



# Buckinghamshire Youth Justice Strategic Plan

2018 - 2019



**Buckinghamshire**  
**Youth Offending Service**

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**Welcome to the 2018-19 Youth Justice 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.

Having achieved some exceptional results in recent years, the YOS performance over the last twelve months has been more challenging. On the positive side we continue to have exceptionally low numbers of young people entering the youth justice system for the first time – an excellent example of the youth justice partnership working together closely to offer effective alternatives to the need for formal intervention. The number of young people reoffending also continues to show a significant reduction over the last five years which is important given that this remains the over-arching aim of the Service. However, we have seen a rise in the number of young people receiving custodial sentences and comparatively our performance against regional and national averages has declined slightly in the last year giving us some clear priorities for 2018-19.

You will see from the content of this plan that we continue to invest considerably in the skills of the workforce and the managers and practitioners always excel in identifying new and innovative partnership approaches, particularly in relation to working with our most complex offenders. Key priorities for 2018-19 include: adopting an enhanced case management model, with trauma informed practice at its core; developing a clear and consistent approach to all forms of child exploitation; working closely with Social Care to support the improvement journey in response to OFSTED and, as always, continuing to try and mitigate the impact of ever reducing partnership budgets whilst maintaining the quality and impact of the Service.

2017-18 has been a year of change with the YOS Head of Service, Pauline Camilleri, taking well-deserved retirement after 19 years of service and I would like to put on record the thanks of the Management Board and all the partners for her dedicated and effective leadership. We wish Aman Sekhon-Gill all the best in taking up the challenge and are confident that the Service will continue to deliver high quality services to young people, families and victims that continue the long term decline in youth offending in Buckinghamshire. As always, the Management Board is extremely grateful for the skill and dedication of our Manager and our employees. On behalf of the Management Board I am pleased to present the Youth Justice Strategic Plan for 2018-19.

Superintendent Tim Metcalfe – LPA Commander for Aylesbury, Thames Valley Police

Buckinghamshire Youth Offending Service is a multi-agency partnership between the police, children's services, health services, probation, community safety and both voluntary and private sector providers. The Youth Offending Service plays a key role in keeping our communities, families, children and young people safe by working towards achieving its strategic aims; preventing offending and reoffending, reducing the use of custody and contributing to multi agency public protection and safeguarding.

- **First Time Entrants:**

126 young people entered the youth justice system for the first time between October 2016 and September 2017, an overall reduction of 2 young people from the previous year. Rates of First Time Entrants remain low in comparison with the Thames Valley, South East and National Comparators.

- **Custody**

At 0.23 per 1000 ten to seventeen year old population, the custody rate in 2017 has increased on the previous year and risen above the average for Thames Valley. It is now in line with the South East, but remains lower than the National Average. This is the first increase in custody numbers in Buckinghamshire in 6 years. The increase can in part be explained by 5 young people receiving custodial sentences for a very serious group robbery offence. Whilst there have been challenges overall in terms numbers of young people in custody, we have seen a significant reduction in the use of custodial remands.

### **Reoffending**

In the latest recording period 2015-16, the rate of reoffending in Buckinghamshire was 42.7%, an increase from 35.7% in the previous year. This rate has now risen above Thames Valley, South East and English comparators. Underneath these headline figures it is important to highlight that the actual number of young people who re-offend has reduced considerably over the last 5 years - 103 young people re-offended in Buckinghamshire in the latest 12 month period compared to the 182 young people who re-offended in the same period 5 years earlier. However, whilst the number of young people reoffending continues to fall, the numbers of offences per reoffender has increased, leading to the overall increase in reoffending rate.

There have been a number of achievements in 2017/18, most significantly around improvements in service delivery for those young people open to the YOS with Special Education Needs and Disabilities, in recognition of which the YOS was awarded Quality Lead status as part of the SEND project run by the national charity Achievement for All.

**Key Priorities for 2018/19**

The priorities for Buckinghamshire Youth Offending Service have been formulated as a direct response to the performance data for 2017/18, which provides clear evidence of some of the key challenges the YOS faces. One of the most significant of these is the increasing complexity of those being worked with. As a result, focus will be on implementing the Enhanced Case Management Model to more effectively meet the needs of these young people, with a trauma informed approach at its core.

