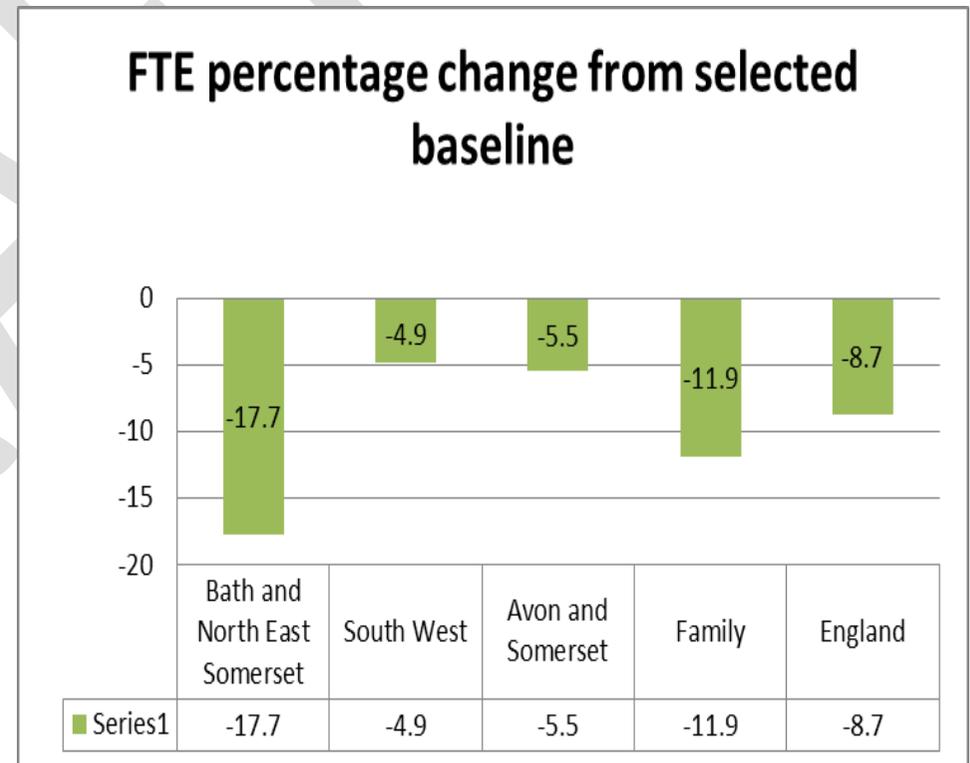
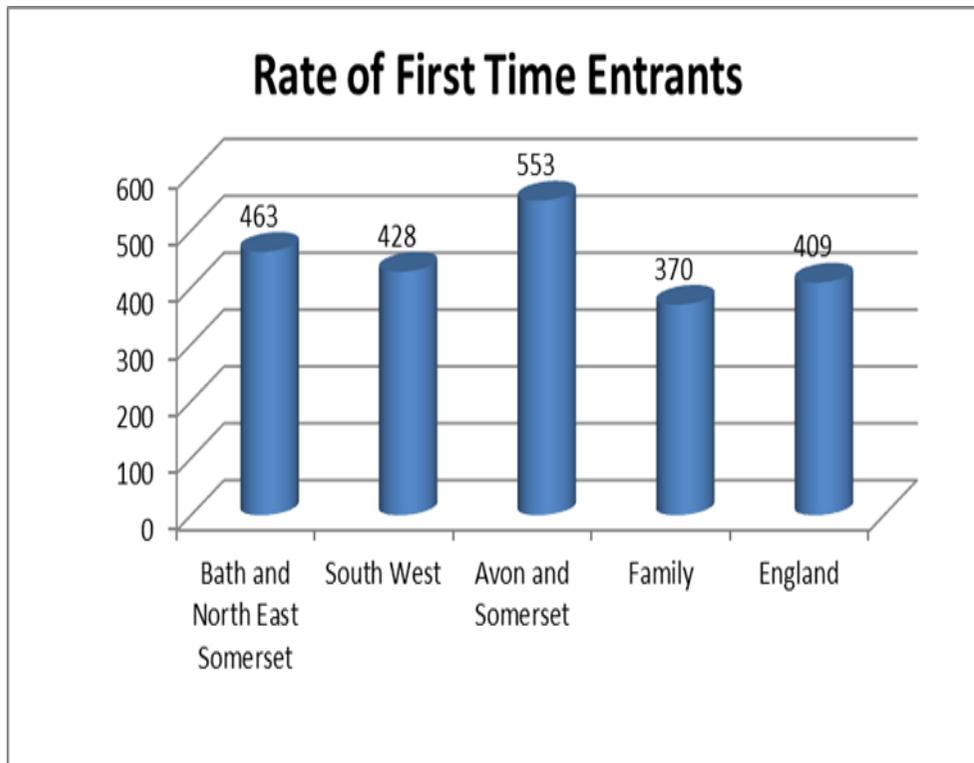
Avon and Somerset is made up of the five Local Authorities that together are co-terminous with Avon and Somerset Police Force area

The family is a unique group of Local Authorities across England and Wales that are most similar to Bath and North East Somerset - York, Reading, Wokingham, Oxfordshire, Bedfordshire, Swindon, North Somerset, Swansea and Warwickshire. (The Youth Justice Board recommends caution in using this comparator group, as the original analysis used to determine the family groups was carried out 10 years ago and demographics and socio-economic factors have changed since then).

a. 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 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 for the twelve month periods ending March, July, September and December each year.

