

## READING BOROUGH COUNCIL

### REPORT BY DIRECTOR OF CHILDREN, EDUCATION AND EARLY HELP SERVICES

TO:	ADULT SOCIAL CARE, CHILDREN'S SERVICES AND EDUCATION COMMITTEE		
DATE:	4 July 2016	AGENDA ITEM:	13
TITLE:	READING YOUTH JUSTICE PLAN 2016/17 AND SHORT QUALITY SCREEN (SQS) INSPECTION OF READINGS YOUTH OFFENDING SERVICE (YOS)		
LEAD COUNCILLOR:	Cllr Gavin	PORTFOLIO:	Children's Services
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#### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report is to update members on the recent Short Quality Screen (SQS) Inspection of the Reading Youth Offending Service (YOS) published by Her Majesty's Inspectorate of Probation (HMIP) during May 2016. Report can be found at: <http://www.justiceinspectorates.gov.uk/hmiprobation/inspections/>
- 1.2 The Crime and Disorder Act 1998 places a duty on the Local Authority to produce an annual Youth Justice Plan. The production of a plan is also a condition of the Youth Justice Board Effective Practice Grant. Once agreed the plan will be published on the Reading Borough Council website. The plan is attached to this report as Appendix one.
- 1.3 The production of the plan is overseen by the multi-agency Youth Justice Management Board chaired by the Local Policing Area Commander. The structure of the attached plan complies with the expectations of the Youth Justice Board.
- 1.4 The plan reports the performance of the Youth Offending Service for 2015/16 against the national and local performance indicators. Overall the YOS has performed well against national and statistical family comparators in this period. Local analysis has identified areas for improvement that will enable this performance to continue. The results of the recent inspection have been incorporated into the new plan.
- 1.5 Appendix one - Youth Justice Plan

#### 2. RECOMMENDED ACTION

- 2.1 Youth Justice Plan is agreed by the Adult, Children and Education Committee
- 2.2 Members are asked to note the positive outcome of the YOS inspection and to acknowledge this welcome endorsement of the Reading Youth Justice multi-agency partnership's ability to deliver high quality and well-resourced youth justice services

### 3. POLICY CONTEXT

- 3.1 The Annual Youth Justice Plan is a statutory requirement of the Crime and Disorder Act 1998, requiring the local authority to publish a plan on an annual basis.
- 3.2 The plan contributes towards the following Reading Borough Council strategic priorities:
- Priority 1 - Safeguarding and protecting those that are most vulnerable
  - Priority 2 - Providing the best life through education, early help and healthy living
- 3.3 The provision of Youth Justice Services is a statutory responsibility (Crime & Disorder Act 1998). The national Youth Justice Board (YJB) provides oversight and reports to the Secretary of State on the effectiveness of the Youth Justice System. The Local Authority is the Accountable Body for the Reading Youth Justice Partnership and governance is exercised locally through the multi-agency Youth Justice Management Board (YJMB). Funding is provided by the following four local authorities and in addition the YJB provides a grant, which comprises about 30% of total funding:
- Local Authority
  - NHS
  - Police
  - Probation

### 4. THE PROPOSAL

- 4.1. The 2016/17 plan describes the YOS performance against the national indicators:
- Reducing First Time Entrants (FTE's) into the criminal justice system
  - Reducing reoffending
  - Reducing the numbers of young people going to custody
- 4.2. The plan also provides further analysis with regard to safeguarding, managing the risk of harm to others and other local performance indicators.
- 4.3. Overall the YOS has performed well against the national and local measures. There is more work to be done however to ensure that young people who offend access suitable education training and employment.
- 4.4. Whilst the number of young people receiving youth justice disposals has continued to reduce, there is a higher concentration of young people with multiple and complex needs, many of whom are also vulnerable and in need of safeguarding services.
- 4.5. The annual report has identified the following areas are priorities for 2016/17:
- Reduce reoffending of prolific and persistent young offenders
  - ASSET Plus Embedding
  - Education Training and Employment
  - Child Sexual Exploitation
  - Safety and wellbeing
  - Relationship Violence
  - Reshaping services in Early Help
  - Working effectively with Out of Court Disposals
  - Transitions

4.6. During April 2016 the HMIP conducted a SQS inspection of the Reading YOS. The inspection report commented positively on a number of areas and highlighted three areas for improvement which had already been incorporated in the Youth Justice and service plans. The inspectors agreed with the YOS self-assessment and were satisfied that sufficient plans were in place to address the three areas of improvement.

#### 4.7. Findings from the Inspection

4.8. The Inspection Team were satisfied that the YOS self-assessment was accurate and the following summary extracted from the full report captures the key points in relation to the impact of youth justice services on children and young people:

4.9. 'Overall, we found a competent and committed workforce who knew their children and young people well. Court reports were good and the courts had confidence in the service. Assessment and planning was good and assessments reflected the views of both children and young people and their parents/carers effectively. The process for reviewing and updating assessments and plans was less effective and management oversight was inconsistent. The YOS had good access to some particularly helpful specialist educational and health services. There were good working relations with both education and children's services. Reading YOS had successfully implemented the new youth justice assessment tool, AssetPlus, shortly before the inspection fieldwork commenced'.

#### 4.10. Challenges

4.11. The three areas for improvement are:

- Review of assessment and plans should be completed particularly where there have been significant developments in a case in order that the intervention remains relevant.
- The YOS should make sure that those staff who are less experienced are fully trained and supported to manage the wide range of risks and level of complexity presented by children and young people under supervision.
- Management oversight should be better targeted to make sure that key tasks are not missed, particularly where there is a high risk of harm.

