



Buckinghamshire Youth Justice Strategic Plan 2017-2018



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The YOS would like to thank those young people who contributed their thoughts for the word cloud design on the front cover and Lisa Brown (Early Intervention Officer) for facilitating this.

Welcome to the 2017-18 Strategic Plan

This Plan gives an overview of the work of the Youth Offending Service in Buckinghamshire, setting out details of performance over the past twelve months and our priorities for the coming year.

In Buckinghamshire we work together in partnership to make our communities, families, children and young people safe. The Youth Offending Service plays a key role by: helping prevent offending and reoffending; reducing the use of custody and contributing to multi agency public protection and safeguarding. The YOS does this by working together with its key partners – the Police, Children’s Services, Health Services, Probation, Community Safety and both voluntary and private sector providers - to deliver high quality and effective services to young people, their families and the victims of offending.

In 2016-17 the YOS continued its recent trend of strong performance results:

- The numbers of young people entering the youth justice system for the first time continues to be very low, and below regional and national averages
- Only one young person was sent to custody in the last 12 months. This continues a six year decline in the use of custody and Buckinghamshire now has the fifth lowest custodial rate in England
- Reoffending rates dropped once more and Buckinghamshire now has a lower number of young people committing further offences following a YOS intervention than at any time since monitoring began in 2008-09.

These results have been achieved despite increasingly difficult financial constraints, and the Management Board continues to try and limit the impact on frontline services. This has, however, had an impact on Management and Business Support resources. It is a credit to the staff that the quality and effectiveness of YOS practice continues to be high.

The Service constantly seeks to move forward and in 2017-18 we have some very important key priorities, including:

- Developing new approaches with our most complex young people who are at greatest risk of reoffending
- Extending partnership working with health and education colleagues to improve young people’s outcomes in these areas
- Presenting evidence to, and implementing any recommendations arising from, the Youth Justice Task Force on reforms

As always, the Management Board is extremely grateful for the skill and dedication of our Manager and our employees in supporting young people, families and victims in Buckinghamshire. On behalf of the Management Board I am pleased to present the Youth Justice Strategic Plan for 2017-18.

Olly Wright, LPA Commander for Aylesbury Vale and Chair of the YOS Management Board



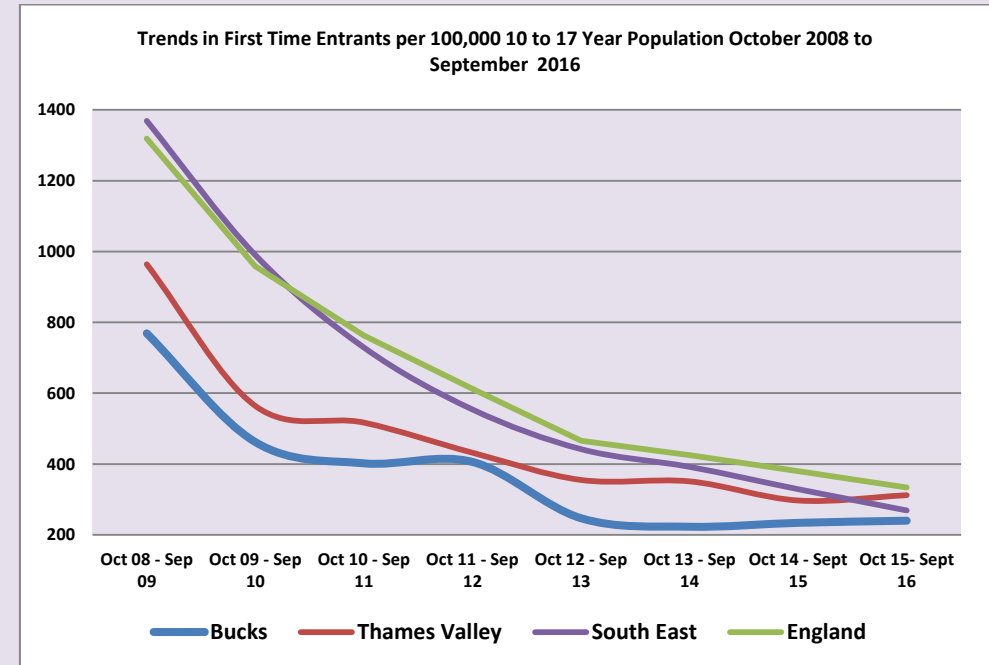
Our Priorities for the coming year are to:

- 1) Continue to focus on reducing reoffending by considering new approaches to engaging young people in light of the changes in the complexity of their needs.
- 2) Work with partners in Health and Education to develop specialist input to meet young people's individual needs at the earliest opportunity.
- 3) Focus on engaging with whole families to secure effective outcomes.
- 4) Provide evidence to the Youth Justice Task Force on reforms in the youth justice system and implement the recommendations identified.
- 5) Review and explore models of service delivery in the context of reducing budgets whilst maintaining an effective and efficient response to offending by young people and delivering value for money.

