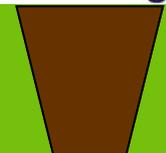


Youth Justice Strategic Plan 2016-17

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Foreword

Welcome to the 2016-17 Buckinghamshire YOS Youth Justice Strategic Plan. The Plan gives an overview of the work of the Youth Offending Service in Buckinghamshire and also sets out details of performance over the past year and our priorities for the coming year.

In Buckinghamshire we continue to work together in partnership to make our communities, families, children and young people safe; the Youth Offending Service has a key role to play by:

- Helping prevent offending and reoffending
- Reducing the use of custody
- 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.

The overall effectiveness of the YOS continues to be monitored by the Government against three key national indicators which are linked directly to the Service’s core aims. 2015-16 has seen the continuation of the impressive performance results the YOS has achieved in recent years:

- Between October 2014 and September 2015 Buckinghamshire maintained a very low level of first time entrants coming into the youth justice system, having seen these drop significantly over the previous five years. The authority is within the top ten percent performing YOTs nationally and local rates are well below the Thames Valley, south east and national averages.
- Buckinghamshire also maintained an exceptionally low rate of custodial sentences in 2015, which continues to be at its lowest since this was first measured nationally 6 years ago. The YOT is within the top ten percent performing nationally on this measure.
- Latest government figures for 2013-14 show that Buckinghamshire has a lower number of young people reoffending than at any time since this was first measured 7 years ago. Only 82 young people were convicted of a further offence in a 12 month follow up period in 2013-14 continuing a dramatic long term reduction compared to the 276 young people who reoffended in 2008-09.

The YOS budget continues to be under pressure and suffered a £48,544 in year cut from the Youth Justice Board. Whilst partnership contributions will largely remain the same in 2016-17, further government budgetary reductions are anticipated. As in previous years the YOS Management Board and Team will attempt to minimise the impact to frontline services. It is a credit to the staff that the quality of practice continues to be high and the YOS’ impressive performance has been maintained over the last 6 years when there has been a 27% overall budget reduction.

In 2016-17 the main YOS priorities will include:

- Continue to implement the improvement plan arising from the 2015 SQS Inspection
- Develop the use of the live tracker reoffending toolkit and audit process based on the learning from 2015-16
- Respond to findings from the government review of the youth justice system when it is published in the summer of 2016
- Undertake a Management Board approved local review of the Youth Offending Service
- Undertake a transformation exercise to identify how we might deliver services differently to manage the ongoing reductions in the YOT budget



As always, the Management Board is extremely grateful for the skill and dedication of our Manager and our employees in supporting young people who are offending and at risk of offending in Buckinghamshire.

On behalf of the Management Board I am pleased to present the Youth Justice Strategic Plan for 2016-17.

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

Buckinghamshire YOS Priorities 2016-17

The following priorities have been identified by the YOS Partnership for the next 12 months:

1. Continue to ensure that a focus on reducing reoffending underpins all of the operational and strategic work of the YOS, including specific areas of practice such as family engagement and early intervention, to support this agenda.
2. Further develop our multi-agency working to be as effective as possible in understanding the complex needs of the young people with whom the partnership are working, to effect positive outcomes for service users. To include a specific focus on all areas of exploitation e.g. child sexual exploitation, radicalisation and gang related behaviour that crosses geographical areas.
3. Ensure Restorative Justice approaches are used proactively in all appropriate YOS interventions, actively promoting the use of RJ to prevent unnecessary criminalisation of Children Looked After. Ensure that victims of youth crime feel valued, are empowered by the services provided and that fear of crime is reduced within the local community.
4. Embed the national AssetPlus framework, ensuring cultural, technical and practice changes support a more comprehensive response to the complexity of individual young people.
5. Review and explore models of service delivery in the context of the Youth Justice Review and reducing budgets, whilst maintaining an effective and efficient response to offending by young people and delivering value for money.