In recognition of the increasing threat of county lines and other types of criminal exploitation, the YOS will concentrate on working with partners to develop a coherent and consistent response to this and all forms of child exploitation. This priority also links to working in close alignment with Children's Social Care to support in the OFSTED improvement journey. There will remain a focus on delivering value for money as the Management Board review and explore models for service delivery in the context of reducing budgets.

Other priorities include developing processes to improve engagement in voluntary interventions, particularly in relation to youth cautions; to identify further opportunities to divert young people who receive outcomes with no statutory YOS intervention from further offending; to strengthen pre-sentence report proposals by identifying opportunities for families to be at the core of intervention plans and to enhance the way current resources can be most effectively used to provide robust alternatives to custody. The full Youth Justice Plan outlines in detail how the Youth Offending Service will work towards achieving its strategic and operational aims for 2018/19.

**Our Priorities for the coming year are:**

- **Continue to focus on reducing reoffending by adopting the enhanced case management model, with trauma informed practice at its core.**

*Like most youth justice services across the country, in Buckinghamshire we have seen increasing levels of vulnerability and complexity in our cohort of young offenders, many of whom have experienced childhood trauma. For this reason we recognise the need to evolve in the way that we work with this group of young people by adopting the enhanced case management model which is being rolled out by a number of other Youth Offending Teams across the country.*

- **Develop a clear and consistent approach to all forms of child exploitation.**

*In Buckinghamshire we have experienced the growth of 'county lines' criminal exploitation and recognise the need to develop a clear and consistent approach to working with young people at risk of being exploited in this way, as we have done with other forms of child exploitation.*

- **Work closely with Social Care to support the improvement journey in response to OFSTED.**

*We recognise that in Buckinghamshire there is the potential for more integrated working with partners in Children's Social Care, and that in doing so we will be able to contribute towards improved service delivery.*

- **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.**

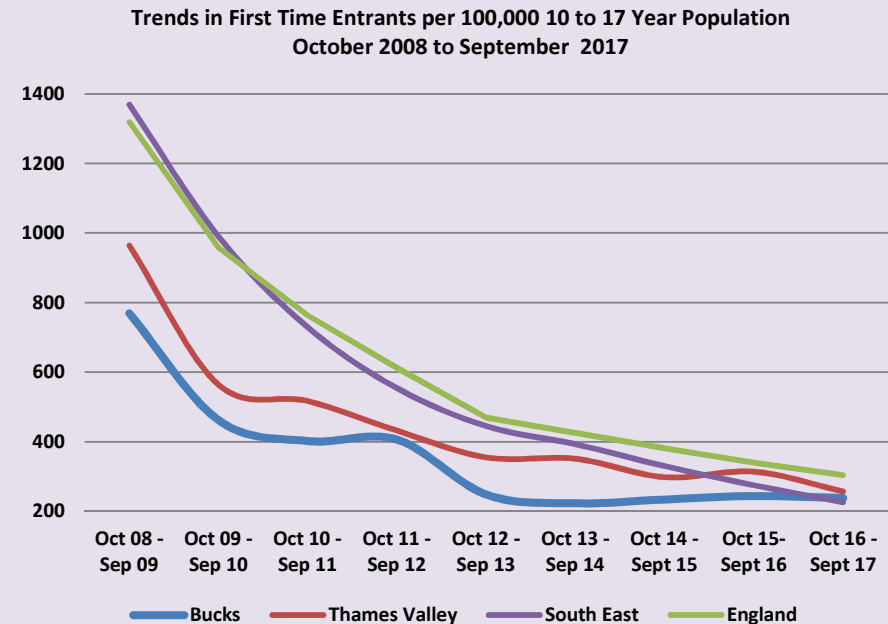
*Like all public services the YOS faces many financial challenges. We recognise the significant responsibility placed on us to continue to deliver positive outcomes whilst also striving to make efficiencies.*



### First Time Entrants

126 young people aged 10 to 17 entered the Youth Justice System in Buckinghamshire for the first time between October 2016 and September 2017. This is a decrease of 2 young people compared to the previous year. At 238 per 100,000 10 to 17 year olds, the rate of first time entrants in Buckinghamshire continues to be very low. Whilst above the South East rate (226), it is below the average for the Thames Valley (257) area and for England (304). The long term reduction in first time entrants is a result of effective joint work between the Youth Offending Service and Thames Valley Police both in relation to the targeted work of the Early Help Panel and the strong links with Liaison and Diversion. The introduction of an Early Intervention Officer post, which has been positively evaluated and will continue, has further ensured 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.