First Time Entrants

126 young people aged 10 to 17 entered the Youth Justice System in Buckinghamshire for the first time between October 2015 and September 2016. This is an increase of 4 young people compared to the previous year. At 240 per 100,000 ten to seventeen year olds, the rate of first time entrants in Buckinghamshire continues to be very low and below the average for Thames Valley (312), the South East (269) and England (334). The long term reduction in first time entrants is as a result of effective joint work between the Youth Offending Service, Thames Valley Police and other partners to both prevent young people offending and to ensure those who do offend are offered targeted interventions meeting the needs of both the young person and their victims as an alternative to becoming a first time entrant.

Intervening early in a preventative way continues to be a key priority for the service and the YOS has successfully secured an additional Early Intervention Officer post to further develop this approach. The introduction of a joint Liaison and Diversion process will contribute directly to this aim as will the increased focus on taking a whole family approach when working with young people at risk of entering the youth justice system for the first time.



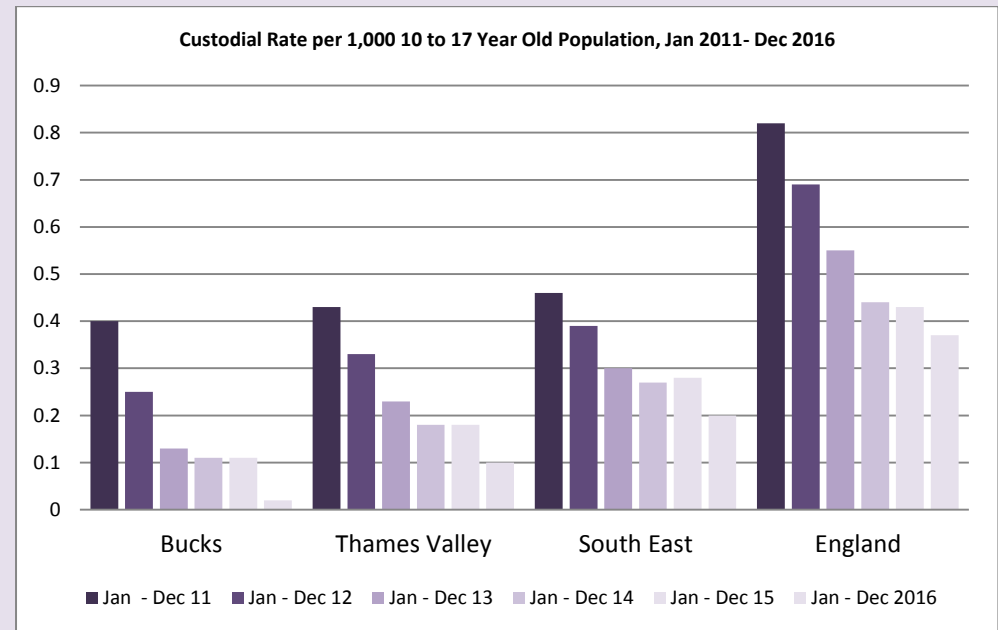
Risks to YOS Effectiveness

- The significant reductions in First Time Entrants over the last five years have now reached a point where small fluctuations in the numbers are inevitable. This is a “levelling out” that has been predicted for some time.
- The Early Intervention Officer post is only funded until January 2018, which means capacity to engage with those at risk of entering the criminal justice system will be impacted.
- Early intervention programmes are voluntary and therefore rely on engagement from the young person.

Reducing the Use of Custody

Custodial rates in Buckinghamshire in 2016 were exceptionally low with only one young person being sent to custody across the 12 month period. At 0.02 per 1000 ten to seventeen year old population, the custodial rate in Buckinghamshire is below the average for Thames Valley (0.1) and well below the averages for the South East (0.2) and England (0.37). This continues a six year decline in the use of custody and Buckinghamshire now has the fifth lowest custodial rate in England.

The YOS has worked with key partners to develop proactive and robust alternatives to the use of custody starting at the point of remand, when joint work with the Courts and Social Care and the availability of intensive bail support programmes ensure a low and appropriate use of custodial remands. In addition the YOS has developed a confident, skilled workforce, equipped to effectively identify and propose the most appropriate interventions for those coming before the Court for sentence, ensuring a high level of Magistrate confidence in the community proposals offered. 2017 will include an increased focus on developing local approaches to working with young people from black and minority ethnic groups in light of the national research on disproportionality.