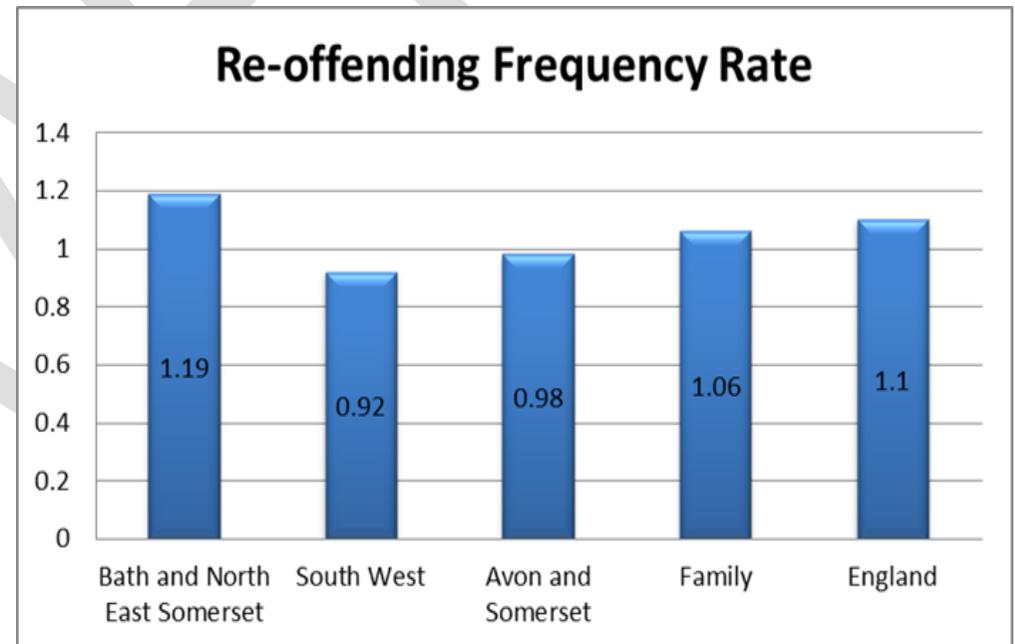
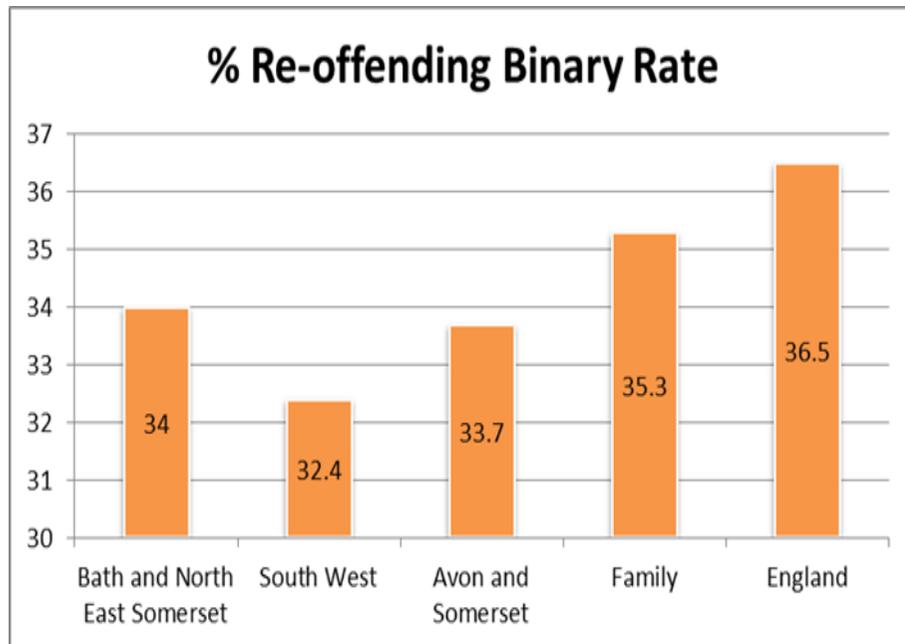
The latest data, shown in the tables below, is for January to December 2014 compared with a baseline period, January to December 2013. The rate of first time entrants has fallen from 505 to 463 between these dates, a reduction of 17.7%. Whilst the rate remains lower than the Avon and Somerset average, but higher than all other comparators, B&NES has made greater improvement than its comparator groups and the local target for a 10% reduction to 511 has been achieved.



b. 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 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 latest data is for the cohort July 2012 to June 2013, compared with the cohort July 2011 – June 2012. 49 of the 144 young people in this cohort re-offended (34%), an increase of 6% on the previous reporting period. After 3 years of being lower than all comparators, this rate is still better than the family and national averages, but not as good as the south west and Avon and Somerset rates. 171 further offences were committed by these 49 young people. The frequency of re-offending rate is now 1.19, higher than all comparator groups.

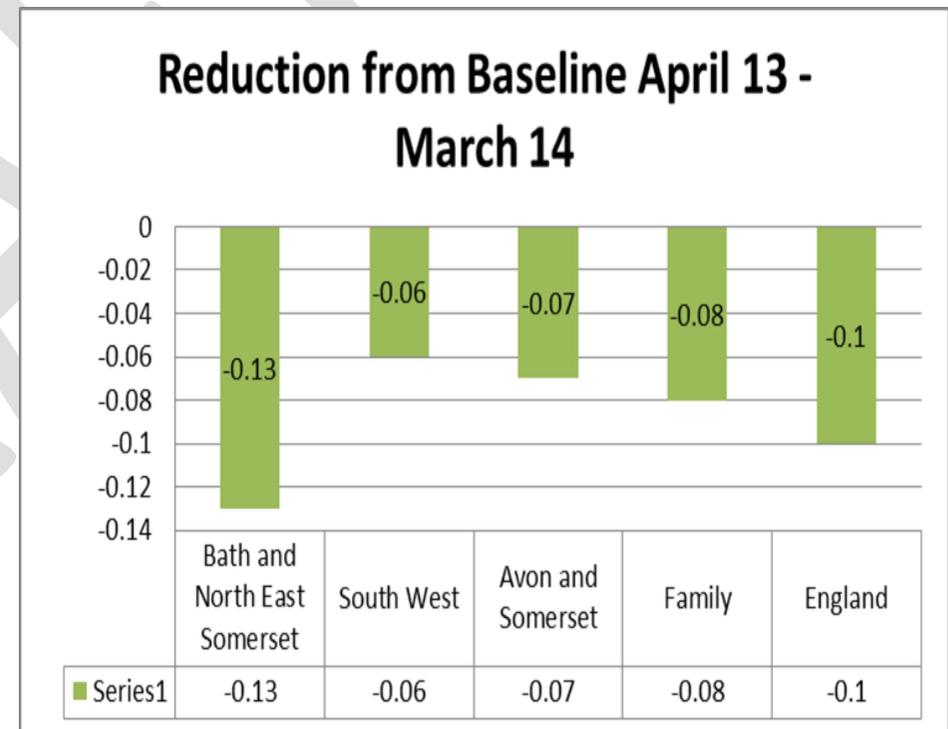
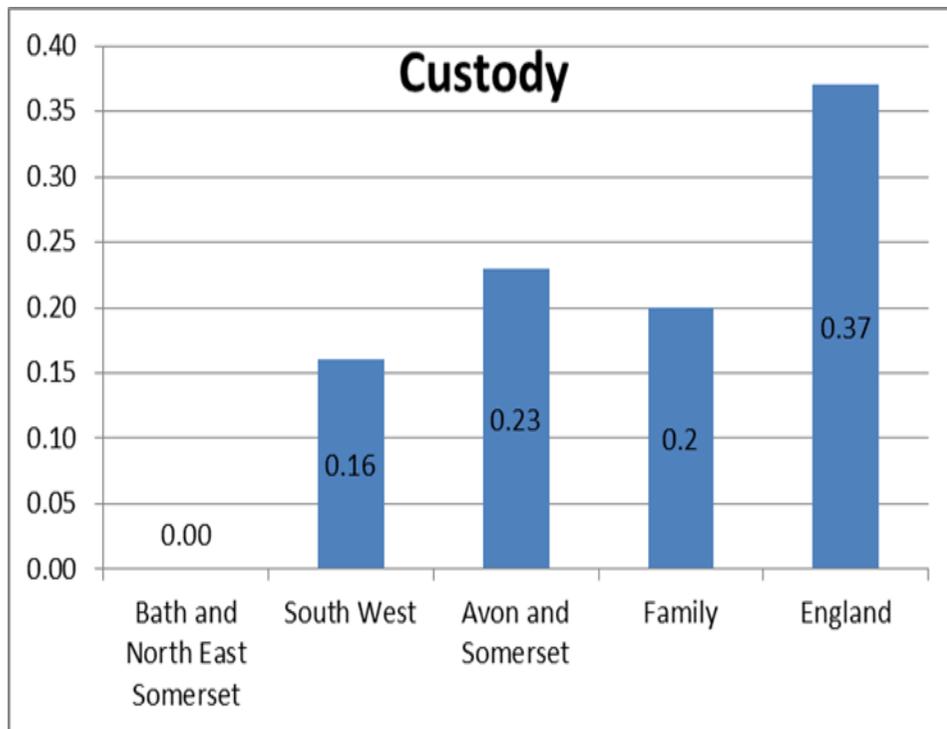


c. Reduce the rate of custodial sentences

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.