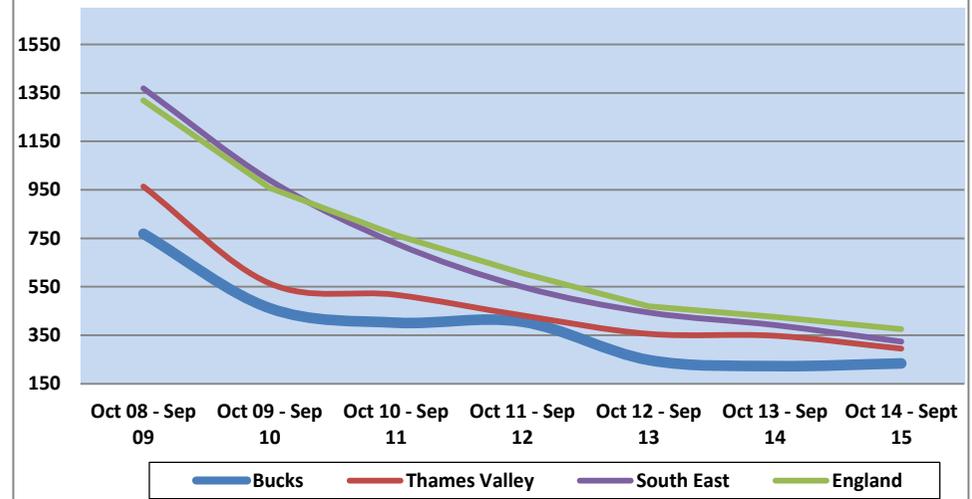
Evidence of YOS Partnership Effectiveness

FIRST TIME ENTRANTS:

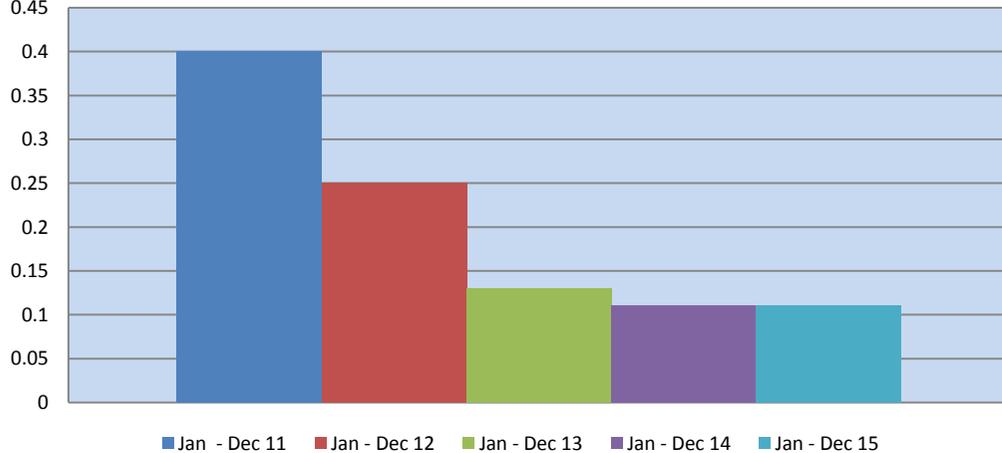
The number of young people entering the youth justice system for the first time in Buckinghamshire has seen a very small increase in the last twelve months after decreasing for the previous 5 years. The most recent national data shows that at 234 per 100,000 ten to seventeen year olds, Buckinghamshire continues to have a considerably lower number of First Time Entrants than nationally (376), across the South East (324) or within Thames Valley (295). The current rate represents 122 young people entering the youth justice system for the first time between October 2014 and September 2015, an increase of 6 young people compared to the same period in 2013-14. Buckinghamshire is within the top ten percent performing YOTs nationally in relation to having the lowest rate of First Time Entrants.

In 2015 the YOS undertook an evaluation of its early intervention services which confirmed their impact in terms of low reoffending levels and preventing a significant number of young people from more entrenched offending. Priorities for 2016-17 include further integration with Troubled Families services, ongoing work with young people who receive Youth Restorative Disposals and a pilot to extend YOS support to those receiving Anti Social Behaviour Contracts.

Trends in First Time Entrants per 100,000 10 to 17 Year Population October 2008 to September 2015



Custodial Rate per 1,000 10 to 17 Year Old Population, Jan 2011 to Dec 2015



RATES OF CUSTODY:

In 2015 Buckinghamshire has maintained the exceptionally low rate of custodial sentences per 1,000 ten to seventeen year olds achieved in 2014. In line with national trends the custodial rate has fallen considerably over the last 5 years. The current rate represents 6 sentencing episodes resulting in young people being sent to custody in 2015. Buckinghamshire is within the top ten percent performing YOTs nationally in relation to having the lowest rate of custodial sentences.