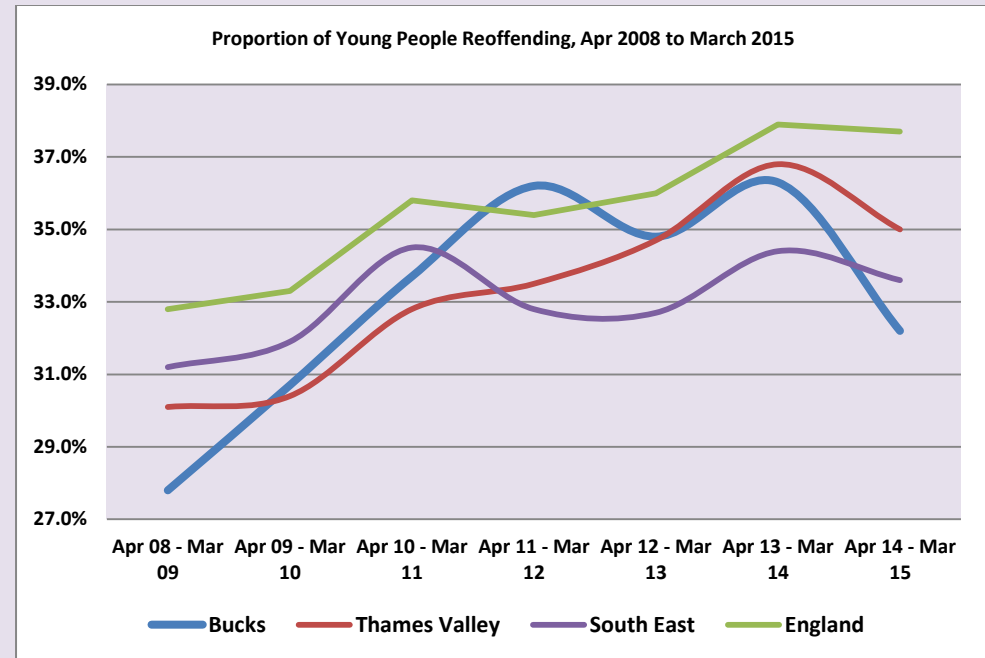
Risks to YOS Effectiveness

- The number of young people receiving custodial sentences remains low, however it is impossible to project the nature of serious offending in the forthcoming year.
- The contract for Unpaid Work and Reparation expires in September 2017. A suitable provider is key for the appropriate delivery of these services.
- The YOS acknowledges that there will always be a small number of young people who commit very serious offences where custody is the only option in order to protect the public.

Reducing Reoffending

The proportion of young people reoffending in a one year follow up period fell in Buckinghamshire between April 2014 and March 2015 (the latest period for which national data is available). At 32.2%, the rate of reoffending in Buckinghamshire has dropped below the average for Thames Valley (33.6%), the South East (35%) and England (37.7%).

58 young people reoffended in Buckinghamshire during the latest 12 month period which represents a significant reduction compared to the 177 young people who reoffended in the same period five years earlier. Whilst the number of young people reoffending continues to drop, the number of offences committed per reoffender has increased from 2.43 to 3 highlighting the ongoing challenge of working effectively with young people at greatest risk. In response the YOS are continuing to develop new approaches to engaging with young people in light of the changes in the complexity of their needs, including developing new approaches to addressing identified health and educational need and engaging the whole family in developing non-offending solutions. Continuation of the YOS Reoffending Action Plan will ensure the Management Board have robust oversight of the work done to address reoffending, monitoring outcomes and taking appropriate action where required.



Risks to YOS Effectiveness

- If the cohort continues to reduce, reoffending rates will continue to appear inflated when the actual numbers of young people may be falling.
- With the increasing complexity of individual cases and the decrease in management resources due to budget reductions, there is a risk to both the level of management oversight and support that can be provided.
- The implementation of a new case management system may impact on staff capacity during the roll out period.