The first table below shows the rate of custodial sentences per 1,000 young people aged 10-17 in the general population. The latest data is for the period April 2014 – March 2015, compared with the selected baseline April 2013 – March 2014. The local rate remains at 0, a reduction of -0.13 from the baseline. No young people from B&NES have been sentenced to custody for 18 months, the rate reduction is better than all other comparators and we are one of only two Authorities nationally that have a zero custody rate.

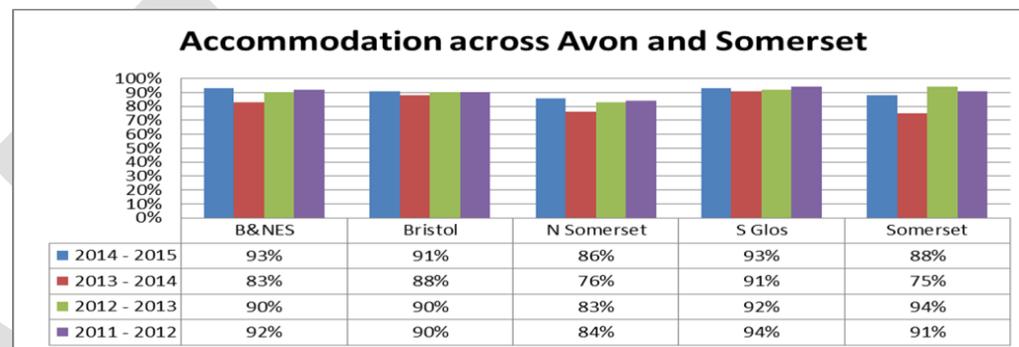
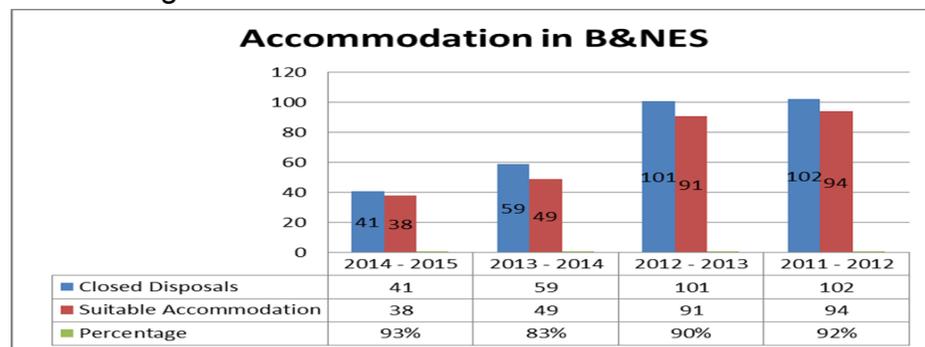
The local target for reducing the rate of custody in 2014- 15 was for a reduction to 0.10, which has been achieved.



Accommodation

The chart below shows data for the suitability of accommodation for a young person when he/she completes their Court Order. This is the latest data available from the Youth Justice Board for the period April 2014 - March 2015.

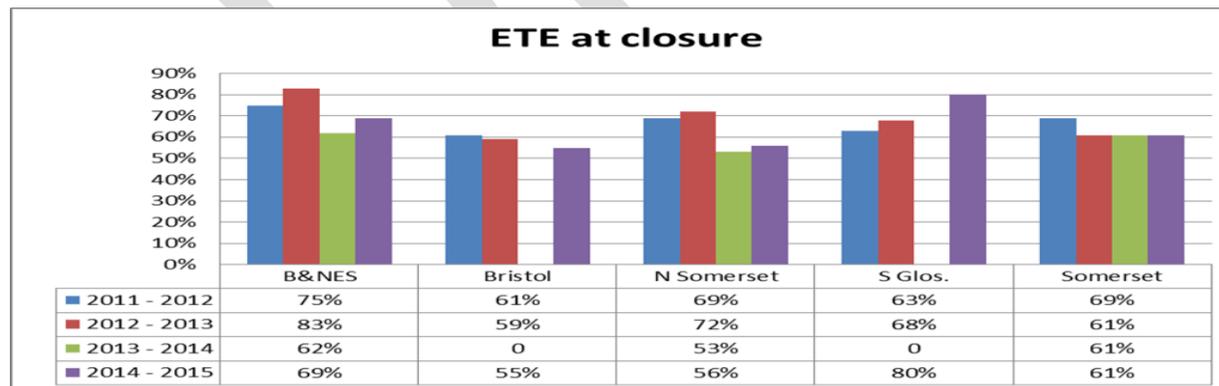
Although numbers are small, there continue to be young people known to the Service who are living in unsuitable accommodation, including 'sofa surfing.'



Education, Training and employment

The chart below shows whether young people were assessed as being in suitable education, training and employment (ETE) when they completed their Court Order. This is the latest data available from the Youth Justice Board for the period April 2014 - March 2015.

The percentage of young people in suitable ETE of all young people supervised at the point of closure remains generally higher in Bath and North East Somerset than in the rest of Avon and Somerset, although significantly lower than the data we reported some years ago, when this was a required national indicator (always 90%+). Work is to be undertaken on the quality of the data but we do also have concern about suitability of provision.



4. Learning from Feedback

The Youth Offending Service is keen to ensure that the service provided to young people, parents and carers, victims, the Courts and other partner agencies is of the highest quality. It seeks regular feedback and endeavours to implement changes from the comments received.

4.1 Young people

The Service trialled 'telephone feedback' in 2014 -15. The anticipated benefits of this method over more traditional 'feedback forms' were that young people with written communication needs may be more able to share their feedback, that it would offer a personal touch and that it would be more objective as the Operational Manager would carry out the calls.

The positive comments included young people feeling well supported and listened to by staff, that young people were being helped to stay out of trouble by having something to do and learning about the consequences of their behaviour on victims.

Areas for improvement were for there to be more interesting reparation placements and for the Youth Offending Service meeting rooms to be young person friendly. The young people also wanted some of the one to one sessions to be more interesting and interactive. The feedback also indicated that the young people did not always know what was on their intervention plan, thus indicating a need for the Youth Offending Service to redouble efforts to ensure young people are part of the intervention planning process.

Alongside this, the Service utilises the HMI Probation Feedback tool called Viewpoint to gain written feedback online from young people. We are due to receive information about this feedback on a yearly basis from the Inspectorate.

4.2 Parents and Carers

Feedback from parent/carers working with our service's prevention team, Compass has been sought as part of a wider review of parenting support with Bath and North East Somerset. Interventions impacting parent confidence include; one to one time with the Parenting Worker; joint parent/child positive activities; awareness of risks of offending.

Learning from this feedback has been:

- Parents of children supported by Compass need consistent support that values the voice of the parent *"you made us feel like we mattered at the meeting"*.
- Parents of children supported by Compass appreciated; *'the help from the parenting worker,' "to have some time to talk things through and make sense of everything"*; regular feedback from the keyworker; to have a say in the assessment process and have this read back to them; the range of activities available to their children (arts/crafts/role-play/positive activities) and how this has helped their child and the wider family to *"shout less"*.