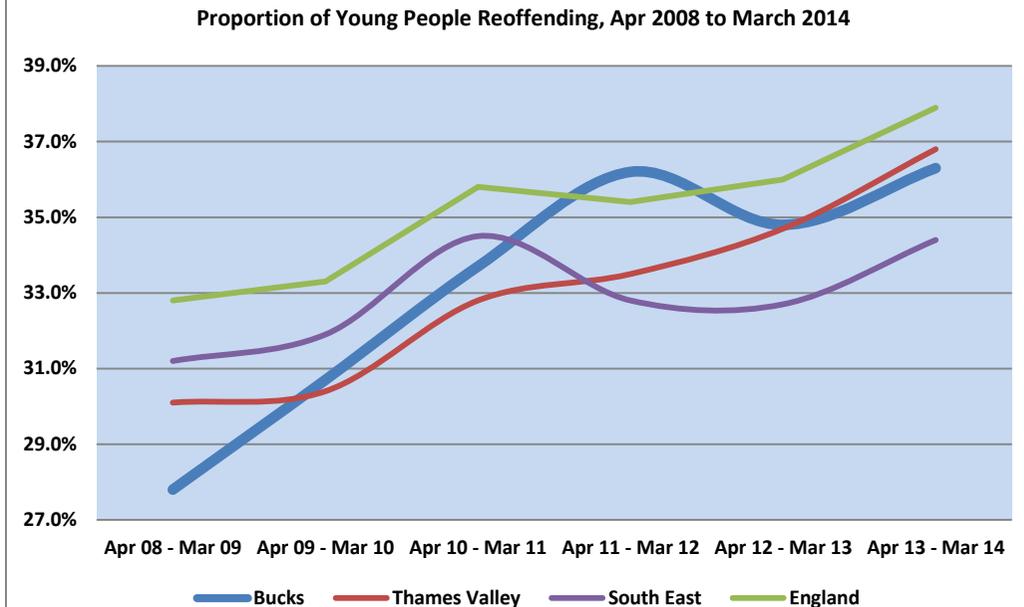
The YOS continues to take steps to reduce the need for custodial sentences including rigorous monitoring of young people at risk and the maintenance of proactive, positive relationships with the Court and associated professionals. In 2016-17 the YOS will continue to develop staff court skills and will also ensure young people with SEN receive appropriate support in the community and in custody.

Evidence of YOS Partnership Effectiveness

REOFFENDING RATES:

The percentage of young people reoffending in Buckinghamshire within a 12 month follow up period has increased from 34.8% between April 2012 and March 2013 to 36.3% for the same period in 2013-14. This increase is in line with trends across Thames Valley, the South East and England. However, the headline rate hides a much more positive long term trend which has seen the actual number of young people reoffending fall from 276 young people in 2008-09 to 82 young people in 2013-14.

The YOS is committed to ensuring the overall numbers of young people reoffending continues to fall and a robust Reducing Reoffending action plan was developed for the Management Board at the start of the year, identifying the various project work taking place and the anticipated outcomes. Central to this has been the implementation of the Youth Justice Board live tracker reoffending tool which has allowed “real-time” identification of those young people reoffending from current caseloads. A comprehensive audit process has been developed to sit alongside this and to support the YOS in identifying improvements that could be made both to individual interventions and to wider service delivery.



Future Risks to Delivery

First Time Entrants

- The significant reductions in First Time Entrants over the last five years have now reduced to a point where small fluctuations in the numbers are inevitable. This is a “levelling out” that has been predicted for some time.
- Capacity to intervene with those at risk of becoming First Time Entrants has reduced as the complexity of statutory cases increases. See FTE section for more detail.

Rates of Custody

- 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.
- It is the YOS view 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. See Reducing Use of Custody section for more detail.

Reoffending Rates

- If cohorts continue 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 potential 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. See Reoffending Section for more detail.

Resourcing, Value for Money and Risks

YOS Partnership contributions are essential to the effective running of the multi-agency Youth Offending Service.

Partner Contributions 2016-17	Staffing Costs (£)	Payments in Kind (£)	Other Delegated Funds (£)	Total (£)
Buckinghamshire County Council	499,341	37,349	221,926	758,616
Thames Valley Police	90,172			90,172
Clinical Commissioning Group		76,285		76,285
National Probation Service	26,914			26,914
Police Crime Commissioner	86,141		121,466	207,607
YJB Youth Justice Grant	321,061		50,726	371,787
TOTAL	1,023,629	113,634	394,118	1,531,381

Budgetary Summary for 2016-17

The YOS Partnership will fund the budget for 2016-17 as detailed above, with the changes summarised as follows:

- Funding from Probation has changed in line with national agreements. The YOS will receive half of the amount of last year's funding to cover 6 months as shown above. The National Probation Service will second a Probation Officer to the YOS during 2016/17.
- Funding from Health has remained the same.
- The contribution from Buckinghamshire County Council has remained the same.
- The contribution from the Youth Justice Board has reduced by 12%.
- Funding for Early Intervention work and the Police contribution to the partnership now comes via the Police Crime Commissioner. The YOS contribution is included in the Buckinghamshire Community Safety Partnership's grant. The contribution in 2016/17 will remain the same.