Buckinghamshire YOS 2017-18 Budget

Partner Contributions 2017-18	Staffing Costs (£)	Payments in Kind (£)	Other Delegated Funds (£)	Total (£)
Buckinghamshire County Council	460,822	37,349	210,445	708,616
Thames Valley Police	90,172	0	0	90,172
Clinical Commissioning Group	0	76,285	0	76,285
National Probation Service	43,828	0	5,000	48,828
Police Crime Commissioner	86,141	0	121,466	207,607
YJB Youth Justice Grant	323,141	0	50,133	373,274
TOTAL	1,004,104	113,634	387,044	1,504,782

Budget Summary

The YOS Partnership will fund the budget for 2017-18 as detailed above, with the changes summarised as follows:

- The National Probation Service will second a Probation Officer to the YOS during 2017-18 and contribute a management fee of £5K.
- Funding from Health has remained the same as 2016-17.
- The contribution from Buckinghamshire County Council has been reduced by 7% which equates to £50K.
- The contribution from the Youth Justice Board has increased by 0.4% which equates to £1,487.
- Funding for Early Intervention work and the Police contribution to the partnership comes via the Police Crime Commissioner. The YOS contribution is included in the Buckinghamshire Community Safety Partnership’s grant. The contribution in 2017-18 will remain the same as 2016-17.

Demonstrating Value for Money

The reductions for this year amount to £50K with a small increase of £1,487.

Risks

- Non-staffing costs may fluctuate and exceed the allocated amount for each area.
- A forecast for the annual pay award for employees on Buckinghamshire County Council’s Contribution Based Pay is included in staffing costs. Actual pay awards could be different from this forecast.
- The implementation of Buckinghamshire County Council’s recharges may lead to fees for services such as Technology Services, Human Resources, Finance and Legal Services.
- The Partnership is not in a position to be able to respond to any unexpected financial demands due to reserves being depleted by relocation costs in 2016-17.

The Management Board is the strategic partnership body within Buckinghamshire that oversees the local delivery of responsibilities under the Crime and Disorder Act 1998 for youth justice services and the Youth Offending Service. Chaired by Olly Wright, Local Area Police Commander for Aylesbury, the Board is responsible for the governance of the Service and monitors and challenges the functions and performance of the YOS.

To ensure effective governance, the Board:

- Oversees the effective delivery of youth justice services by monitoring the implementation of the annual Youth Justice Strategic Plan, supporting the YOS in reducing offending.
- Monitors YOS performance against both National and Local Indicators by scrutinising comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Implements its own annual Management Board Work Programme which defines the priority areas for scrutiny, including reviewing Community Safeguarding and Public Protection Incidents and National Standards Audits.
- Scrutinises the YOS annual spending to ensure that all core YOS services are delivered within the allocated budget and that the Youth Justice Board grant conditions are fully complied with.
- Ensures that the YOS is fully integrated into and able to influence strategic developments with which partners are engaged.

All key partners are represented on the Management Board and where appropriate the Board will extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

The annually reviewed 'Management Board Terms of Reference' ensures the Board operates within clearly defined guidance and an annual planning event allows the Board to consider the current priorities for the Youth Offending Service.

The YOS is within the Children's Social Care and Learning Business Unit of Buckinghamshire County Council. The Head of Service is line managed by the Assistant Service Director of Children's Social Care and sits within the senior management team.

The key priorities for the Board in 2017-18 are to:

- Ensure the YOS fully implements the 2017-18 Youth Justice Strategic Plan.
- Ensure key agencies are represented at an appropriate level on the Management Board.
- Ensure the YOS maintains a high level of performance against the three National Indicators and any Local Indicators.
- Critically investigate areas where performance needs development to ensure that this analysis informs partnership developments.
- Keep under review alternative models of service delivery and make decisions around the future direction of the service.
- Champion the provision of effective services for young people at risk of offending or reoffending within their own partner agencies and those agencies they work with.

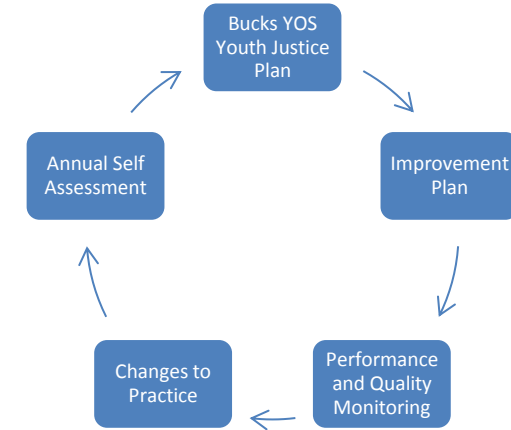
Effective and integrated partnership arrangements sit at the heart of Buckinghamshire YOS Effectiveness

Partnership working is underpinned by a written agreement which defines the arrangements between the agencies that have statutory responsibility for supporting the work of the YOS. This is reviewed annually. The minimum staffing requirements set out in the Crime and Disorder Act 1998 will be met this year.