Priorities for 2018-19 include improving take up of voluntary out of court interventions, promoting family engagement and whole family approaches and developing joint work with police and schools to reduce exclusion. These should further enhance the effectiveness of YOS practice in this area.



### Risks to YOS Effectiveness

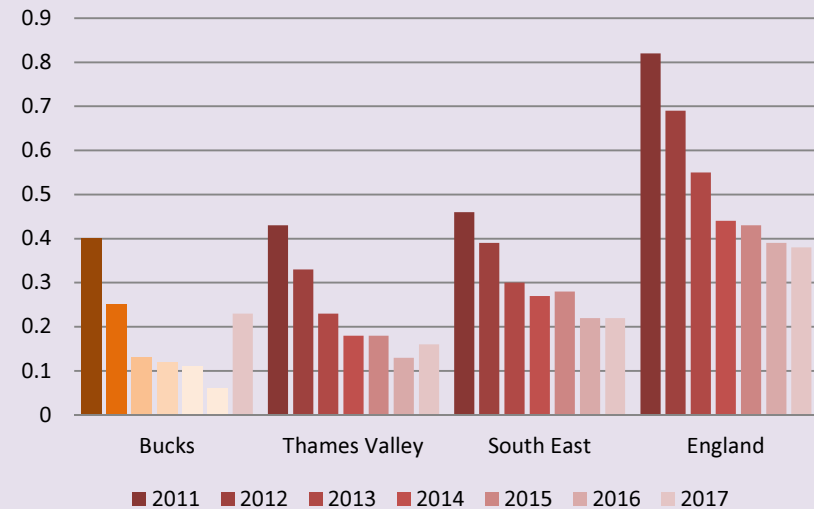
- The significant reductions in First Time Entrants over the last five years have now reached a point where small fluctuations in the numbers are inevitable. This is a “levelling out” that has been predicted for some time.
- Early intervention programmes are voluntary and therefore rely on engagement from the young person.

Reducing the Use of Custody

Custodial rates in Buckinghamshire in 2017 have risen compared to the exceptionally low rates in 2016. In 2016 only 3 young people were sent to custody across the 12 month period. This has risen to 12 young people in 2017. At 0.23 per 1000 ten to seventeen year old population, the custodial rate in Buckinghamshire has risen above the average for Thames Valley (0.16), to be in line with the South East (0.22) but continues to be below the national rate (0.38). This reverses a 6 year decline in the use of custody in Buckinghamshire and is in part due to 5 co-defendants sentenced for a very serious group Robbery offence.

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 increased partnership understanding and appropriate discussion/challenge on a case by case basis 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. However, given the rise in custodial sentences in the last 12 months, reducing the 2017 rate is a priority for the coming 12 months with the focus on strengthening PSR proposals, identifying ways in which current resources can be most effectively used to provide robust alternatives to custody and developing local approaches to working with young people from Black & Minority Ethnic groups.

Custodial Rate per 1,000 10 to 17 Year Old Population, Jan 2011- Dec 2017



Risks to YOS Effectiveness

- It remains difficult to project the nature of serious offending in the forthcoming year.
- 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.