We have also sought feedback from parents regarding the parenting support offered by our service. This feedback was overall very positive with parents consulted finding the work of our parenting worker beneficial.

"It was very helpful; (the Parenting Worker) was very thorough on each topic, generous with her time and tailored the support according to my changing needs"

"Some of the most helpful things I learnt were about emotional flooding and the spring effect"

"(The Parenting Worker) came to our house late in the afternoon to fit my husband's work so yes they [time of appointments] were convenient"

Feedback from parent/carers has made the Service aware of the need to review the layout of parenting support plans to ensure that these are more accessible.

4.3 Victims

Feedback from the victims of crime that our service works with takes place through ending visits to victims by the YOS victim support worker and/or feedback forms from victims. This feedback from victims is evaluated on a quarterly basis and this has found an extremely high level of satisfaction with the support offered from our victim support worker.

"I received a letter which was really well written, neat and tidy - It was good to get a letter as it shows they are taking it seriously and they are putting the effort in." (Victim feedback form)

Feedback from victims has informed practice. An example of this has been in informing the design of a restorative conference risk assessment form with regard to venues chosen to host those meetings. We have also introduced the use of a new feedback form in a prepaid postcard format that can be sealed, to make return of this feedback easier for victims are working with.

4.4 Courts and Magistrates

The Youth Offending Service seeks feedback from Magistrates in relation to Pre-Sentence Reports prepared. The feedback is positive in almost all cases with the congruence level from proposal to sentence being high (100% in 2014-2015). The Youth Offending Service has quarterly meetings with the local Magistrates and Court Clerk. These meetings serve as opportunities to share service updates, provide case studies to Magistrates to enhance their confidence in sentencing and to share feedback about the Court process.

4.5 Partner agencies

Work with other key service providers regionally and within the Bath and North East Somerset area is crucial to supporting the best possible outcomes for our service users. The Youth Offending Service is committed to effective partnerships, working in a coordinated manner. Feedback recently sought from partners has been very encouraging:

“YOS have never failed to engage with the development of restorative justice and have been enthusiastic and helpful with their contribution to the development locally and across Avon and Somerset.” Office of the Police & Crime Commissioner

“Attending consultations are helpful to think through cases, relationship with the services have developed in a helpful and appropriate way”
Child and Adolescent Mental Health Service.

“I find the structure and support offered by YOS in regular multi agency meetings for joint cases really helpful. This working and organisation supports a cohesive and holistic approach to the care of young people.” Child and Adolescent Mental Health Service.

“Always (told relevant information in a timely manner), YOS attend all meetings that we share clients with and always backed up with a phone call...” DHI Project 28 (Bath and North East Somerset Young Person Substance Misuse Service)

“Whenever I have any issues with a young people the YOS team are always easy to get hold of.” Hitz Premiership Youth Programme

“I can always rely on YOS workers getting back to you quickly.” DHI Project 28 (Bath and North East Somerset Young Person Substance Misuse Service)

“Young People often say that YOS workers are really good at meeting them at Project 28 if they need to speak to them.” “YOS sorted me out a bus pass so I could get to college” DHI Project 28 (Bath and North East Somerset Young Person Substance Misuse Service)

“All my staff that have interacted with our local YOS team have received a positive service.” Lighthouse Victim & Witness Care

Feedback from partner agencies has been very positive, it has also in one case contained useful suggestions of how we can better communicate updates amongst partners involved team around the child/families work. This will be looked at within upcoming team development work.

5. Self-Assessment

5.1 Youth Offending Service Management Board

The Management Board holds an annual development event. This year, it completed the self-assessment tool published by the Youth Justice Board and reviewed its membership and priorities, agreeing an action plan that was reviewed after 6 months and led to new members joining the Board and commitments to make use of published Inspection reports and Serious case Reviews to inform oversight.

5.2 Youth Offending Service

Using the Youth Justice Board's Self-Assessment Tools as guides, a number of areas for development over the coming year have been identified. Focussing on reducing re-offending is clearly a priority and the area where Bath and North East Somerset Youth Offending Service. The Youth Offending Service can develop this year is to ensure the team is taking a person centred approach to planning work and that the team is delivering appropriate interventions which are suited to the needs of individuals. The work will ensure that interventions meet identified needs, are suitable for different learning styles, ages and genders, are current and are linked to robust assessments. The work plan for the next year has been reviewed by staff within our service and reflects their ideas and commitment.

5.3 Quality Assurance and Audit

Managers in the Youth Offending Service undertake regular case audits, following the HMIP Short Quality Screening guidelines. Audits in 2014-2015 showed some excellent assessments being undertaken including comprehensive analysis of risk of serious harm and vulnerability. In some cases there were also excellent plans to manage this risk and vulnerability. Some audits showed areas for improvement required in assessments and plans and this feedback has been shared with staff to improve practice into the future. Other areas that were strong in some cases were good evidence of communication with other agencies, Team Around the Child processes in place in all cases audited and good evidence of the Youth Offending Service using compliance meetings to enable young people to adhere to the conditions of their Court Order.

Areas that require improvement include involving young people more in assessment and planning and setting more young person appropriate objectives for intervention, and ensuring interventions are comprehensive, evidence based and meeting the learning needs of young people.

5.4 Restorative Justice

All restorative conferences are risk assessed by the facilitators of those meetings. These forms are now quality assured by the Partnership and Intervention Manager. This year, a restorative conference participants' feedback form has been introduced and these will also be evaluated on a quarterly basis to gauge the quality of support to victims who take part in restorative meetings. We have also undertaken the Restorative Justice Council's self-assessment as part of work towards achieving the Restorative Services Quality Mark.

5.5 Preventative work

This year, work has been undertaken with the New Economics Foundation to strengthen evaluation of outcomes for young people and their parents. The project is also working on a Theory of Change to test and demonstrate that interventions continue to be based on evidence-based approaches and that we are measuring the outcomes that impact on reducing offending. The Service is also working with commissioners to streamline referral into preventative services to ensure that young people are quickly able to access the service that best meets their needs.

5.6 Mentoring

The Service is now developing a project to further extend reparation opportunities as well as providing mentoring. Community Reparation and Mentor Volunteers (CRMVs) will be recruited and trained to provide support to young people. This builds on the valuable contribution of volunteer Community Panel Members make in facilitating Referral Order Panel meetings.

The new pilot scheme will initially recruit six volunteers who will each be matched with a young person depending on their needs and interests. The volunteers will support the young person to complete their reparation and act as a mentor for a period of up to a year if the young person agreed this would be beneficial to them. This will strengthen the arrangements for continuing to support young people who may remain at some risk of re-offending after their statutory involvement with the Service ends.

6. The changing context for Youth Justice

6.1 Learning from Thematic Inspections and Serious Case Reviews

All relevant Inspection reports are reviewed and discussed at the Management Board, its sub-groups and/or in the youth Offending service. There have been four youth justice thematic Inspections published since the last Youth Justice Plan, three of which have been reviewed. The fourth, on resettlement of young people back into the community following a custodial sentence, is included in the forward plan.