- The YOS is represented by the Head of Service on a wide range of partnership boards and contributes to their action plans and strategic direction. These include the Buckinghamshire Safeguarding Children Board, the Child Sexual Exploitation sub-group, the Safer and Stronger Buckinghamshire Co-ordinating Group, the District Community Safety Partnerships, the MsUnderstood Project Steering Group and the Prevent Board. The Head of Service also attends the Thames Valley Restorative Justice Group on behalf of all YOTs in Thames Valley.
- The Channel Panel also has representation from the YOS, with information being shared and potential referrals to the panel identified by the Service. The YOS has links with the Prevent Officers working with identified cases.
- The Service Director for Children's Social Care sits on the Safer and Stronger Buckinghamshire Partnership Board, providing representation for the YOS.
- Services delivered by Buckinghamshire YOS contribute directly to the delivery of other corporate strategies. The Buckinghamshire Children and Young People's Plan 2014 – 18 provides shared priorities which the YOS contributes towards. These include:
 - Keeping children and young people safe and in their families wherever possible
 - Enabling and supporting children, young people, parents and carers to overcome the challenges they may face
 - Improving children and young people's health and well-being
 - Providing opportunities for children and young people to realise their full potential
- The YOS has also contributed to the Safer Bucks Plan 2017-18 through the Buckinghamshire Joint Partnership Strategic Assessment. This Plan outlines a number of county-wide community safety priorities that the YOS contributes directly towards. The key objectives for the YOS include:
 - Safeguarding against Vulnerability and Exploitation
 - Tackling Violence and Abuse (including domestic violence)
 - Reducing Reoffending
- G4S continue to be commissioned by the YOS to deliver community reparation and unpaid work, promoting engagement of young people to increase the effectiveness of these activities and directly supporting the national indicator to reduce reoffending. The current contract ends in September and negotiations are currently underway.

What Have We Done?

- A Reoffending Action Plan was commissioned by the YOS Management Board, identifying the project work that would take place during 2016-17 and outlining the anticipated outcomes.
- A new Quality Assurance process for AssetPlus has been designed and implemented, applying a robust, risk-led approach.
- The Quality Assurance process has been presented to the South East and London YJB Effective Practice Forums, sharing our approach as an example of innovative practice.
- Various themes from the new assessment framework have been reviewed with practitioners through the Peer Audit forum.



What Has the Impact Been?

- The Management Board have had robust oversight of the work done to address reoffending, monitoring outcomes and taking action as appropriate.
- Quality assurance has a clear focus on building practitioner skill and knowledge to ensure the best possible outcomes for service users, whilst also ensuring appropriate levels of management oversight.
- Practitioners have had opportunities to take part in group audit activity, developing their assessment skills and learning from each other.

What Will We Do Next?

- Utilise the findings from the 2016-17 project work to develop a robust Management Board Reoffending Action Plan for 2017-18.
- Continue to identify opportunities to share good practice with other YOTs, to maintain an effective performance management framework.
- Use the audit and quality assurance framework to identify areas for individual and service development and provide coaching / training opportunities as a result.

What Have We Done?

- A successful bid for money from Families First has led to the development of an Early Intervention Officer post (0.5), working specifically with those at risk of entering the youth justice system and first time entrants.
- Work with Health has taken place to support the implementation of the Liaison and Diversion scheme.
- The YOS continues to work in partnership with the Police to ensure holistic decision making around disposals for young people, ensuring that the victim's views are also taken into account.
- A process has been introduced to consistently gather information from Anti-Social Behaviour Officers on young people known to the service.
- Regular attendance at the local Early Help Panel has enabled more effective information sharing and the allocation of appropriate cases to the YOS as lead agency.
- Awareness of the importance of family engagement has been raised through the creation of a task and finish group looking at this area of practice.



What Has the Impact Been?

- The number of First Time Entrants in Buckinghamshire has remained low in comparison with National, South East and Thames Valley figures.
- There is increased capacity to divert those at risk of entering the youth justice system and to work with first time entrants to support their desistance from further offending.
- Disposals for young people are appropriate, ensuring both the needs of the young person and victim are met wherever possible.
- YOS assessments include more comprehensive information about the young person's behaviours, leading to more effective intervention plans.

What Will We Do Next?

- Work with partners across Buckinghamshire including the Police and the Early Help Panel to identify and engage with young people at risk of anti-social or offending behaviour.
- Embed the Liaison and Diversion process with the aim of diverting young people from the criminal justice system and signposting to appropriate provision.
- Build staff confidence in engaging meaningfully with families as a desistance factor from offending.

What Have We Done?

- Comprehensive guidance on working with young people who have Education, Health and Care Plans has been implemented, in conjunction with the Special Educational Needs team. This supports both those in custody and in the community.
- Training has been delivered on report writing and Court Officer skills to develop expertise in these areas of practice.
- The YOS has continued to work in close partnership with Social Care and the Courts to ensure the most appropriate use of custodial remand.
- National research has been collated around ethnic disproportionality and custodial outcomes.