4.12. Of note the HMIP SQS report provides evidence that there are no identified risks to effective service delivery within the YOS and did not request an action plan for the identified areas for improvement and were satisfied that current plans are sufficient.

### 5. **CONTRIBUTION TO STRATEGIC AIMS**

5.1. The plan contributes towards the following Reading Borough Council strategic priorities:

- Priority 1 - Safeguarding and protecting those that are most vulnerable
- Priority 2 - Providing the best life through education, early help and healthy living

### 6. **COMMUNITY ENGAGEMENT AND INFORMATION**

6.1. Feedback from young people, parents, victims and partner agencies has been used to inform the plan and priorities.

6.2. The plan will be published on the Reading Borough Council website subsequent to the plan being signed off at the Adults, Children and Education Committee.

6.3. The HMIP SQS report is a statutory document and is available to the public.

## **7. EQUALITY IMPACT ASSESSMENT**

- 7.1. The annual plan identifies key priorities for Youth Justice for 2016/17. Whilst the priorities cover the whole borough there will be specific individuals for whom the plan will have more relevance. The needs of young people who offend are explicitly addressed by the plan. Many of these young people experience social isolation, poor mental health, deprivation and learning and communication difficulties.
- 7.2. The YOS also has a key public protection role by ensuring that the level of offending is reduced and therefore there are less victims of crime. The engagement of victims in the restorative process not only reduces the likelihood of reoffending but also improves victim satisfaction.
- 7.3. Improving outcomes for young people who offend also requires the YOS to engage the whole family and improve outcomes for other household members. The Troubled Families Programme will require the YOT to identify and monitor outcomes for the whole family.

## **8. LEGAL IMPLICATIONS**

- 8.1. The publication of the plan will fulfil the legal responsibilities of Reading Borough Council in accordance with the Crime and Disorder Act 1998.
- 8.2. The provision of a multi-agency Youth Offending Service by Reading Borough Council in partnership with the National Probation Service, Clinical Commissioning Group and Thames Valley Police ensures we are compliant with the Crime and Disorder Act 1998.

## **9. FINANCIAL IMPLICATIONS**

- 9.1. The plan sets out the financial contributions from the relevant statutory partners. The level of funding from partners is determined at a local level whilst the Youth Justice Board contribution is based on a national funding formula. The level of funding from partners has largely been maintained for 2016/17 whilst the Youth Justice Board contribution has been reduced by 19%. The reduction has been managed by making efficiencies through staffing and non-staffing related budget lines.

## **10. BACKGROUND PAPERS**

- 10.1. The following sources of information have been used to inform this report:
  - Crime and Disorder Act 1998
  - Youth Justice Board Conditions of grant 2016/17
  - Youth Justice Management Information System
  - HMIP Short Quality Screening of Youth Offending Work in Reading May 2016





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## Reading Youth Justice Plan

2016/17



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Appendix 1 YOT structure chart

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## 1. Introduction

The Youth Offending Service (YOS) is a multi-agency partnership set up under the Crime and Disorder Act 1998, with the aim to prevent offending or re-offending by children and young people. Reading Borough Council is responsible for establishing a Youth Offending Service. Police, Probation and Health Services are statutory partners and are required to jointly fund the multi-agency team in partnership with the Local Authority. The Partnership is overseen by a Youth Justice Management Board including statutory partners and representation from the Courts. The Board structure is under review to refresh the way it operates and align with the Troubled Families (TF) partnership.

Reading YOS is part of the directorate for Children, Education and Early Help Services (DCEEHS). Active links are also maintained at a strategic level to the local criminal justice and community safety arrangements. The YOS is represented at a strategic level in a range of key partnerships, including the Local Safeguarding Children Board and the Community Safety Partnership.

The key priorities and performance indicators for the YOS include:

- Reducing the number of young people entering the criminal justice system for the first time
- Reducing reoffending
- Reducing the use of custody

These priorities directly contribute towards the Reading Borough Council Corporate Plan: In particular; Safeguarding and protecting those that are most vulnerable; Providing the best life through education, early help and healthy living & Keeping the town clean, safe, green and active. (Reading Borough Council Corporate Plan 2016-19).

The YOS contributes both to improving community safety and to safeguarding and promoting the welfare of children, protecting Children from significant harm. 'Working Together to Safeguard Children 2015' highlights the need for Youth Offending Services to work jointly with other agencies and professionals to ensure that young people are protected from harm.

Many of the young people involved with the YOS are the most vulnerable children, and are at the greatest risk of social exclusion. The YOS is integral to Reading's Troubled Family programme to improve outcomes for families across a range of measures. The YOT's multi agency approach to meeting the needs of young people ensures that it plays a significant role in meeting the safeguarding requirements of these young people.

Reading is the largest urban area within Berkshire, with a population of around 160,000. There has been significant expansion over the last 20 years, changing Reading from a market town to a vibrant city in the making. The population in Reading is on



the whole young, diverse and dynamic; both in terms of mobility and cultural presentation. Our young people represent the largest group within the community with 35,600 people being under 20yrs old (23%). There greatest increase in local population is in the 0-14years age bracket and the demand for school places has never been higher. (ONS Mid-Year Population Estimates 2013). Reading's population has grown by 9% over the last 10 years.