See Appendix A for details of the expenditure against the YJB grant.

See Appendix B for details of staffing within the YOS.

The YOS Demonstrating Value for Money

The reductions for this year amount to £48,307. In addition the YOS has had to make savings of £48,544 which came as in year cuts in 2015/16.

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 Future Shape project may lead to higher charges for services such as ICT, Human Resources, Finance and Legal Services.
- There is limited scope to respond to any unexpected financial demands.
- There may be one-off costs associated with the restructuring of the YOS and the relocation of Wycombe staff to the Aylesbury base.

Structures and Governance

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 Ollie 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.

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 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.

Following a restructure of the Children's Social Care and Learning Business Unit, the YOS has recently moved back into the Children's Social Care division. 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 2016-17:

- Ensure the YOS fully implements the 2016-17 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 is poor to ensure that this analysis informs partnership developments.
- Commission a review to explore 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.

Partnership Arrangements

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 once the National Probation Service seconds a Probation Officer to the YOS in accordance with the recent national agreement. Recruitment is currently underway.
- 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 following on behalf of all YOTs in Thames Valley: the Thames Valley Senior Management Board for MAPPA and the Thames Valley Restorative Justice Group.
- 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:
 - Keep children and young people safe and in their families wherever possible
 - Enable and support children, young people, parents and carers to overcome the challenges they may face
 - Improve children and young people's health and well-being
 - Provide opportunities for children and young people to realise their full potential
- The YOS has also contributed to the Safer Bucks Plan 2016-17 through the Buckinghamshire Joint Partnership Strategic Assessment. This Plan outlines a number of county-wide community safety priorities that the YOS contribute directly towards. The key objectives for the YOS include:
 - Tackling the exploitation and victimisation of vulnerable people, including radicalisation
 - Tackling Violence with Injury and Domestic Abuse
 - Tackling victimisation of people through the internet / social media
 - Tackling substance misuse
- 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. An 18 month extension to the contract has been agreed.

Performance Management

What are we doing well in Buckinghamshire?

- The YOS was subject to a successful Short Quality Screening Inspection by Her Majesty's Inspectorate of Probation (HMIP) in June 2015. This assessed the Service as "delivering excellent work to reduce reoffending, protect children and young people and (to) ensure that sentences are served. Work to protect the public was mostly good". The report also recognised that the Service had maintained or improved upon all areas of work since the last Inspection in 2011.
- Introduction of the Youth Justice Board live tracker reoffending tool has allowed "real-time" identification of those young people reoffending from current caseloads. A robust audit process has been developed to sit alongside this and to support the YOS in identifying improvements that could be made both to individual interventions and to wider service delivery.
- A comprehensive review of quality assurance processes has been carried out, identifying both strengths and areas for improvement within the existing framework. Changes have been made accordingly. This will be further reviewed as part of the AssetPlus roll out, to ensure that these processes continue to drive the quality of practice.
- The case audit process introduced by Children and Families has been explored and reviewed to establish how this could work in practice for the YOS. As a result, Survey Monkey will be considered as a way to collate data from audit activity such as the live tracker reoffending tool.
- A robust Reducing Reoffending action plan was developed for the Management Board at the start of the year, identifying the various project work taking place and the anticipated outcomes. This has been monitored at both operational and strategic level and has included an audit of Children Looked After Placed Out of Area and actions responding to the Short Quality Screening Inspection.



What are our key areas for improvement in 2016-17?

- Design and implement quality assurance processes for AssetPlus, ensuring practitioners are fully supported in developing their assessment skills.
- Utilise the Peer Audit forum to support the development of effective assessment practice in light of the national changes.

Outcomes Against the 3 National Indicators: – 1. Reducing First Time Entrants

What are we doing well in Buckinghamshire?

- The number of First Time Entrants to the youth justice system in Buckinghamshire remains low. Data taken from the Police National Computer for the October 2014 – September 2015 period shows that there were 234 First Time Entrants per 100,000 of the 10-17 year old population in comparison with 376 nationally and 324 in the south east. Information continues to be analysed on a quarterly basis at an operational and strategic level to identify any areas of practice or partnership development.
- Following the integration of Early Intervention delivery into wider YOS work, an evaluation has been carried out to assess the impact this has had. This shows that the numbers of young people reoffending within the pre-court cohort remains low. Moving forward, the YOS will consider other indicators to measure the effectiveness of this area of work, including engagement levels and successful completion of interventions.
- The recommendations of the Troubled Families Inspection have been reviewed with partners to identify areas of improvement in joint working. This has included discussion around information sharing where clients may be known to both the YOS and Families First. The exploration of a secondee based within the YOS has been placed on hold until budgets for 2016-17 have been confirmed.
- Significant work has taken place to explore ways in which the YOS can increase their capacity to work with those at risk of entering the criminal justice system. All young people receiving Youth Restorative Disposals are now being screened to identify those at risk of further offending and a trial is taking place to offer support to those receiving Anti-Social Behaviour Contracts.
- A series of parenting support coffee mornings have been run in partnership with guest speakers from other agencies, with invites sent to all parents and carers of current YOS cases. Input on topics ranged from substance misuse to mental health issues.