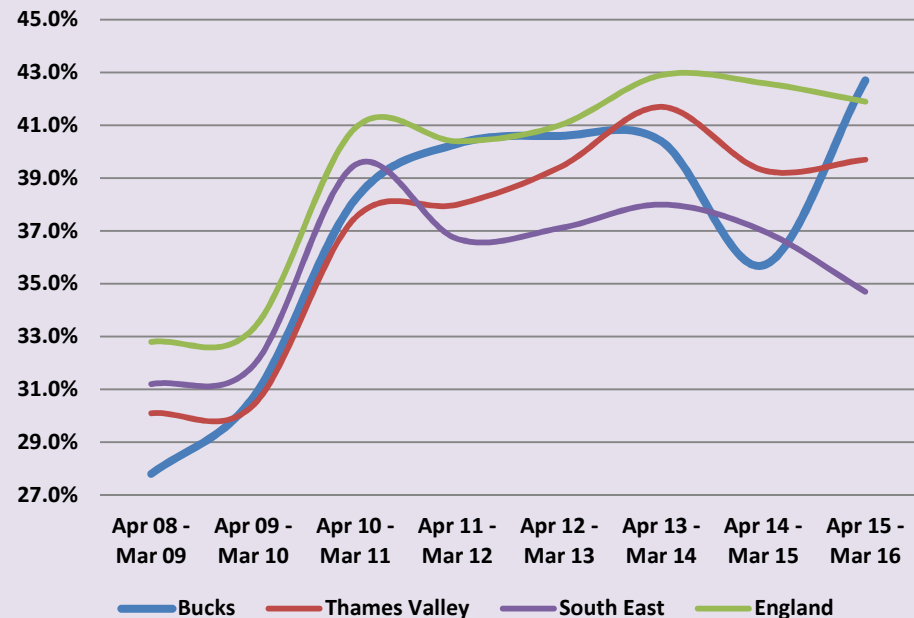


Reducing Reoffending

The proportion of young people re-offending in a one year follow up period has fluctuated considerably in Buckinghamshire between 2014-15 and 2015-16, the last two years for which this national data is available. At 42.7%, the rate of re-offending in Buckinghamshire has risen above the Thames Valley (34.7%), the South East (39.7%) and English (41.9%) averages in 2015-16, having fallen below them in 2014-15.

Underneath these headline figures it is important to highlight that the actual number of young people who re-offend has reduced considerably over the last 5 years - 103 young people re-offended in Buckinghamshire in the latest 12 month period compared to the 182 young people who re-offended in the same period 5 years earlier. Whilst the number of young people re-offending continues to drop, the number of offences committed per re-offender has increased from 2.5 to 3.6 highlighting the ongoing challenge of working effectively with young people at greatest risk. In response the YOS has continued to track every young person open to the Service and completes an audit of those who reoffend to inform ongoing learning and service development. Alternative diversionary opportunities for young people not subject to a YOS intervention will be identified in 2018-19 which, together with developing new innovative approaches with partners and training staff in trauma-informed practice, should enhance the effectiveness of the Service in engaging with the most complex reoffenders.

Proportion of Young People Reoffending, Apr 2008 to March 2016



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.

**Buckinghamshire YOS 2018-19 Budget**

Partner Contributions 2018-19	Staffing Costs (£)	Payments in Kind (£)	Other Delegated Funds (£)	Total (£)
Buckinghamshire County Council	507,389	37,349	155,378	700,116
Thames Valley Police	98,840	0	0	98,840
Clinical Commissioning Group	0	76,285	0	76,285
National Probation Service	48,135	0	5,000	53,135
Police Crime Commissioner	86,141	0	113,271	199,412
YJB Youth Justice Grant	349,574	0	23,700	373,274
<b>TOTAL</b>	<b>1,090,079</b>	<b>113,634</b>	<b>297,349</b>	<b>1,501,062</b>

**Budget Summary**

The YOS Partnership will fund the budget for 2018-19 as detailed above, with the changes summarised as follows:

- The National Probation Service will second a Probation Officer to the YOS during 2018-19 and contribute a management fee of £5K.
- Funding from Health has remained the same as last year.
- The contribution from Buckinghamshire County Council has reduced by £8,500 this year.
- The contribution from the Youth Justice Board is unchanged from that of the previous year.
- 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 2018-19 is £199,214. The reductions for this year amount to £8,195.

**Demonstrating Value for Money**

*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, Business Support and Legal Services.
- The Partnership is not in a position to be able to respond to any unexpected financial demands.

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 Tim Metcalfe, 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.

#### What the Board does to ensure effective governance:

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

#### Key priorities for 2018-19:

- Ensure the YOS fully implements the 2018-19 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.
- 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 Exploitation sub-group, the Safer and Stronger Buckinghamshire Co-ordinating Group, the District Community Safety Partnerships and Connecting for Children. The Head of Service has also represented all YOTs in Thames Valley at various meetings.
- The Channel Panel 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
- The YOS has worked in partnership with Wycombe Wanderers Football Club and Heart of Bucks Community Foundation to deliver the Kicking On project, providing 2 weeks of positive activities "to educate, motivate and inspire through the power of sport".