In 2011, whilst the largest proportion of the population (66.9%) identified themselves as 'White British'. This proportion had decreased from 86.8% in the previous census and was considerably lower than the national figure of 80.9%. This suggests greater diversity in Reading in recent years and in comparison with other local authority areas. Those identifying as 'Other White' (encompassing a number of nationalities, including Polish) account for 7.9% of the population, an increase from 4.2% in the previous census. South Asian groups (Indian, Pakistani and Other Asian) accounted for 12.6% of all residents in 2011, an increase from 5.2% in 2001. The other increase of note is the proportion of people identifying themselves as Black African, which increased from 1.6% to 4.9%). As the population becomes more ethnically diverse, the provision of a culturally competent and culturally sensitive Youth Offending Service is highlighted.

Despite its prosperity, however, Reading contains some of the most deprived wards in the country. Two areas in South Reading are within the 10% of most deprived areas in the UK. Reading is described in the Child Health Profiles as having a level of child poverty that is worse than the England average, with 19.4% of children aged under 16 years living in poverty. Whilst the employment rate in Reading is good, disadvantaged groups including young offenders have more difficulties in accessing employment opportunities and the Corporate plan includes targeted work at increasing the ETE opportunities of the 16-18 year olds.

## 2. National Performance Indicators

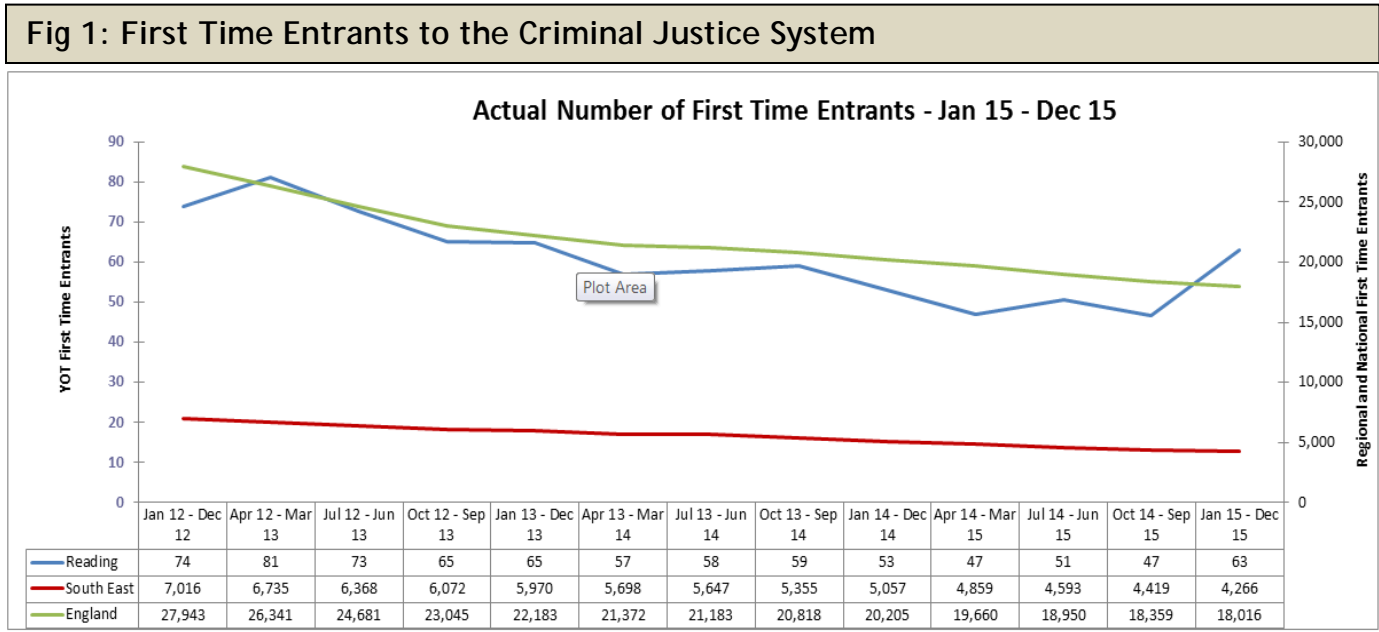
Reading YOS has experienced a small increase in the in the number of substantive outcomes in 2015/615, increasing from 125 to 137. There has also been an increase in the number of Prevention cases that the YOS are holding. 95 youth restorative Disposals were given in the period, a number of which we worked with.

Prevention	95
1st tier	52
Community	26
Custody	2
Pre Court	57
<b>Total</b>	<b>232</b>