1. An Inspection of the work of Probation Trusts and Youth Offending Teams to protect children and young people, August 2014 (Bath and North East Somerset participated in this Inspection in October 2013). A local improvement plan followed this and was reflected in last year's Youth Justice Plan. Improvements made were presented to the Youth Offending Service Management Board and the Local Safeguarding Children's Board.
2. Girls in the Criminal Justice System, December 2014
The report highlighted that girls make up about 20% of the caseloads of Youth Offending Services. It found that little use was made of data to track outcomes specifically for girls and therefore it was hard to measure the effectiveness of services. It found issues in the assessment of vulnerability and, in some areas, insufficient consideration of the high risks of child sexual exploitation, and inconsistent exit planning and support. The Youth Offending Service has undertaken a YJB 'health check' of its arrangements for working with girls and young women in the youth justice system and this also highlighted the lack of gender-specific data and provision.
3. The Contribution of Youth Offending Teams to the work of the Troubled Families Programme in England, January 2015
The Management Board supports the Youth Offending Service's active involvement in this work and has reviewed the recommendations.

6.2 Key legislative and other updates

a. Prevent Strategy

The Counter Terrorism and Security Act 2015 came into effect in February 2015. This places a duty on specific organisations from 1 July 2015 to "have due regard to the need to prevent people from being drawn into terrorism." Local authorities are among the key agencies vital to preventing young people being drawn into terrorism and the local Prevent Strategy sets out the partnership response. To comply with this duty, Youth Offending Services must understand the specific risks of radicalisation in their area, attend and utilise training to recognise vulnerability to being drawn into terrorism and be aware of the support services available and the course of action to be taken if an individual is suspected of being at risk. This includes ensuring effective information sharing arrangements.

b. SEND Reforms

The Children and Families Act 2014 introduced improved support for children and young people with special educational needs and disability (SEND). The reforms will have an impact on many young people involved in the youth justice system. In addition to the general provisions, Sections 70-75 of the Act and the Special Educational Needs and Disability (Detained Persons) Regulations 2015 set out specific statutory provision for young people with SEND in youth custody. The aim of the legislation and guidance is to ensure that special educational needs are met in youth custody for young people under 18 and that provision set out in an Education and Health Care Plan (EHC Plan) continues to be made in custody and that there is timely planning to meet needs on release. These specific provisions come into force from 1 April 2015 and a local protocol has been agreed to ensure compliance with the legislation.

c. Changes to Curfew Only Youth Rehabilitation Orders

From 1 June 2015, new arrangements come into effect which relate to the management of Youth Rehabilitation Orders (YROs) with just an electronically monitored curfew as a requirement. The new arrangements relate primarily to Court enforcement activity and requires Youth Offending Services to undertake some case management responsibilities in relation to the Order such as initial liaison with the Electronic Monitoring Service, consider the allocation of a case worker for voluntary support and intervention and present the case in court and provide advice to the court in instances of non-compliance.

7. Plan for 2015-2016

7.1 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 statutory requirements are met, through the provision of resources and other support.

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, chaired by the Head of Service at Oxford Health NHS Trust for a second year, 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 remained under review and Sirona Health and Care has now joined; at the same time, stronger links are now being made with Housing. A number of members of the Board also sit as members of the Local Safeguarding Children Board. The Management Board has two sub-groups – the Youth Crime Prevention Board that oversees work to reduce the rate of first time entrants and the Custody Review Panel that oversees work to reduce the rate of custody. Both groups are chaired by the 11-19 Prevention Service Manager and report annually to the Youth Offending Service Management Board. The Youth Offending Service is managed within the People and Communities Department of the Council. Strategic responsibility for the Youth Offending Service is allocated to the 11-19 Prevention Service Manager who is also responsible for the Youth Connect Service and is line managed by the Divisional Director. 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.

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. Progress on the work plan will also be reported to the relevant Development and Scrutiny Panel in the Council. 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.

Membership of the Youth Offending Service Management Board

Management Board 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
Elizabeth Spencer	National Probation Service, Avon and Somerset
Chrissie Hardman	Sirona Care and Health
Catherine Fisher	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

7.2 Local policy context

1. Children and Young People's Plan 2014-2017

This Plan sets out the vision and priorities that Bath and North East Somerset has for children and young people. The vision is that “we want all children and young people to enjoy childhood and be well prepared for adult life.” The three priority key outcomes are:

- 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.

2. Police and Crime Commissioner's Plan

This has retained last year's four priorities, plus an additional priority on road safety

3. Local Safeguarding Children Board Work Programme 2015-16

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 is a member of the Local Safeguarding Children Board and sits on the Training, Professional Practice and Child Sexual Exploitation sub-groups. It is actively involved in work to address the needs of young people who are sexually exploited, including co-chairing the Child Sexual Exploitation Multi-Agency Risk Assessment Conference and 'seconding' a member of staff on a part-time basis to Willow, to undertake direct work with young people to reduce their risk. It is also about to lead a fixed life group on children of prisoners, to promote awareness, improve identification and enhance support available.

What will be done	Lead	Timescale
Priority Area 1: Service Development		
1. Introduce a continuing professional development process to keep the team abreast of learning in risk management, safeguarding, effective practice and lessons from serious case reviews	Operational Manager	September 2015
2. Implement a database upgrade to ChildView version 2, including training all staff	Systems and Information Manager	September 2015
3. Introduce youth justice competencies into practitioner and manager Person Specifications and review how these are tested in staff recruitment and supported through Performance Reviews	Service Manager	March 2016
4. Implement the new AssetPlus assessment tool, including co-ordinating training for all staff	Operational Manager	March 2016
Priority Area 2: Youth Crime Prevention Work		
1. Work with other preventative services to align referral processes and ensure young people have prompt access into the best service to meet their needs	Senior Practitioner	December 2015
2. Use the forthcoming audit of National Standards to strengthen the quality of preventative provision	Service Manager	December 2015
3. Complete and commission external evaluation of the Cannabis Diversion pilot and support partners in considering its wider roll out	Partnership and Intervention Manager	March 2016
4. Lead a 'task and finish' group to raise awareness, improve identification and promote effective support to children of prisoners, including youth crime prevention services where appropriate	Service Manager	March 2016
5. Promote referral of girls at risk of offending into youth crime prevention services	Senior Practitioner	March 2016
Priority Area 3: Work with young people including managing risk of harm and safeguarding		
1. Provide a member of staff from the Youth Offending Service to join the Willow Project, (Child Sexual Exploitation Virtual Team) and supervise their work as a member of a network of managers.	Operational Manager	June 2015
2. Ensure effective liaison and co-operation between the Youth Offending Service and other agencies working to safeguard young people at risk of sexual exploitation	Service Manager	June 2015
3. Ensure that all assessments of likelihood of re-offending, risk of harm and vulnerability take into account the impact of gender	Operational Manager	September 2015
4. Ensure the Youth Offending Service takes a person-centred approach to assessment and planning with all young people and monitor this through case audits and feedback	Operational Manager	September 2015