**What Have We Done?**

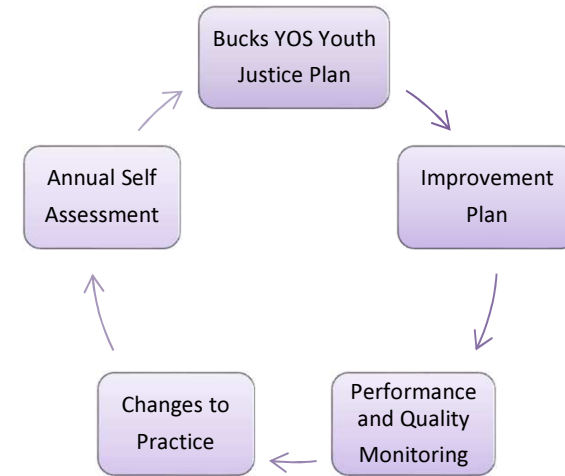
- A Reoffending Action Plan was commissioned by the YOS Management Board, agreeing the project work that would take place during 2017-18 and identifying anticipated outcomes.
- Good practice has been shared with other YOTs through a variety of YJB forums, including the regional Effective Practice, Parenting and Education, Training and Employment groups. The Service play an active role in the Thames Valley YOT Manager network and the Performance Manager chairs the Southern Information forum.
- Quality assurance processes have been reviewed in line with evolving practice around AssetPlus, with this framework being utilised to identify both individual and service-wide training need. This has included the development of a local QA tool for assessments and the use of regular management and practitioner audit activity.

**What Has the Impact Been?**

- The Management Board have robust oversight of the work done to address reoffending, monitoring outcomes and taking action as appropriate.
- The YOS has upheld its reputation for service development and demonstrates a willingness to learn from other areas. The heightened profile gained from attending various forums has led to involvement in key developmental work, such as a local AssetPlus audit and the National Case Transfer project.
- 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.

**What Will We Do Next?**

- Explore how the Core+ Reducing Reoffending Toolkit can be used to enhance the analysis and audit processes for young people who reoffend.
- Further develop management oversight of practice by utilising the reporting functionality available in Core+.
- Support partners in Social Care by sharing learning around management oversight and quality assurance.



**What Have We Done?**

- Work with partners continues to identify and engage young people at risk of anti-social or offending behaviour. This includes being a member of both the Early Help Panel and the Joint Decision-Making Panel with the Police to screen and divert young people as appropriate.
- Strong links with Liaison and Diversion have been developed at an operational and strategic level. A joint review has recognised the positive impact of this partnership working.
- The effectiveness of the Early Intervention Officer post has been evaluated and a decision made to retain this targeted role.
- Workshops have been delivered to develop staff confidence around engaging with families, encouraging practitioners to share good practice and increase their understanding of how this can contribute to desistance from offending.



**What Has the Impact Been?**

- The number of First Time Entrants in Buckinghamshire has remained low in comparison with Thames Valley, South East and National comparators.
- Resources are targeted in an effective way, with those most at risk of entering the youth justice system identified and engaged with at an early stage.
- Disposals for young people are proportionate, ensuring that the needs of both the young person and victim are met wherever possible.
- Family engagement will underpin YOS interventions moving forward, contributing to a strong framework for desistance from offending.

**What Will We Do Next?**

- Develop processes to improve engagement in voluntary interventions, particularly in relation to Youth Cautions.
- Promote referrals to the Early Help Panel to ensure opportunities are identified for intervening early within a whole family approach.
- Identify ways to work with schools and Police around weapons awareness to support a reduction in the level of exclusions .

**What Have We Done?**

- Training on Court Skills has been delivered to practitioners. This package can be rolled out across Thames Valley as required.
- Joint understanding of custodial remand has been promoted with partners. Activity has included appropriate challenge and discussion on a case by case basis, a presentation made to Social Care managers across the county and feedback via the Senior Management meetings from the Head of Service. The YOS has also been involved in a Commissioning workshop, looking at the way partners communicate regarding the placement of young people.
- National research into disproportionality has been reviewed and local audits have identified areas for improvement in recording around diversity. Findings have been shared with staff to increase their understanding.