What are our key areas for improvement in 2016-17?

- Develop a robust process for gathering anti-social behaviour information on all young people known to the YOS, improving the understanding and assessment of problematic behaviours.
- Increase opportunities for family engagement across all YOS interventions, developing this as a key factor for desistance from offending where appropriate.
- Continue to support the local authority Early Help process by screening panel referrals and providing information and support where appropriate.

Outcomes Against the 3 National Indicators: – 2. Reducing Reoffending

What are we doing well in Buckinghamshire?

- The reoffending data for the 2013-14 cohort shows that Buckinghamshire has a 36.3% reoffending rate, lower than the rate of 37.9% seen nationally and the 36.8% in the south east. This is an increase against the 2012-13 cohort, where 34.8% of young people reoffended. However, the actual numbers of reoffenders has reduced between these two periods, from 97 in 2012-13 to 82 in 2013-14.
- Different methods have been explored for evaluating the quality of intervention delivery. Whilst financial constraints have meant that an external consultant could not be employed for audit purposes, the existing quality assurance framework has been utilised to monitor delivery, including observation of practice and dip sampling of contact recording on the YOS database.
- The Case Formulation forum has been implemented to support a multi-agency approach to managing complex cases. By involving the relevant professionals in identifying the core belief formulation for each young person, robust interventions are then developed to meet the individual needs of the case.
- All open cases are reviewed each month to establish which are “complex”. If a young person meets this criteria, a range of support is available for managing this, including the Case Formulation forum and reflective supervision. This provides a consistent way to identify gaps in resources and potential service improvements.
- The YOS has developed a robust audit process to support the use of the Youth Justice Board’s live tracker reoffending toolkit. This promotes analysis of the interventions being delivered currently in a proactive way rather than previous retrospective audits based on older data. Learning from this has been utilised on a case by case basis and will be collated to provide information on any trends or themes developing within the reoffending cohort.



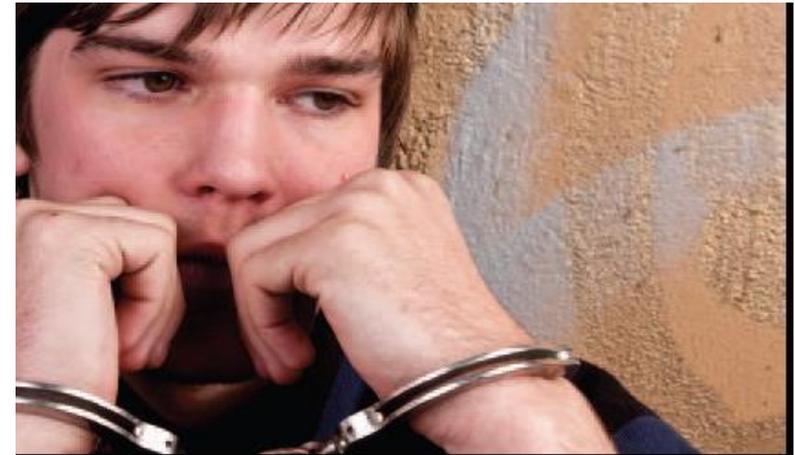
What are our key areas for improvement in 2016-17?

- Evaluate the effectiveness of the Case Formulation process to establish whether the key objectives of this forum are being met.
- Develop the use of the live tracker reoffending toolkit and audit process, based on the learning from 2015-16, to enhance understanding of the factors leading to reoffending and to ensure this is effective in developing interventions that reduce this risk.
- Review the way the YOS engages young people to identify and embed best practice across the Service.

Outcomes Against the 3 National Indicators: – 3. Reducing the Use of Custody

What are we doing well in Buckinghamshire?