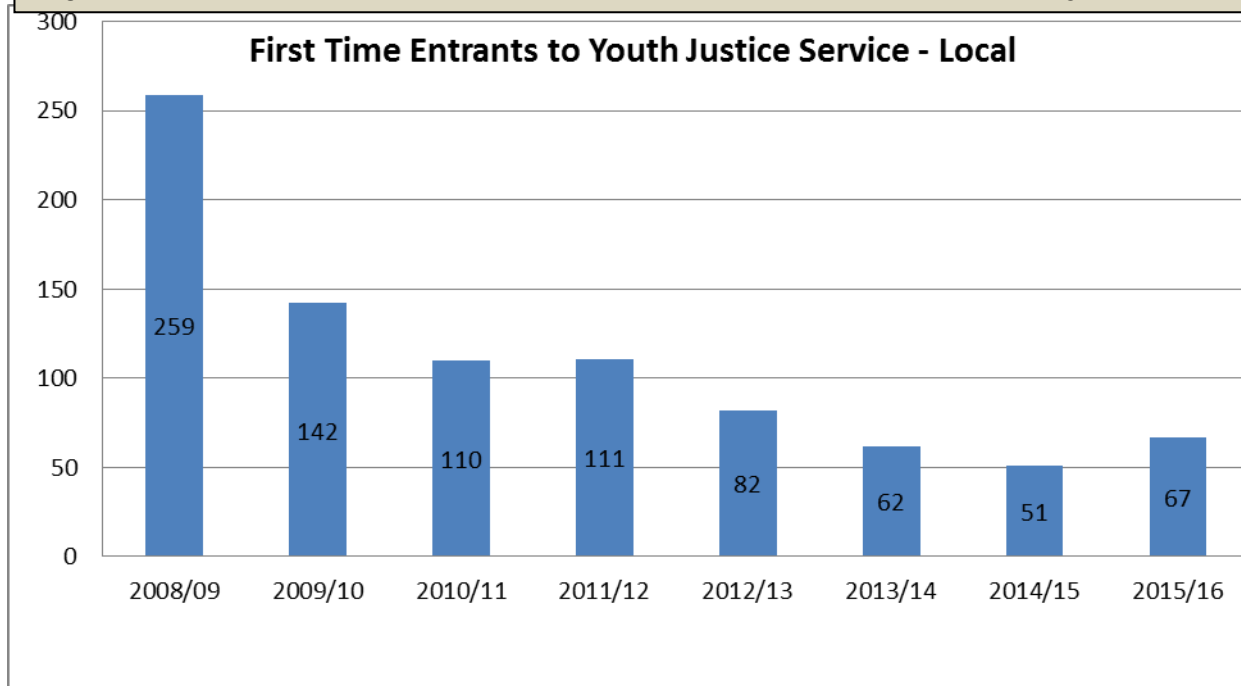
The YOS is measured and compared nationally against Youth Offending Teams using the following performance indicators:

## 2.1 First Time Entrants to the Criminal Justice System

The First Time Entrant (FTE) data (see Figure 1) is calculated using Police National Computer (PNC) data. Strong partnership working with other services involved with young people and effective targeting will help to achieve the overall reduced number of FTEs. (Figure 2) The YOS are part of the wider Reading Borough Council Early Help strategy and partnership arrangements with Social Care, Education, Early Help and other services. The small YOS size accentuates fluctuations but the more recent increase in FTE will be monitored, though the year. The FTE rate is comparable with similar YOTs

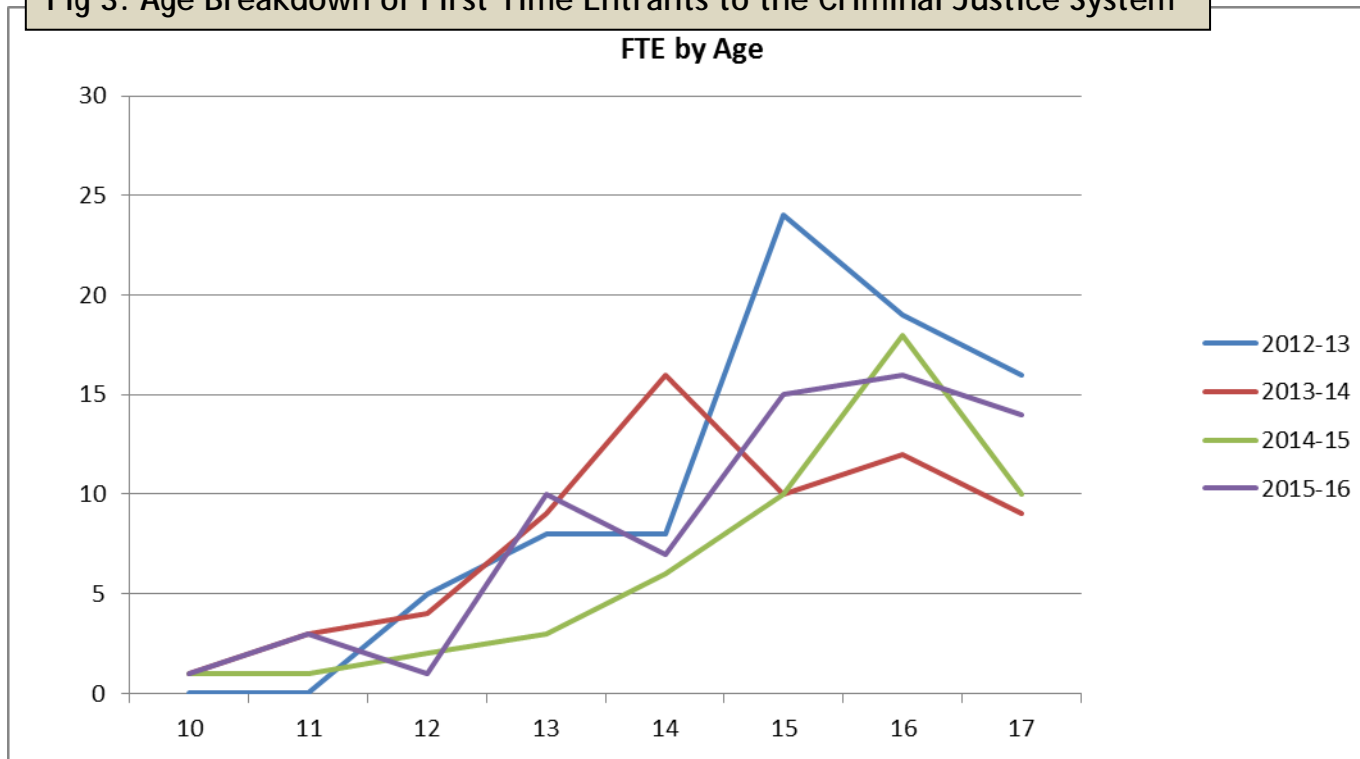


**Fig 2: Actual Number of First Time Entrants to the Criminal Justice System**



The actual number of First Time Entrants (FTE) into the criminal justice system has continued to reduce since 2009, though the pace of decline has reduced and latest data indicates a more stable baseline of young people currently involved in offending. (Fig3)