**What Has the Impact Been?**

- 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.
- Partner's increased understanding of custodial remand has been reflected in appropriate placements being made for young people and in low numbers of young people receiving remand outcomes.
- Practitioners have a broader understanding of how disproportionality impacts on young people in the criminal justice system.

**What Will We Do Next?**

- Enhance the way current resources can be most effectively used to provide robust alternatives to custody.
- Strengthen Pre Sentence Report proposals by identifying opportunities for families to be at the core of intervention plans.
- Develop local approaches to working with young people from Black and Minority Ethnic groups in light of the national and local research.



What Have We Done?

- 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.
- Training on childhood trauma has been researched and commissioned for 2018-19. This will include a focus on the impact of domestic abuse.
- A multi-agency audit of young people who reoffend prior to receiving a YOS intervention has been carried out, identifying if anything could have been done to divert them at an earlier stage. This involved representatives from CAMHS and Social Care .
- Young people were given an opportunity to hear John McAvoy speak about his personal journey from offending to significant success as a professional triathlete and author.



What Has the Impact Been?

- The actual number of young people reoffending continues to reduce.
- Use of the YJB Live Tracker tool allows the YOS to broaden its understanding of why young people reoffend and to proactively address this on a case by case basis.
- Partners have built on their understanding of the challenges and barriers to engagement that each service faces, creating a stronger understanding of how the partnership can work together.
- Young people have had an opportunity to hear first hand an inspirational story of how offending at a young age does not have to lead to a life of crime.

What Will We Do Next?

- Establish creative approaches to reducing reoffending by working with external providers to offer innovative interventions.
- Implement the enhanced case management model, delivering training to practitioners on trauma-informed practice to enhance their skills in engaging the most complex offenders.
- Identify further opportunities to divert young people who receive outcomes with no statutory YOS intervention from further offending.

**What Have We Done?**

- Ongoing support and training on the AssetPlus assessment framework has been provided for both practitioners and managers. This has included the development of a local quality assurance tool designed to drive consistency and audit activity devised to share good practice.
- Outcomes from the Intervention Delivery workshops have been monitored to assess improvements made. This has focussed specifically on diversity, contact recording and outcome-focussed intervention plans. Evidence of learning was clear in all of the areas audited.
- Quality assurance processes have been regularly reviewed to monitor effectiveness and constantly evolve to ensure their appropriateness in supporting effective practice.



**What Has the Impact Been?**

- Greater consistency in quality assurance feedback and opportunities to share practice have further embedded AssetPlus within the assessment process.
- Increased practitioner confidence has led to effective assessments of young people and their offending. Improvements have been seen in the range and type of issues identified through the quality assurance process.
- Targeted training input has been identified for 2018-19, to build on the learning from the workshops and ensure a continued focus on improvement.

**What Will We Do Next?**

- Review the Quality Assurance process to ensure this is effectively supporting the Assessment, Planning Interventions and Supervision process.
- Increase practitioner engagement in the Peer Auditing process to promote ownership and accountability of the quality of practice.
- Develop practitioner-led workshops to share good practice on key themes including diversity.

**What Have We Done?**

- A draft multi-agency memorandum of understanding has been developed with partners and accommodation providers working with Children Looked After.
- The Management Board has a standing agenda item designed to monitor the availability of accommodation for young people refused bail by the Police, ensuring these issues are addressed by all partner agencies.
- Understanding of the YOS Risk Management Panel has been promoted, with a clear emphasis on the importance of partner attendance. This has included a review of the supporting processes to ensure invitations go to the most appropriate professional in each case.



**What Has the Impact Been?**

- The need for joint working and effective communication when working with those who are Looked After has been highlighted. The Memorandum of Understanding will further embed good practice in this area.
- Key issues and themes relating to accommodation availability have been identified and this has led to actions addressing these.
- Partners have a greater understanding of the aims and objectives of the YOS Risk Management Panel. As a direct result, attendance has improved, leading to the development of more effective multi-agency risk management plans.