What will be done	Lead	Timescale
5. Review current reparation placements and ensure future placements provide specific, relevant opportunities for young people to repair the harm caused by their offending to the community.	Partnership and Intervention Manager	September 2015
6. Ensure the processes for feedback and planning meetings with young people focus reparation placements as closely as possible to their offence(s), interesting and skills-based	Partnership and Intervention Manager	September 2015
7. Embed delivery of effective resettlement practice amongst all Youth Offending Service staff by: <ul style="list-style-type: none"> • refreshing practitioners' understanding of their role when a young person is sent to custody • demonstrating that provision is based on lessons from research • addressing the emotional impact of custody on all concerned 	Partnership and Intervention Manager	September 2015
8. Review arrangements for provision of Appropriate Adult services to young people being interviewed by Police	Partnership and Intervention Manager	September 2015
9. Introduce regular review of data by gender to understand the trends of offending by girls and the needs they present	Systems and Information Manager	September 2015
10. Review ASSET assessments to understand the specific needs of girls in the youth justice system and ensure that appropriate interventions are available and are offered to meet their needs	Partnership and Intervention Manager	December 2015
11. Develop exit strategies to ensure that girls have access to appropriate ongoing support when their involvement with the Youth Offending Service ends	Partnership and Intervention Manager	December 2015
12. Introduce Speech and Language Therapy communication cards for young people with these needs to support communication during meeting with Courts, Police, or other official agencies.	Partnership and Intervention Manager	December 2015
13. Work with the Community Involvement Worker to recruit and train a small cohort of new volunteer Community Panel Members	Partnership and Intervention Manager	December 2016
14. Incorporate young people's feedback into the review of offending behaviour resources by membership of the monthly Creative Resources Group	Partnership and Intervention Manager	March 2016
15. Pilot the recruitment of volunteers to work alongside and supervise young people on reparation activities and to continue their involvement with young people as mentors.	Partnership and Intervention Manager	March 2016
16. Participate in the working group to promote understanding of risk factors leading to young people becoming perpetrators of child sexual exploitation and the development of work to address this	Operational Manager	March 2016
17. Analyse local data about young people's re-offending and use this to identify how the Service can support reductions in the level and frequency	Service Manager	March 2016

What will be done	Lead	Timescale
18. Review processes and protocols to support the work of the Service in promoting the full engagement of young people in education, training and employment	Partnership and Intervention Manager	March 2016
19. Work with partners in Social Care to learn from Laming's national review of offending by Looked after Children and identify how to apply the learning locally	Operational Manager	March 2016
Priority Area 3: Work with Victims		
1. Develop effective partnership working practice with new victim services - Lighthouse, the integrated victim care service, and the Young Victims' Service.	Partnership and Intervention Manager	December 2015
2. Achieve the Restorative Justice Council's Restorative Service Quality Mark and introduce service improvements identified through this work.	Partnership and Intervention Manager	March 2016
Priority Area 4: Work with Parents/Carers and Families		
1. Re-design parent support plans in consultation with parents/carers to ensure that they give a clearer description of specific planned work.	Partnership and Intervention Manager	September 2015
2. Introduce regular case reviews to focus on young people and families achieving positive outcomes	Operational Manager	December 2015
3. Ensure that quality assurance and management oversight arrangements support achieving both Connecting Families and Youth Offending Service outcomes	Operational Manager	March 2016
4. Ensure that the Youth Offending Service provides lead practitioners to work with whole families within the Connecting Families programme and audit work undertaken	Operational Manager	March 2016
Priority Area 6: National Initiatives		
1. Ensure that the Youth to Adult transition process is supported by a clear local protocol and a positive interface with Working Links (the local Community Rehabilitation Company) to ensure smooth and safe transitions of young people when they become 18 years old.	Operational Manager	December 2015
2. Participate in the national review of self-assessment tools for Youth Offending Services	Service Manager	December 2015
3. Nominate a champion for the Prevent / Channel initiative to prevent extremism, and ensure all staff participate in awareness training	Operational Manager	March 2016
4. Participate fully in the YJB Reducing Re-offending initiative, including use of the live tracking tool	Systems and Information Manager	March 2016

7.4 Budget Summary 2015 - 2016

Source	Pooled budget	Staffing costs	Non-staffing costs	Comments	Total
Police (staff costs based on 2013/14)	26,442	82,472	0	Seconded Police on-site access to Police National Computer is also provided but not costed	108,914
Probation (based on 2013/14 costs)	0	43,378	0		43,378
Health	14,885	31,109	0	CAMHS consultation is delivered through a separate contract and not costed	45,994
Local Authority	18,685	334,823	31,369	Office base, Financial and Human Resources services are also provided but not costed	384,877
Police and Crime Commissioner	0	11,750	0	Additionally, £9,435 is paid and towards the commissioning of Project 28, a substance misuse service	11,750
Youth Justice Board	0	169,382	59,669	This funding is used to develop Good Practice and effectiveness, also Restorative Justice and Unpaid Work	229,051
Total	60,012	672,914	91,038		823,964

7.5 Partner Agency Commitment

Partner Organisation	Name of Chief Officer	Signature	Date
Local Authority	Jo Farrar, Chief Executive, Bath and North East Somerset Council		
Local Authority	Ashley Ayre, Strategic Director, People and Communities		
People and Communities Department	Richard Baldwin, Divisional Director Children and Young People's Services		
Health Service and Education	Mike Bowden, Deputy Director, Children and Young People's Strategy and Commissioning		
Avon and Somerset Police Service	Caroline Peters, District Commander		
National Probation Service	Elizabeth Spencer Assistant Chief Officer		
Chair of the Youth Offending Service Management Board	Michelle Maguire, Head of Service, Oxford Health NHS Foundation Trust		

8. Appendices

Appendix A: Review of Work Plan 2014-2015

Priority Area 1: Strategic Development	Progress
<p>1. Review the delivery model for youth justice work within the changing context for young people and the Service's statutory partners and set.</p>	<p>Completed Visits have been made to North Somerset and Dorset Youth Offending Services to learn from their experience. The Management Board reviewed this on 24 June and again at its development day in November. There are currently no proposals to make any significant changes to the model.</p>
<p>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.</p>	<p>Completed The Board has expanded its membership to include commissioners and the Cabinet member and has an independent chair. Stronger links are being made with the Housing Department and Sirona. All new members are offered an induction and champions have been identified for the main priorities in the Youth Justice Plan. The Youth Offending Service is presenting more detailed assurance information and case studies to meetings to improve understanding of youth justice work. The Board has assessed itself against qualities identified by the Youth Justice Board as indicators of effective oversight.</p>
<p>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.</p>	<p>Ongoing The Service Manager was involved in the initial drafting of the Strategy and helped lead a workshop for all staff in the autumn. She is now leading on a refresh of the parenting strategy, due to be completed in June 2015.</p>
<p>4. In line with the Police Operating Model, agree a new role and job description for the seconded Youth Offending Service Police Officers.</p>	<p>Completed The new job description has been completed and agreed. The Youth Offending Service retained its complement of seconded Police Constables following the Police review (1.6 fte).</p>
<p>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.</p>	<p>Completed This Youth Justice Board-funded post has now been filled and the focus of work is currently the reparation projects that many young people known to the Youth Offending Service are required to undertake,</p>