What Has the Impact Been?

- Both custodial remands and sentences in Buckinghamshire remain low, with robust community alternatives tailored to individual need.
- There is improved communication with the Special Educational Needs team, which aims to increase positive outcomes for young people moving forward.
- The YOS has a confident, skilled workforce, equipped to effectively identify and propose the most appropriate interventions for those coming before the Court. This is reflected in strong congruency rates between proposals and outcomes.
- There is a broader understanding of the disproportionality issues affecting black and minority ethnic groups in terms of custodial outcomes.

What Will We Do Next?

- Roll out training on court skills across Thames Valley to support other YOTs with these areas of practice.
- Further promote joint understanding of the appropriate use of custodial remand with Social Care and other partners.
- Develop local approaches to working with young people from black and minority ethnic groups in light of the national research on disproportionality.

What Have We Done?

- A review of the Case Formulation process has taken place to consider the effectiveness of this as a tool for improving outcomes.
- Use of the YJB Live Tracker tool continues, allowing the YOS to identify young people who reoffend on a monthly basis and audit these cases to identify appropriate learning.
- A research project has been carried out into violent offences, seeking to understand more about those who engage in aggressive behaviour.
- The YOS has worked closely to engage young people in the closure of the Wycombe office, utilising various communication methods to share the changes with those affected.



What Has the Impact Been?

- The number of young people reoffending continues to reduce.
- Feedback from practitioners on the Case Formulation process led the service to amend the referral criteria, ensuring that therapeutic interventions are developed for the most appropriate cases.
- By using the YJB Live Tracker to identify cases for audit, the YOS continues to broaden its understanding of why young people reoffend and to proactively address this on a case by case basis.
- A greater understanding of factors contributing to violent offending has led to an action plan focussing on practitioner training and exploring different ways of engaging partners with these young people.
- The negative impact of the YOS office closure in Wycombe on service users has been minimised, with no discernible effect on engagement levels as a result.

What Will We Do Next?

- Implement the learning from the Live Tracker process to establish an effective audit model for 2017-18.
- Explore training for practitioners on domestic abuse and the impact this may have on young people's behaviour.
- Identify appropriate training on childhood trauma to support the Case Formulation approach.

What Have We Done?

- The YOS has continued to embed the national assessment framework by delivering AssetPlus refresher training for practitioners and managers.
- Research has taken place to identify an appropriate assessment tool for early intervention work.
- An audit of intervention delivery has been carried out by an independent consultant, evaluating how effective the service is in implementing assessment-based plans for young people.
- Local standards around case review have now been brought in line with National Standards.
- The Quality Assurance process for all aspects of the assessment, planning interventions and supervision process has been reviewed and updated.



What Has the Impact Been?

- Practitioners have a better understanding of how to use AssetPlus to develop a robust assessment of the young person and their offending.
- Justice Star has been identified as the most appropriate tool for early intervention cases and training has been received by relevant staff, ensuring this provides a structured, evidence based framework to work within.
- Feedback from the audit of intervention delivery has led to a range of training events focusing on areas for improvement, including contact recording, outcome focussed plans and diversity.
- The promotion of professional judgement has led to a workforce more confident in their ability to engage and effect positive change for young people.

What Will We Do Next?

- Provide ongoing training and support for practitioners and managers around AssetPlus to ensure this is used in the most effective way.
- Monitor the outcomes of the intervention delivery training events to assess improvements in these areas of practice.
- Embed the new Quality Assurance process, monitoring its effectiveness and reviewing and updating this as appropriate.

What Have We Done?

- The YOS is working closely with partners including the Police, Social Care and Health to co-ordinate a response to the Laming Review “In Care, Out Of Trouble”.
- Reporting on offending by Children Looked After has been developed to provide partners with a more comprehensive overview of the trends in this data.
- Training has been delivered to practitioners by the Child and Adolescent Harmful Behaviour Service (CAHBS) on sexually harmful behaviour.
- A review of the YOS Risk Management Panel has taken place with the aim of ensuring this is as effective as possible in managing young people at risk of causing harm to themselves or others.
- Work has taken place to monitor young people held in police custody due to a lack of appropriate accommodation and to escalate identified issues within the local authority.
- The YOS has contributed to the national review of GMAP.



What Has the Impact Been?

- Partners have a shared understanding of the issues impacting on Children Looked After who offend.
- Practitioners have increased skills in undertaking assessments of sexually harmful behaviour, leading to more robust intervention plans.
- Risk Management Panels have a clearer focus on the specific risk for each individual case, leading to greater confidence in managing that risk.
- There is a wider understanding within Children’s Services of the safeguarding issues around young people held in police custody.