- The use of custody rate per 1000 ten to seventeen year olds in Buckinghamshire between January and December 2015 was 0.11, the same figure achieved for January to December 2014. Due to problems with Youth Offending Teams returning information from their case management systems to the Youth Justice Board, comparative data is not available. Data continues to be analysed on a quarterly basis at an operational and strategic level to identify areas of development.
- The YOS continues to attend appropriate forums to maintain positive relationships with the Court. This includes the Youth Court Panel meeting, where training has been delivered to Magistrates, and strategic representation on the Local Criminal Justice Group.
- A central recording system for all report feedback has been devised and is regularly reviewed to ensure that learning is captured and shared across the Service for practice development purposes.
- Performance Management Meetings have been utilised to explore the wider contextual data of those young people receiving custodial outcomes, providing an opportunity to identify the disproportionate representation of certain groups of young people within this cohort.
- Resettlement Guidance has been developed for YOS Officers outlining the expectations when working with young people returning to the community from custody. This includes the use of release on temporary licence to aid education and accommodation placements on release and family engagement through review meetings.



What are our key areas for improvement in 2016-17?

- Work with the Special Educational Needs service to ensure that young people who have identified educational needs receive appropriate provision within both community and custodial settings, in line with new SEND legislation.
- Explore ways to develop the skills of YOS Officers working within the Court setting.
- Review national research around the ethnic disproportionality of those receiving custodial outcomes to identify best practice in working with these young people.

What are we doing well in Buckinghamshire?

- Following extensive training and preparation, the new national AssetPlus assessment framework has been successfully rolled out in Buckinghamshire. Significant time and resources have been dedicated to ensuring staff have the necessary skills and knowledge for this to be effectively embedded within practice. The framework will develop the quality of assessments and directly supports the achievement of more effective outcomes for young people.
- As part of the preparation for AssetPlus, specialist input has been delivered on a range of topics for practitioners and managers, including training on desistance and a workshop around risk. This has directly supported the shift in assessment culture and ensured changes have become embedded gradually over the last 12 months.
- Quality assurance continues to underpin everything the YOS does, with a process now in place to collate feedback centrally. This allows themes to be identified for wider service development purposes. In support of this, guidance for those responsible for management oversight has been introduced, encouraging greater consistency in quality assurance.
- Staff induction and training programmes have been developed to ensure that every member of the team is supported in developing the knowledge and skills that underpin effective practice. Changes have included an update to the internally devised Induction Toolkit, the creation of agency worker induction guidance and the design of a central training record.



What are our key areas for improvement in 2016-17?

- Identify ways to support both practitioners and managers in embedding AssetPlus, ensuring the framework is best utilised to achieve the most effective outcomes for young people.
- Review current demands on staff time to ensure effective allocation of workload and management of time.
- Develop and implement an assessment tool for working with Early Intervention cases where AssetPlus is not considered appropriate.
- Embed changes to practice in light of the new SEND reforms for young people with Special Educational Needs

Outcomes Against 4 Local Priority Areas: – 2. Effective Safeguarding

What are we doing well in Buckinghamshire?

- A number of opportunities have been explored with Social Care to embed the roll out of the Children's Services Protocol. This has included regular attendance at the County Manager's Meeting, where YOS managers have presented on various aspects of joint working. In response to questions raised within that forum, an article was prepared by the YOS Head of Service for the Getting to Good newsletter, circulated to the whole of Children's Services.
- An internal monitoring process for all referrals to Social Care has been introduced, ensuring there is robust and consistent management oversight of these by the YOS management team.
- The Reducing Reoffending Focus Group has carried out research into a cohort of Out of Area Children Looked After, in partnership with Health and Education representatives who attended the group. This has provided valuable insight into the challenges and barriers faced when engaging these young people in meaningful work to reduce reoffending. The findings will be actively used to improve services in 2016/17.
- Following significant work to develop the Children Looked After spreadsheet, regular reporting is now completed on this cohort of young people, allowing greater management oversight of this caseload.
- The YOS has continued to be a part of the MsUnderstood Project Steering Group, implementing the delivery plan. This has included a detailed review of selected cases which will provide case studies for multi-agency training.
- A service level agreement has been introduced between the YOS, the Police, Adult Services and the Emergency Duty Team to improve the effectiveness of the provision of Appropriate Adults.



What are our key areas for improvement in 2016-17?

- Develop good practice guidance for YOS Officers working with Out of Area Children Looked After, based on the findings from the Reducing Reoffending Focus Group project.
- Work with the Police and local accommodation providers in order to support the decriminalisation of Children Looked After in residential care, diverting vulnerable young people from the criminal justice system where appropriate.
- Explore the most effective ways of sharing information in relation to Children Looked After with key partners such as Social Care, Education and Health.

Outcomes Against 4 Local Priority Areas: – 3. Risk of Serious Harm

What are we doing well in Buckinghamshire?