<p>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.</p>	<p>Progressing Two members of the Board agreed to raise the issue strategically. It has now been agreed that Bath and North East Somerset should have a single strategy incorporating 14-19, Not in Education, Training and Employment and Raising the Participation Age. The Service Manager is part of a '14-19 group' that is looking at how to take this agenda forward and also of a pan-Directorate group seeking to address accommodation and employment issues.</p>
<p>Priority Area 2: Assessment, Planning, Intervention and Supervision</p>	
<p>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.</p>	<p>Progressing and Ongoing into 2015/16 The audit framework has been reviewed and regular audits are being undertaken. Joint working and joint assessments are being undertaken in a number of cases to enhance skills. Observations in the form of attending meetings together and providing feedback have taken place. More formal observations of practice are being planned.</p>
<p>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.</p>	<p>Progressing Staff have been trained in aspects of Person Centred Planning and a number of young people now have One Page Profiles.</p>
<p>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.</p>	<p>Completed The feedback options have been reviewed and refined. We are participating in HMP Inspectorate of Probation's Viewpoint scheme for gathering feedback. We have also trialled telephone feedback with young people who are still in contact with the Youth Offending Service, with some positive feedback and early opportunities to address any issues arising.</p>
<p>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 Youth Offending Service.</p>	<p>Completed It is now established practice for young people to be directly involved in the recruitment of practitioner and managerial staff. Recent examples have been a Social Worker, the Community Involvement Worker and Sessional Workers. Young people have been on interview panels and created their own interview questions.</p>

<p>5. Ensure the interventions delivered by the Youth Offending Service 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.</p>	<p>Completed Communication screening is undertaken by practitioners, following training from the Speech and Language Therapist, and this directly informs the way we work with young people. New materials produced are routinely reviewed by the Speech and Language Therapist, who has also joined the SLT creative resources group which works to adapt resources so that they are suitable for an experiential/kinetic learning style. This area of work is featured in the Youth Justice Board's Effective Practice section of its website.</p>
<p>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 2013-2014.</p>	<p>Completed 7 Compliance Panels have been undertaken since April 2014 of which 5 have prevented Beach action. 1 Compliance Panel led to increased compliance for a period of 2 months before the young person missed further sessions and went into Breach. 1 young person went into Breach a week after the Compliance meeting. In the first three quarters of 2014-2015, there have been 10 Breaches in Court which is a marked decrease on 2013-2014. Compliance Panels are now part of regular practice in Bath and North East Somerset Youth Offending Service.</p>
<p>Priority Area 3: Work with Victims</p>	
<p>1. Improve the Victim Liaison Service at the Youth Offending Service, 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.</p>	<p>Completed Evaluation of victim feedback takes place on a quarterly basis, and dates for this have been set for 2015-2016. Evaluations done so far indicate a very high satisfaction rate reported by victims we are supporting. A postcard for feedback has been developed and is used to encourage more feedback through a more streamlined feedback process.</p>
<p>2. Ensure victims and young people are able to reflect upon and feedback about restorative justice meetings, by creating a debrief template for all young people and victims. This feedback will be reviewed on a quarterly basis to inform practice relating to restorative meetings.</p>	<p>Completed A feedback form has been designed and is in use for participants of restorative meetings facilitated by the Youth Offending Service. These will be reviewed at the same meetings as victim feedback reviews.</p>

<p>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.</p>	<p>Completed 10 team members have been trained in Family Mediation. The training is based on restorative justice principles and practitioners have gain skills to hold mediation sessions with families. These skills are particularly useful when working with young people who have offended at home and where there is a risk of family breakdown.</p>
<p>Priority Area 4: Work with Families</p>	
<p>1. Develop and implement the use of Assessment and Screening Tools for Case Managers to use with Parents and Families.</p>	<p>Completed During a team development morning we added to the YJB Self-Assessment tool for Parents and Carers. This is now used with new cases. The new tool has been passed to the YJB for their Effective Practice Website.</p>
<p>2. Select suitable families throughout 2014-2015 where the Youth Offending Service, including Compass, will work with the family as a whole as part of the Connecting Families Matrix Team.</p>	<p>Completed Three families have been identified and offered whole family work. The Youth Offending Service case manager in each case is co-ordinating work with the young person and their parent, taking into account the needs of siblings and other family members. A written protocol has been agreed between the two services to support this work.</p>
<p>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.</p>	<p>Completed Development work with team on whole family work has been undertaken. Joint work has been taking place with the Parenting Worker and case manager or Compass Keyworker, and also as part of wider Team Around the Family meetings.</p>
<p>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.</p>	<p>Completed Referral form amended to link with the new YJB parenting self-assessment tool. This form was amended to include a parenting confidence scale to enable evaluation of distance travelled between start and completion of intervention.</p>
<p>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.</p>	<p>Completed These resources have now been completed and are available to support family work.</p>

<p>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.</p>	<p>On hold</p> <p>The Job Description for sessional facilitators has been reviewed and the last group delivered received very positive feedback from the parents/carers involved. However, the co-ordinator did not wish to continue in the role beyond the end of the contract period and recruitment has been delayed pending the completion of work on the Parenting Strategy.</p>
<p>7. Ensure continued use of Team Around the Child and Team Around the Family approaches and audit this in supervision.</p>	<p>Completed</p> <p>This process has now become integrated into youth justice work. Team around the Child meetings are held within 28 days of a Court Order being made if there are a number of agencies involved with the young person. The use of this approach is monitored through the Case Audit Framework.</p>
<p>Priority Area 5: Preventative Work</p>	
<p>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</p>	<p>Completed</p> <p>A more proactive approach is now taken, drawing on Police intelligence, and referrals from the Police have increased this year.</p>
<p>2. Target earlier support for children at risk of offending by screening all Youth Restorative Disposals 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.</p>	<p>Completed</p> <p>Youth Restorative Disposals notified to the Youth Offending Service are screened by the Senior Practitioner. This has resulted in those young people and families considered likely to benefit from Compass work being sent information, and where a professional is linked to the young person, they are also contacted.</p>
<p>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+).</p>	<p>Completed</p> <p>Onsets and support plans are quality assured by the senior practitioner to ensure this intervention is included where assessed as needed. Compass monitoring also measures increasing in parenting confidence which is measured using a parenting self-assessment tool at the start and completion of intervention.</p>

<p>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 the Parenting Worker or receive informal support and advice from their Keyworker.</p>	<p>Completed Joint work between the Compass key worker and the Parenting Worker is taking place in those cases that require this approach. The parenting programme has also been promoted to parents.</p>
<p>5. Work with Local Safeguarding Children Board partners to identify children of adult offenders who could be referred to Compass.</p>	<p>Progressing This action is still being pursued with Probation as a means of encouraging referrals from this service. The Youth Offending Service Management Board is planning a half-day conference to focus on this issue.</p>
<p>Priority Area 6: National Initiatives</p>	
<p>1. Use the YJB Learning Matrix as a pilot in PDRs for practitioners.</p>	<p>Completed This has been trialled with the Seconded Probation Officer and the Operational Manager and has proved very helpful in evaluating specific youth justice competencies. On the basis of this, it will now be used with all practitioner and managerial staff</p>
<p>2. Introduce and manage the delivery of the Unpaid Work Requirement in Court orders for 16 and 17 year olds.</p>	<p>Progressing The Community Involvement Worker, who took up post in January 2015, now leads on finding placements for the Unpaid Work Requirement, but it is anticipated that the Court will continue to make more requests for Reparation than for Unpaid Work. It has not been necessary for an Unpaid Work Requirement to be made in 2014-2015 to date.</p>
<p>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.</p>	<p>Completed Staff have been briefed about the changes introduced and supervision will be extended where appropriate.</p>

Appendix B: Youth Offending Service Values and Behaviours Framework

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

1. Respect young people for who they are and take their needs and wishes seriously
2. Listen to young people and take any action necessary to keep them safe
3. Recognise the damaging impact of crime on individuals and communities and uphold the importance of preventing it
4. View diversity positively
5. Believe in the possibility and desirability of change
6. Want the best for young people and their families
7. Work restoratively
8. Work in an integrated and multi-agency way
9. 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:-