What Will We Do Next?

- Work with partners and accommodation providers to create a multi-agency memorandum of understanding for working with Children Looked After.
- Promote understanding of the YOS Risk Management Panel and the importance of partner attendance at this.
- Management Board to monitor the availability of accommodation for young people refused bail by the police.

What Have We Done?

- Specialist training has been delivered by Gangsline, to build understanding of gang mentality and equipping workers with key skills for working with young people in gangs.
- All new practitioners have received mandatory WRAP training (Workshop to Raise Awareness of Prevent). The management team have also had refresher training.
- Training on identifying indicators of child sexual exploitation has been delivered by RU SAFE?
- The YOS has implemented a process to ensure attendance at the Multi-Agency Sexual Exploitation (MASE) meeting where young people are known to the service. There is also YOS representation at the strategic Missing and Sexual Exploitation Risk Assessment Conference (MSERAC) meetings.
- A senior practitioner has attended Modern Slavery training and cascaded learning to other workers.
- Training has been delivered to Practitioners on County Lines and the impact of this on young people locally.



What Has the Impact Been?

- Workers have a greater understanding of the signs that may indicate a young person is at risk of exploitation.
- A more comprehensive understanding of the Prevent agenda has led to appropriate referrals to the Channel Panel, who provide a multi-agency response to those at risk of being drawn into terrorism.
- Wider information sharing with partners through multi-agency meetings has led to more robust management of individual cases.

What Will We Do Next?

- Continue involvement in appropriate multi-agency forums to ensure a robust response to those at risk of exploitation.
- Deliver training to mentors around working with those at risk of exploitation.

What Have We Done?

- A range of training has been delivered in partnership with other agencies, with topics including sexually harmful behaviour and indicators of sexual exploitation.
- Practitioners have received regular group supervision from the Child and Adolescent Harmful Behaviour Service (CAHBS) to support their work with young people.
- Key YOS case management forums, such as the Risk Management Panel and Case Formulation meeting, continue to actively involve partner agencies including Social Care, the Child and Adolescent Mental Health Service (CAMHS) and Addaction.
- Specific support for YOS clients has been negotiated within the new contract for speech and language therapy in Buckinghamshire.
- The YOS has worked closely with the Special Educational Needs team to respond to the changes around Education, Health and Care Plans.
- An Education Co-ordinator has been recruited to work specifically with YOS clients.



What Has the Impact Been?

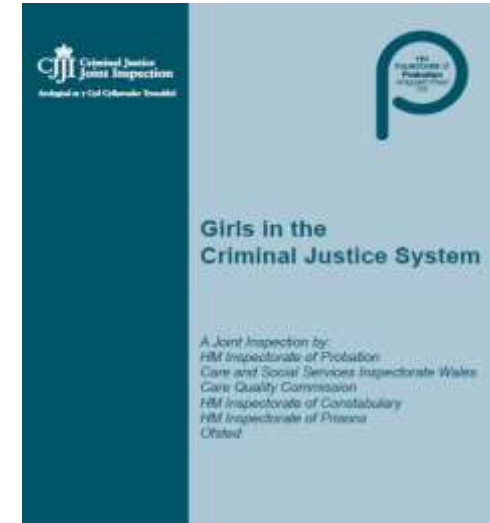
- Practitioners have a greater understanding of the work done by partner agencies and stronger links to wider expertise.
- Partners are involved in developing robust intervention plans for young people, focussed on managing specific risks.
- Young people known to the YOS will have the opportunity to access speech and language support moving forward.
- Closer working with the Special Educational Needs team will provide greater support for those in custody and the community with specific learning needs.

What Will We Do Next?

- Work with the providers of the local speech and language therapy contract to develop the service for young people known to the YOS.
- Develop a strategy for working with the Special Educational Needs service and Educational Psychology service.
- Embed the role of the Education Co-ordinator to meet the specific needs of YOS clients in line with the SEND reforms.

What Have We Done?

- Best practice guidance for working with girls in the youth justice system has been developed and rolled out with practitioners.
- The recommendations from the Thematic Inspection on Transition Arrangements have been reviewed alongside the Joint National Protocol for Transitions in England and Youth Justice Board Case Management Guidance to ensure enhanced arrangements are in line with best practice.



What Has the Impact Been?

- A joint YOS and Probation Enhanced Transition Protocol and Transition Plan have been developed in partnership.
- Practitioners are supported with a local approach to working with girls in the youth justice system that is based on national guidance.
- Young people moving between youth and adult services in the criminal justice system are receiving an enhanced level of transition support in line with national recommendations.