- The Youth to Adult (Y2A) information sharing portal has now been rolled out, enabling information to be shared with other criminal justice agencies in an effective and secure way.
- Significant work has taken place to promote the consistency of Risk of Serious Harm assessments and Risk Management Plans in terms of both practice and management oversight. In addition to the creation of guidance to promote consistency in quality assurance, risk levels are monitored at monthly management meetings to ensure ongoing oversight.
- In the light of emerging evidence of adolescent to parent abuse in Buckinghamshire, the YOS has contributed to a scoping exercise with Respect to help them understand the extent of the issues locally. The tracking information provided may help secure a much needed resource for young people in the area.
- The YOS has been involved in a Home Office Peer Review into Ending Gang and Youth Violence, working closely with the Police who initiated this. The objective of the review is to identify promising practice and support local areas to develop strong, sustainable programmes to address gang and youth violence.
- All practitioners continue to be supported by the Child and Adolescent Harmful Behaviour Service through regular supervision and training forums.



What are our key areas for improvement in 2016-17?

- Support the implementation of any recommendations from the Home Office Peer Review into Ending Gang and Youth Violence.
- Implement actions and learning from a Serious Case Review that the YOS has recently been involved in.
- Review the assessment tools and resources in place for working with those displaying sexual harmful behaviour alongside the Child and Adolescent Harmful Behaviour Service.

Outcomes Against 4 Local Priority Areas: – 4. Use of Restorative Justice

What are we doing well in Buckinghamshire?

- A process is now in place for gathering feedback from young people involved in direct restorative processes. The information gathered will feed into the Restorative Justice Effectiveness Framework report, collated on a regular basis to identify potential service developments.
- YOS policies continue to be reviewed in line with the Restorative Justice Council's best practice guidance, as part of working to achieve the RJ Quality Mark. The next step for 2016-17 involves seeking practitioner accreditation for the Restorative Justice Support Workers.
- Ongoing recruitment of volunteers has focused on increasing the capacity for mentoring and appropriate adult support. Applications have been sought from all parts of the community and robust ongoing training is provided to support the individuals in these roles.
- A Restorative Justice training plan is in place with the training provider for RJ in schools, which has led to an audit of staff and pupil's views at the Chiltern Federation. The YOS RJ Co-ordinator is also working closely with the Police and local children's homes to develop restorative practice in this setting.
- G4S has continued to provide community reparation from Youth Conditional Cautions through to court sentences. This contract has now been extended to include the delivery of Unpaid Work. Young people complete an evaluation at the end of their placement and learning is collated.
- Two projects have been implemented in collaboration with the Courts. The first has introduced restorative questioning to encourage the young person to consider the impact of their behaviour after they have been sentenced. This has now been rolled out across all courts in Thames Valley. The second project has introduced pre-sentence restorative justice so that the outcome of this can be taken into account by the magistrates passing sentence.



What are our key areas for improvement in 2016-17?

- Explore the Restorative Justice Council accreditation of RJ practitioners, supporting them to achieve this qualification.
- Embed restorative justice principles throughout all Early Intervention services, increasing the effectiveness of these programmes for both victims and offenders.
- Evaluate the effectiveness of restorative justice interventions for both victims and young people, identifying potential developments to improve services.

Thematic Inspections

What are we doing well in Buckinghamshire?

- A range of ways to build on operational and strategic relationships with Social Care have been explored, ensuring a shared understanding of each service's roles and responsibilities. This has included the formal launch of the Children's Services Protocol at the County Manager's Meeting and representation at Senior Management Team meetings by the Head of Service.
- A leaflet has been developed to provide best practice guidance for family engagement when working with Children Looked After, in collaboration with the appropriate lead managers for these areas of work.
- Analysis of data relating to girls known to the youth justice system in Buckinghamshire has been completed and will be used to develop best practice guidance for working with these young people moving forward.
- The recommendations from the Thematic Inspection on Community Safeguarding and Public Protection (CSPP) Incidents have been reviewed and embedded as appropriate. This includes ensuring that all Serious Incidents are referred to the Management Board and Local Safeguarding Board and that Critical Learning Reviews are thoroughly quality assured by a senior manager.



What are our key areas for improvement in 2016-17?

- Develop best practice guidance for working with girls in the criminal justice system, to ensure the needs of this cohort are being met appropriately.
- Review the recommendations from the Thematic Inspection on Transition Arrangements and ensure findings are included within the local protocol between the YOS, National Probation Service and the Community Rehabilitation Company.
- 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.

Feedback and Participation of Service Users

What are we doing well in Buckinghamshire?