**What Will We Do Next?**

- Analyse data relating to young people offending using weapons to establish if local trends mirror the national picture, with a view to working with partners to identify appropriate interventions.
- Implement the Service Level Agreement with partners and accommodation providers working with Children Looked After.
- Review the Risk Management Panel process to ensure that this remains the most effective way to meet safeguarding needs.

**What Have We Done?**

- The YOS continue to attend a range of multi-agency forums , ensuring a robust response to those at risk of exploitation. This includes the Buckinghamshire Safeguarding Children’s Board, the Multi-Agency Sexual Exploitation (MASE) forum and the Missing and Sexual Exploitation Risk Assessment Conference (MSERAC).
- Training on Child Sexual Exploitation has been provided for the YOS volunteers. This included guidance on how to identify the signs of grooming and ways to engage with young people who may have experienced this type of exploitation.
- A presentation on County Lines was delivered by a Detective Chief Inspector from Thames Valley Police at a whole service meeting.



**What Has the Impact Been?**

- The YOS works closely with partners to ensure that those at risk of exploitation are safeguarded appropriately, advocating for their needs as appropriate in multi-agency forums.
- Volunteers have greater confidence in working with young people who may be at risk of exploitation and in how to address these issues.
- Staff have greater awareness of issues relating to County Lines and a point of contact within the Police to discuss their concerns with.

**What Will We Do Next?**

- Create guidance for practitioners working with young people at risk of criminal exploitation, to ensure there is a consistent approach to safeguarding these individuals.
- Work with criminal justice partners to develop a joint approach to exploitation being viewed as a statutory defence.
- Deliver training to volunteers on criminal exploitation to increase their awareness and understanding .

What Have We Done?

- The role of the Education Officer has been fully embedded, ensuring that the needs of clients are being met in line with SEND reforms. The YOS has been awarded Quality Lead Status by the national SEN project run by Achievement for All, in recognition of the positive work delivered to young offenders with SEN.
- A link Educational Psychologist has now been identified to develop the relationship between the two services.
- The Working Agreement between the YOS and SEN has been reviewed to strengthen working relationships and the YOS is taking part in the SEN pilot.
- A Speech and Language Therapy link worker is now in place, providing support for young people with needs in this area. This includes consultations with staff and the development of a working agreement with Bucks Health Care Trust.
- Worked with Bucks Health Care NHS trust to recruit for a new LAC team nurse



What Has the Impact Been?

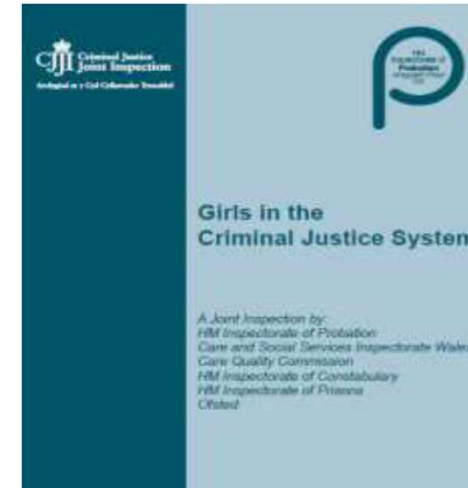
- There is an increased understanding of special educational needs across the service, leading to effective challenge of partner agencies and better outcomes for young people.
- Having a named Educational Psychologist link worker provides a consistent point of contact who understands the work of the YOS.
- Young people are receiving a speech and language service that has not been available before in Buckinghamshire and their specific needs are being met more appropriately.

What Will We Do Next?

- Develop the concept of link workers, with practitioners leading on building relationships within Buckinghamshire Children’s Services.
- Identify opportunities for greater information sharing with other services using Core+ in light of the shared database.
- Further build on the established working relationships with Health and Education (Special Educational Needs and Disability, Educational Psychology Service, Speech and Language Therapy, Liaison and Diversion).

**What Have We Done?**

- The Thematic Inspection of Referral Orders has been reviewed to identify any appropriate practice changes. This identified that the panel process generally works effectively in Buckinghamshire, in line with national guidance. Some areas for improvement were identified and have been taken forward.
- Outcomes from this review have been shared with the Management Board to provide strategic oversight.
- The Thematic Inspection on The Work of Youth Offending Teams to Protect the Public and the review of Out of Court Disposal Work have been identified for review.