What Will We Do Next?

- Review the Thematic Inspection of Referrals Orders to identify any appropriate practice changes.
- Respond to the recommendations of any further Thematic Inspections published by Her Majesty's Inspectorate of Probation, reviewing local practice to ensure this meets the standards outlined.

What Have We Done?

- The findings from the 2015-16 HMIP Viewpoint Questionnaire have been reviewed to identify any service developments.
- Young people have continued to play an important role in recruitment processes, designing their own questions, interviewing candidates and feeding back their views to the recruiting panel.
- A Restorative Justice Effectiveness Report has been presented to the YOS Management Board, reflecting positive feedback from young people and victims on various restorative processes.
- 100% of victims who fed back on their involvement with the YOS during 2016 stated they were satisfied or very satisfied with the service they received.



What Has the Impact Been?

- Feedback has allowed the YOS to identify areas of strength and areas for development from the service user perspective.
- The feedback received has been largely positive therefore the impact on development has been minimal.

What Will We Do Next?

- Review the findings from the 2016-17 HMIP Viewpoint Questionnaire feedback to identify learning.
- Consider ways to increase the participation of users in service development, in light of the HMIP Viewpoint Questionnaire drawing to a close.

NAME AND ROLE

SIGNATURE

Superintendent Olly Wright, Local Area Commander for Aylesbury, Thames Valley Police



Tony Decrop, Assistant Service Director Children and Family Service, Bucks County Council



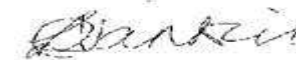
Inspector Jason Purnell, Head of IOM and Youth Justice, Thames Valley Police



Gillian Gallagher, Senior Probation Officer, National Probation Service



Laura Nankin, Head of Adult Learning and Youth Provision, Bucks County Council



Donna Clarke, Head of Service Children and Families Division, Oxford Health and NHS Foundation Trust



Caroline Hart, Joint Commissioner Children and Young People's Joint Commissioning Team, Bucks County Council / Chiltern and Aylesbury Vale CCGs



Total grant to be used exclusively for the delivery of youth justice services and for the purposes of the following outcomes:
Reduction in youth reoffending, reduction in the numbers of first time entrants to the youth justice system, reduction in the use of youth custody, effective public protection and effective safeguarding.

Expenditure Category	Description	£
Staffing	<ul style="list-style-type: none"> • Delivery of effective assessment, intervention planning and supervision for young people at risk of offending or reoffending in Buckinghamshire. • Delivery of services to the victims of youth offending. • Development of key areas of practice such as SEND, Liaison and Diversion and restorative justice. • Analysis of performance information to inform practice development across all areas. 	323,141
Overheads	<ul style="list-style-type: none"> • Expenses incurred by staff in carrying out core duties. • Development and training of staff in effective practice. 	12,186
Equipment	<ul style="list-style-type: none"> • Provision of Childview Youth Justice to support effective case management, timely submission of statutory data and the use of connectivity to ensure mandatory documentation is shared securely with the YJB Placement's Team. 	11,447
Activity costs	<ul style="list-style-type: none"> • Delivery and development of Community Reparation and Unpaid Work by G4S. 	26,500
Total		373,274

TYPE OF ROLE	NO. OF STAFF	GENDER	ETHNICITY
Strategic Manager	1	Female - 1	White / White British - 1
Operational Manager	1	Female - 1	White / White British - 1
Team Manager	2	Female - 1 Male - 1	White / White British - 2
Performance and Information	2	Female - 2	White / White British - 2
Early Intervention and RJ Co-ordinator	1	Female - 1	White / White British - 1
YOS Officer	11	Female - 9 Male - 2	White / White British - 7 Asian / Asian British - 2 Black / Black British - 1 Mixed - 1
Probation Officer (seconded)	1	Female - 1	Black / Black British - 1
Early Intervention Officer	1	Female - 1	White / White British - 1
RJ Support Worker	1	Female - 1	White / White British - 1
Education Officer	1	Male - 1	White / White British - 1
Police Officer (seconded)	2	Male - 2	Asian / Asian British - 1 White / White British - 1
Linked Specialists: Addaction Workers x2 Connexions Workers x2 Clinical Psychologist Nurse	6	Female - 5 Male - 1	White / White British - 4 Asian / Asian British - 2
Business Support (4) Finance (1)	5	Female - 4 Male - 1	White / White British - 3 Asian / Asian British - 1 Mixed - 1
Support Workers	1	Female - 1	White - 1
Volunteers	24	Female - 17 Male - 7	White / White British - 22 Black / Black British - 2