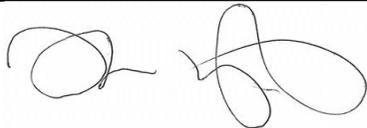
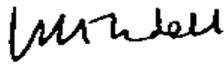
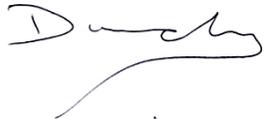
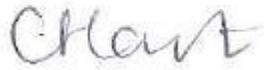
- A review of the findings from the HMIP Viewpoint questionnaire report for last year showed that the majority of young people felt very positively about the Service. Of the 21 individuals who completed this, 95% stated that their work with the YOS made them less likely to offend and all stated that the service they received was either very good or good most of the time. All of the comments have been reviewed to identify where service developments could be made and shared with all practitioners.
- Following a review of the way other YOTs gather the Viewpoint questionnaire feedback, the local process for this has been amended to maximise engagement levels from appropriate young people.
- Additional evaluation tools for gathering feedback on the work completed with young people have been explored. This has included a process for seeking feedback regarding the experience of resettlement to gain greater insight into the complexities and individual needs of these clients.
- Victim feedback collated between January and September 2015 shows that 100% felt supported by the YOS RJ team and 100% were either satisfied or very satisfied with the service they received.
- Parenting feedback is sought on a case by case basis. Comments have included that the support provided has been “invaluable” and “a lifeline”.
- Young people continue to be engaged at the heart of YOS recruitment processes, designing their own questions, interviewing candidates and feeding back their views to the recruiting panel.



What are our key areas for improvement in 2016-17?

- Review the findings from the 2015-16 HMIP Viewpoint questionnaire report to identify service developments.
- Consider ways to increase the participation of young people, parents/carer and victims in service development.

Management Board Signatures

NAME AND ROLE	SIGNATURE
Superintendent Olly Wright, Local Area Commander for Aylesbury, Thames Valley Police	
Carol Douch, Service Director Children and Family Service, Bucks County Council	
Chief Inspector James Hahn, Head of IOM and Youth Justice, Thames Valley Police	
Jana Urbanska, Acting Senior Probation Officer, National Probation Service	
Vivian Trundell, Exclusions and Re-Integration Manager, Bucks County Council	
Donna Clarke, Head of Service Children and Families Division, Oxford Health and NHS Foundation Trust	
Caroline Hart, Joint Commissioner Children Young People's Joint Commissioning Team, Bucks County Council/ Chiltern and Aylesbury Vale CCGs	

Appendix A – Buckinghamshire YOS Budget Plan

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
 - 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 speech and language and restorative justice. • Analysis of performance information to inform practice development across all areas. 	321,061
Overheads	<ul style="list-style-type: none"> • Expenses incurred by staff in carrying out core duties • Development and training of staff in effective practice. 	14,626
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 	9,600
Activity costs	<ul style="list-style-type: none"> • Delivery and development of Community Reparation and Unpaid Work by G4S. 	26,500
Total		371,787

Appendix B – Buckinghamshire YOS Staffing

TYPE OF ROLE	NO. OF STAFF	GENDER	ETHNICITY	RJ TRAINING
Strategic Manager	1	Female - 1	White – 1	RJ Training - 1
Operational Manager	2	Female – 1 Male – 1	White – 2	Management and Conversations – 1 RJ Training - 1
Assistant Team Manager	2	Female – 1 Male – 1	White – 2	Management and Conversations - 2
Performance and Information	2	Female – 2	White – 2	None - 2
Early Intervention and Prevention and RJ (Co-ordinators)	2	Female – 2	White – 2	Facilitator Training - 2
YOS Officer	12 (1 vacant)	Female – 9 Male - 2	White – 7 Asian / Asian British – 2 Black – 1 Mixed - 1	Facilitator Training – 5 Induction training - 3 RJ Conversations – 1 RJ Leaders – 1 Restorative Solutions - 1
RJ Support Worker*	2	Female – 2	White – 2	Facilitator Training – 2
Police Officer (seconded)	2	Male – 2	Asian / Asian British – 1 White – 1	Facilitator Training (Police) - 2
Linked Specialists: Addaction Workers x2* Connexions Workers x2* Clinical Psychologist* Nurse*	6	Female - 5 Male - 1	White – 4 Asian - 2	No – 6
Business Support (5) Finance* (1)	6	Female – 6	Asian / Asian British – 1 White - 5	None - 6
Support Workers	2	Female – 1 Male – 1	White – 1 Black / Black British - 1	RJ Facilitation – 1 None - 1
Volunteers	19	Female – 11 Male - 8	White – 14 Black / Black British – 4 Mixed – 1	RJ Conversations – 17 None - 2

*Part time roles