Fig 3: Age Breakdown of First Time Entrants to the Criminal Justice System



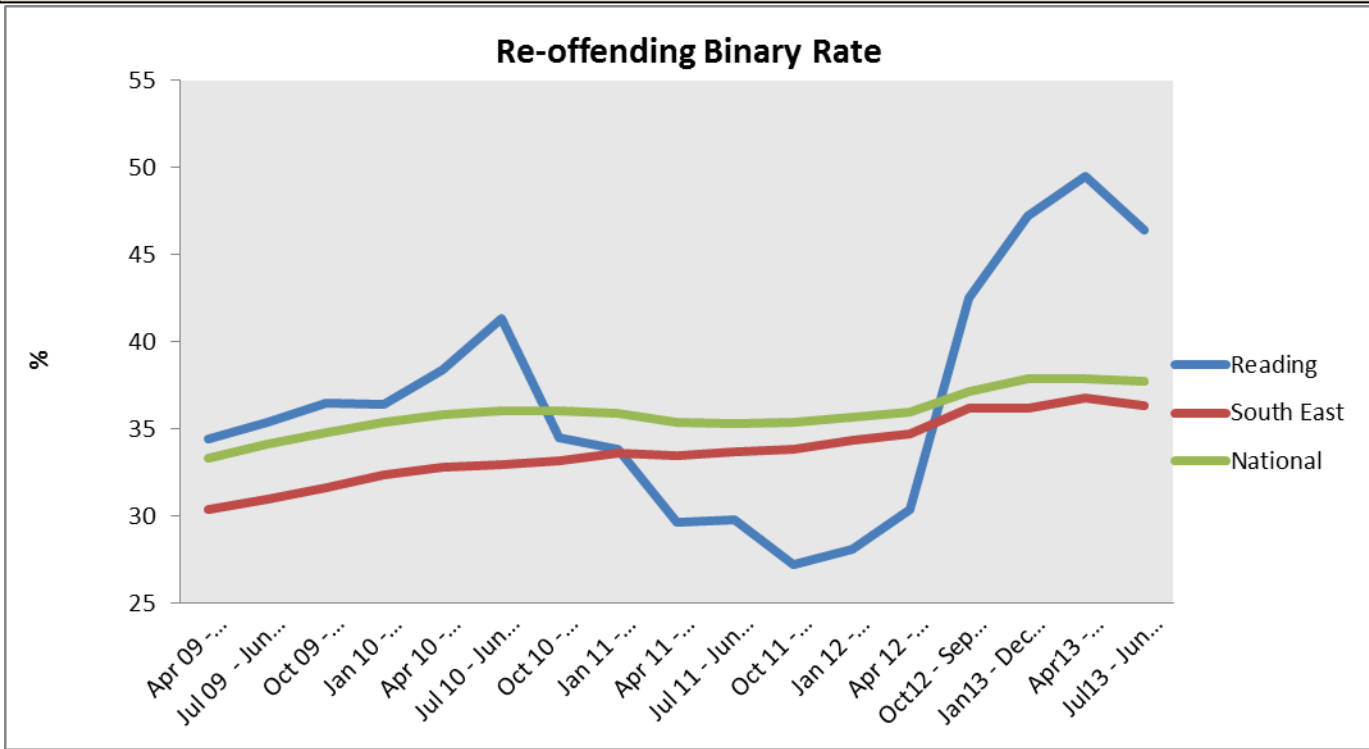
## 2.2 Reoffending

Reoffending remains one of the key measures for evaluating the effectiveness of the youth justice partnership arrangements at a local level. It is measured in a number of ways. Fig 4 shows the Binary rate of offenders that reoffend. This demonstrates the fluctuating nature of the small cohort in Reading.

This area of work is critical in going forward as we focus attentions on those at a greater risk of reoffending. This requires focus in a number of areas affecting the likelihood of offending, such as Education Training and Employment:

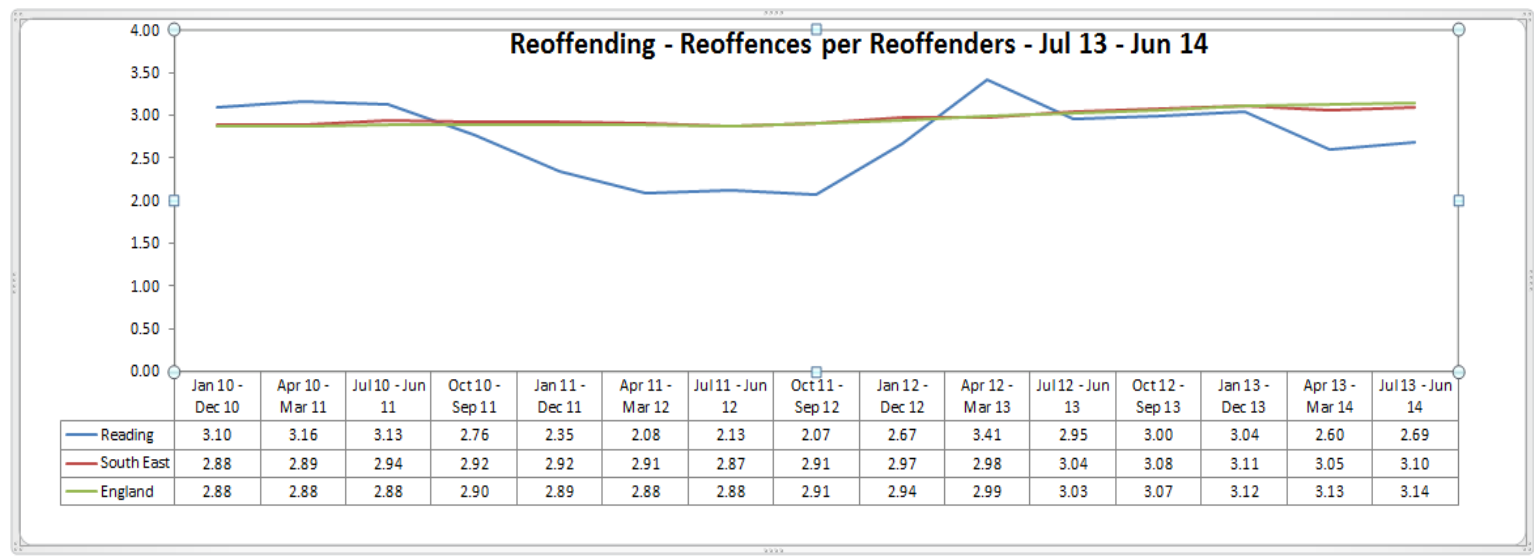
The number of actual Reoffenders has increased over the year by 1 to 51. The increase in the rates is explained by the reduced number in the cohort size as First Tim Entrants Performance figures have been positive. The continuing rollout of the new youth justice assessment tool (ASSET Plus) and using the YJB reoffending toolkit will ensure that there is a continued focus on reducing the level of reoffending. Our recording using a live tracker of reoffending, indicate a reduction of reoffending.

Fig 4: Binary rate of Reoffending



The Youth Justice Board have introduced a new measure looking specifically at the average number of offences that those who reoffend go on to commit (Fig 5.) This supports the position that whilst the proportion of reoffenders is quite high, their individual level of reoffending is lower than comparators. Work with young people known to the service will therefore need to take into account their specific issues and consider tailored intervention to reduce individual risk of reoffending.

**Fig 5: Reoffences per Reoffender**



### 2.3 Reducing the use of Custody

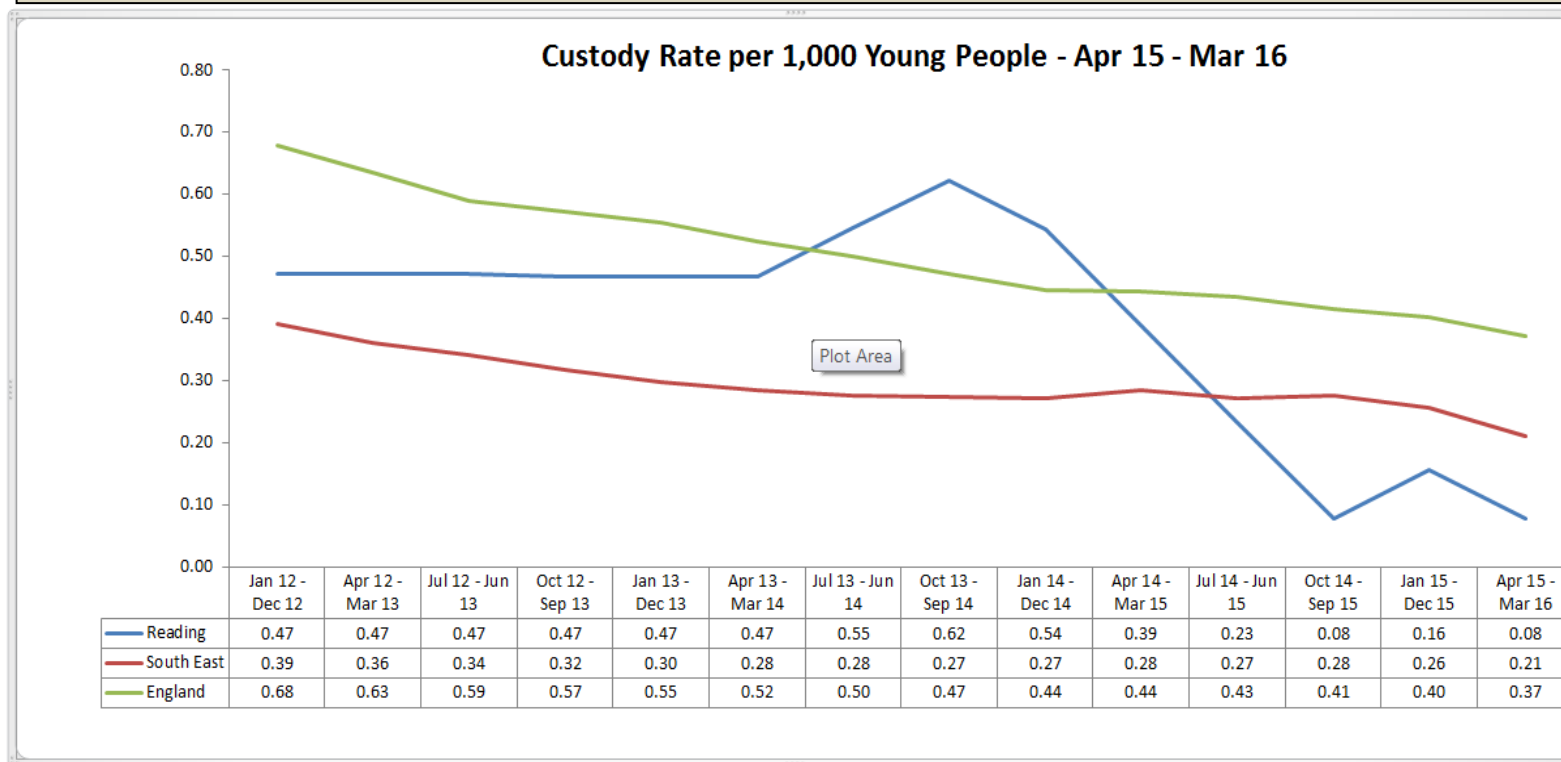
#### Custodial Sentences:

The YOS is compared against the use of custody as a rate per 1,000 of the 10-17 year old population; Reading’s performance at the end of March 2016 was 0.08 considerably below both the National and South East rate (Fig 6). However, the custody rate in Reading is variable, and subject to fluctuations due to the very low numbers of custodial sentences that are imposed on Reading’s young people. Whilst the rate is low, recent custodial sentences on current cases or cases transitioned to Probation have been lengthy for serious offences. Pre-Sentence Reports are quality assured and trends in sentencing patterns are tracked to address any emerging issues.

#### Use of Remand:

The remand budget was devolved to Local Authorities from the 2014-15 financial year and was based on data on the number of bed nights from the previous three years. Again as a smaller YOS, the allocation will fluctuate from year to year. In this last year, whilst we had significantly fewer remand episodes, those we had were lengthy and were appropriate custodial remands. Subsequently, we exceeded the expected remand indications from the Youth Justice Board. This will be taken into account in the future within the rolling 3 year funding formula.

**Fig 6: Rate of Custodial Sentences**



### **3. Safeguarding**

Across Youth Offending Services the welfare of young people remains a high priority, this year has seen an increase in the number of young people we work with, from 149 to 168 (a 12.8% increase) although this has mostly been seen in the Out of Court Disposals. There continues to be recognition of the complexity of the children and their families we are working with.

The Youth Justice Board's paper:- Commitment to Safeguard- contributing to the safety and welfare of children and young people (2014), outlined the following guiding principles that support their approach to safeguarding:

- The best interests of the child are a key consideration in decisions taken,
- Safeguarding is everyone's responsibility; children's safety is of paramount importance. This is collectively understood and the expectation for everyone to contribute to keeping children safe is clear,
- Safeguarding is actively supported using our monitoring and good practice functions to promote learning, support the prevention of harm and promote well-being,
- We will listen to children's views about what they need to be kept safe,
- Information sharing supports timely and appropriate decision making that is based on individual needs, prevents harm and supports wellbeing,
- Equality of opportunity: no child or group of children is treated any less favourably than others. Access to services or the fulfilment of particular needs should not be impaired by gender, ethnicity, ability, sexuality or age.

Within this section, safeguarding has been broken down into areas that are often jointly managed with Children's Social Care and other key agencies within the borough.

#### **3.1 Vulnerability Management Plans**

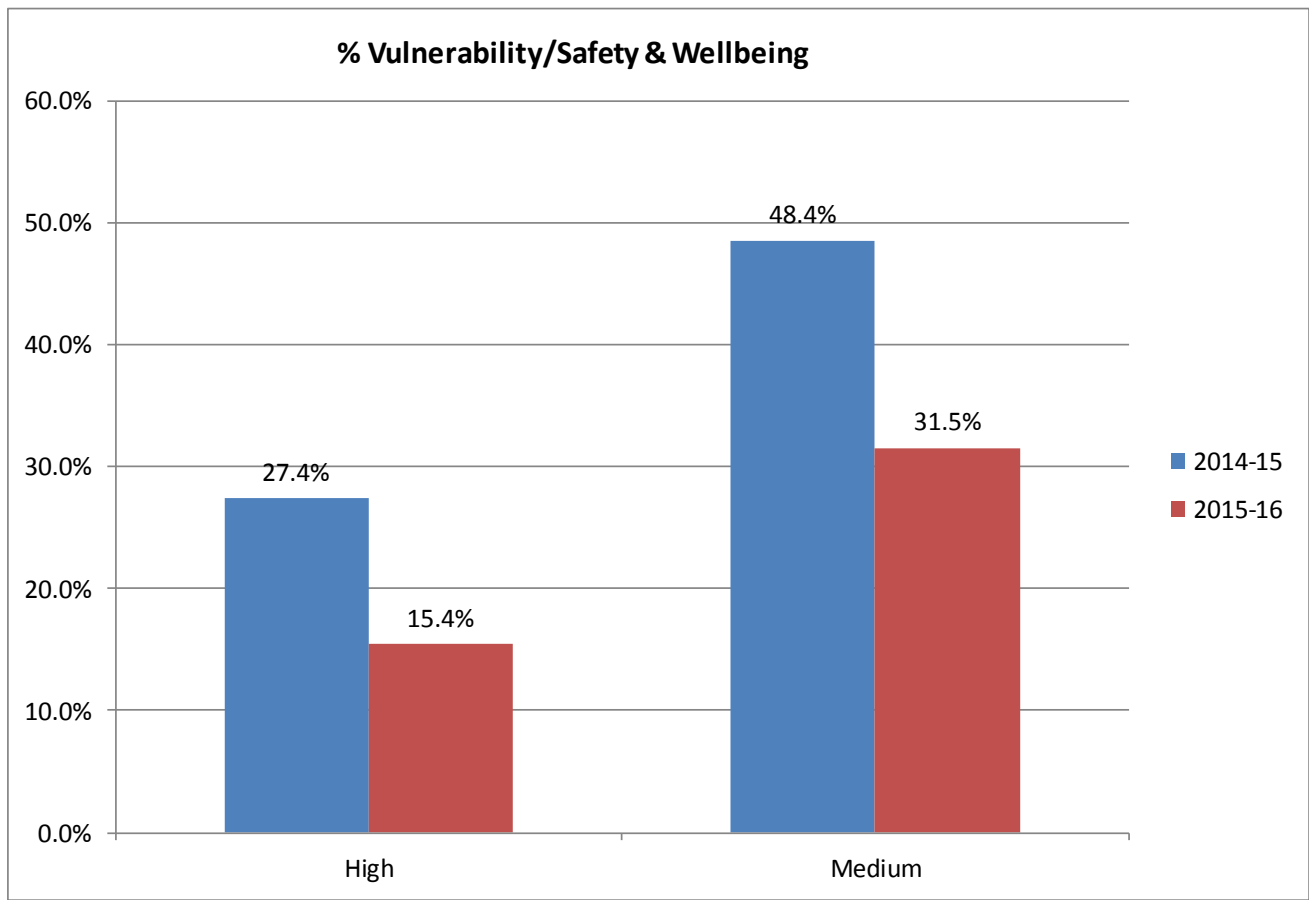
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Over the past year Reading has seen a decrease in the percentage of young people assessed as medium and high risk in terms of their vulnerability and safety and wellbeing. (Fig7) Young people assessed as medium vulnerability / safety & wellbeing has reduced from 30.9% to 24.4% and those assessed as high has reduced from 17.4% to 11.9%. This is against a backdrop of an increase in the numbers (12.8%) of young people known to the service and may be explained by the