**What Has the Impact Been?**

- One of the key areas for improvement was a reduction in the length of time panels run for. This has now been implemented, supporting young people to engage more effectively.
- The need to improve the mechanisms for gathering feedback has been identified and will be built into wider work on service user evaluation moving forward.
- Reviewing practice in Buckinghamshire against Thematic Inspections provides a useful barometer of effective practice and a vehicle for improvement as appropriate.

**What Will We Do Next?**

- Review the identified Thematic Inspections 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?**

- A review of the 2016-17 HMIP Viewpoint Questionnaire findings has taken place, to identify learning from young people’s views of the service. This showed very positive feedback, with minimal areas for improvement highlighted.
- Findings have been shared with practitioners, managers and strategic partners via the YOS Management Board.
- With the Viewpoint questionnaire discontinued, work has taken place to consider alternate ways to gather feedback. Ideas have been sought from practitioners and from other YOTs.








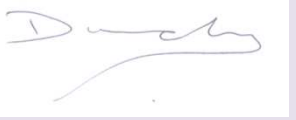

**What Has the Impact Been?**

- Positive feedback for staff has increased confidence that interventions have an effective impact on young people.
- Exploration of how other services approach feedback provides a grounding for work in 2018-19 to develop this further.

**What Will We Do Next?**

- Identify key points in the service user journey where feedback would be most useful for informing practice development.
- Develop creative ways to gather and analyse feedback.
- Explore ways of gathering more qualitative feedback from victims to further improve the services received.



NAME AND ROLE	SIGNATURE
<p>Superintendent Tim Metcalfe – LPA Commander for Aylesbury, Thames Valley Police</p>	
<p>Richard Nash, Service Director, Children’s Social Care, Buckinghamshire County Council</p>	
<p>Inspector Jason Purnell, Head of IOM and Youth Justice, Thames Valley Police</p>	
<p>Nicola Webb, Head of National Probation Service for Oxfordshire and Buckinghamshire</p>	
<p>Laura Nankin, Head of Adult Learning and Youth Provision, Bucks County Council</p>	
<p>Donna Clarke, Head of Service Children and Families Division, Oxford Health and NHS Foundation Trust</p>	
<p>Andrea Cochrane, Commissioning Manager Joint Care NHS, Children and Young People’s Health Commissioning</p>	

**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"> <li>• Delivery of effective assessment, intervention planning and supervision for young people at risk of offending or reoffending in Buckinghamshire.</li> <li>• Delivery of services to the victims of youth offending.</li> <li>• Development of key areas of practice such as SEND, Liaison and Diversion and restorative justice.</li> <li>• Analysis of performance information to inform practice development across all areas.</li> <li>• Delivery and development of Community Reparation and Unpaid Work.</li> </ul>	349,574
Overheads	<ul style="list-style-type: none"> <li>• Expenses incurred by staff in carrying out core duties..</li> <li>• Development and training of staff in effective practice.</li> </ul>	10,200
Equipment	<ul style="list-style-type: none"> <li>• Provision of Core+ to support effective case management, timely submission of statutory data. and the use of connectivity to ensure mandatory documentation is shared securely with the Youth Custody Service.</li> </ul>	13,500
<b>Total</b>		<b>373,274</b>

TYPE OF ROLE	NO. OF STAFF	GENDER	ETHNICITY
Strategic Manager	1	Female - 1	Asian / Asian British 2
Operational Manager	1	Male - 1	White / White British - 1
Team Manager	2	Female - 1 Male - 1	White / White British - 1 Black / Black British - 1
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	10	Female - 9 Male - 1	White / White British - 6 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 - 1 Female - 1	White / White British - 2
Linked Specialists: Addaction Worker Connexions Worker Clinical Psychologist SALT Worker	4	Female - 3 Male - 1	White / White British - 4
Business Support (4) Finance (1) Reparation / Unpaid Work Officer (1)	6	Female - 3 Male - 3	White / White British - 2 Asian / Asian British - 2 Mixed - 1 Chinese - 1
Support Workers	3	Female - 3	White / White British - 3
Volunteers	23	Female - 16 Male - 7	White / White British - 23