1. Expect the best of our children and young people across Bath and North East Somerset
2. Shows respect for all
3. Uses help/services that are evidenced based
4. Ensures transparency in decision making
5. Has energy and purpose
6. Does not "assume" without thinking
7. Is positively disposed to deliver the best outcomes for each individual child
8. 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:

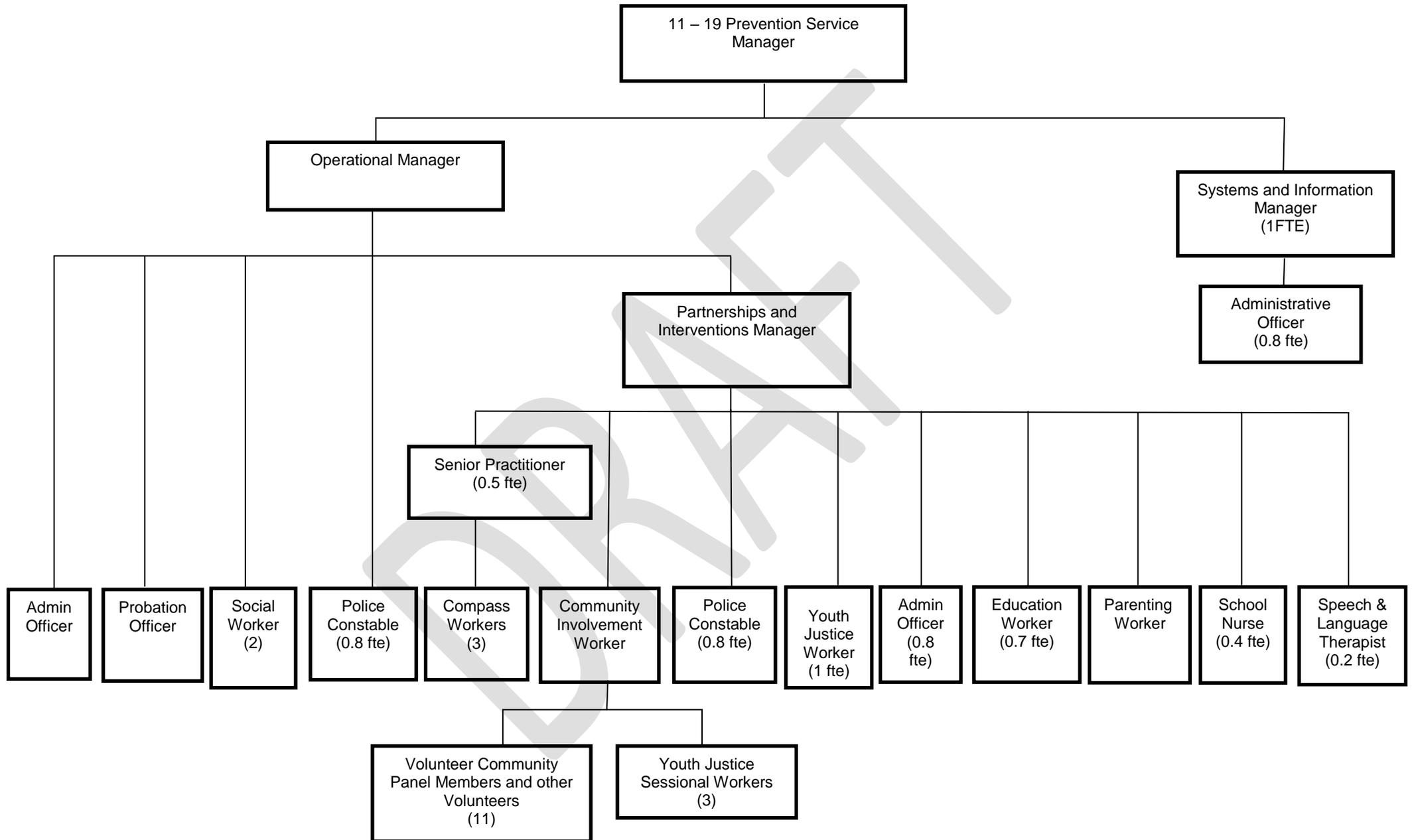
1. Young people are central to any discussions of their needs
2. Young people are involved in any meetings/discussions about their individual needs and plans
3. All staff front –line staff /Head Teachers /managers/volunteers across the workforce will take responsibility for looking at the young people's 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
4. The young person will know who is the lead person for their plan and how to contact them
5. Staff will be accountable to the young person in delivering the plan
6. 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:

1. Honest
2. Responsible
3. Arrive on time
4. Non-judgemental
5. Show a caring attitude towards the young people
6. Start at the point the young person wants them to
7. Empower young people to take control of their lives
8. Involve young people in all decisions/ panels/ meetings
9. Do what they say they will do
10. Communicate clearly and keeps young people up to date
11. Committed to the principles of equity and diversity
12. 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.

Appendix C: Youth Offending Service Organisational Chart (B&NES continues to comply with statutory minimum staffing requirements)



Appendix D: Youth Offending Service staff by gender and ethnicity

The work of the Youth Offending Service would not be possible without its volunteers. We thank them again for their time and commitment.

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		2	3	8		5		1			3	3	6	20
White Irish														1		1
White Other																
Black Caribbean																
White and Black African																
British Black Caribbean						1										1
White and Asian																
Pakistani																
Anglo Indian																
Preferred not to say					1					2			1	3	2	5
Total	0	1	0	2	4	9	0	5	0	3	0	0	4	7	8	27

Appendix E: Glossary of terms

Appropriate Adults	Adults 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 cannot attend. The service is now commissioned from Bristol Youth Offending Service
ASSET and Asset Plus	A structured assessment tool used to consider how a range of factors, such as engagement with education or mental health issues contribute to a young person's risk of offending. AssetPlus is a new assessment and planning interventions framework developed by the Youth Justice Board (YJB) to replace Asset and its associated tools. AssetPlus provides 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. It will be implemented in B&NES between January and March 2016
ChildView	This is a standard database used by the Youth Offending Service for case management, monitoring and reporting. B&NES is upgrading to ChildView version 2 in July 2015
Community Panel Members	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.
Connecting Families	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 so that families can make better use of it.
Early Help offer	The Local Authority's commitment to work with vulnerable young people 'early on' to reduce need for specialist services
HMI Probation	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.
Local Safeguarding Children's Board	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.
Multi-Agency Public Protection Arrangements (MAPPA)	The Youth Offending Service has a legal 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.

Parenting Orders	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.
Referral Order	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 the young person is to make amends for their behaviour.
Reparation	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.
Responsible Authorities Group (RAG)	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.
Restorative Justice	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.
Team Around the Child (TAC)	A multi-agency planning meeting with the child and parent/carer(s) present. The young person can help decide the agenda and should be enabled to fully participate in the meetings and the planning.
Unpaid Work Orders	Unpaid Work is a requirement available to the Court as part of a Youth Rehabilitation Order. Individuals aged 16 and over carry out work that will benefit the community in order to repay the harm caused by their offending. The responsibility for managing these Orders for 16-17 year olds has now passed to Youth Offending Services.
Victim Liaison Officer	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.
Youth Rehabilitation Order (YRO)	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.
Youth Justice Board (YJB)	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.