increased number of Out of Court cases that the YOS are dealing with. (i.e. generally low risk public protection/vulnerability cases).

**Fig 7: Medium and High Vulnerability Cases**



Reading YOS places high importance on assessing and addressing the vulnerability, safety & wellbeing and complexity of the young people we work with. We endeavour to work as closely as possible with partner agencies to ensure that the safety of these young people are managed jointly and as effectively as possible. Historically the YOS have shared Vulnerability

Management Plans (VMPs) with Children's Social Care (CSC) when a child is open to them, and will maintain the sharing of AssetPlus plans with Social Care. In addition where young people are open to Children's Social Care the allocated YOS worker attends CSC meetings they are invited to, to discuss and manage the risk. In cases assessed as high risk but with no CSC involvement, referrals are made to the Local Multi Agency Safeguarding Hub (MASH). If a multiagency approach is not in place already, a Case Planning Forum (CPF) will be organised to create a safety plan to manage the young person's vulnerability / safety & wellbeing along with their family and any agencies that are currently involved.

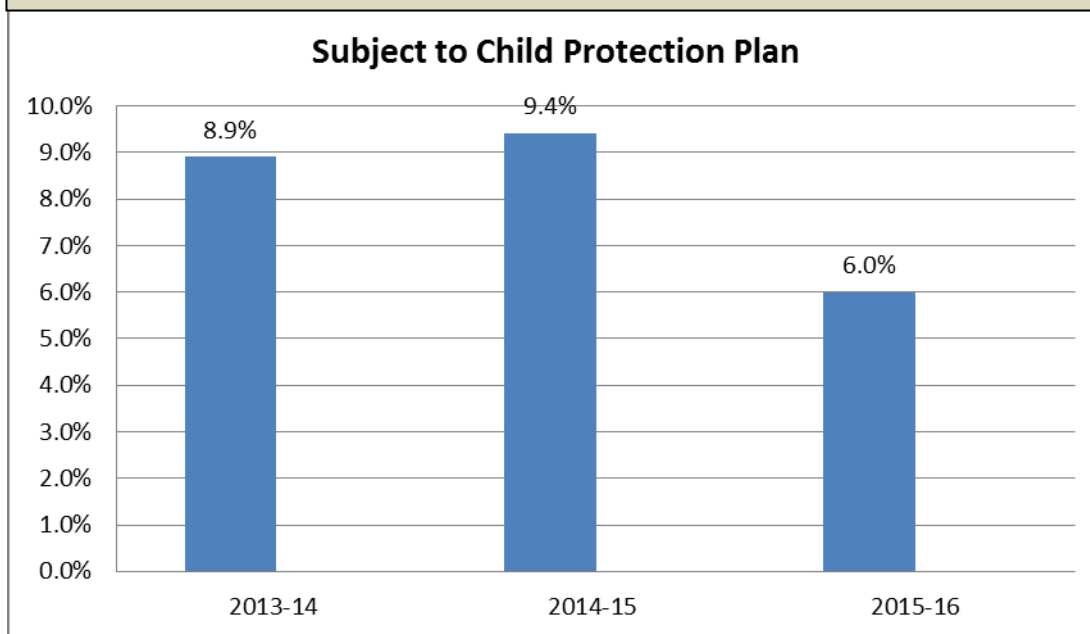
### **3.2 Child Protection**

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An important measure when considering safeguarding is the contact with and referrals to Social Care regarding young people at risk of harm. In 2014/15 there were 38 young people out of a caseload of 149 (25.5%) that were referred to, or contact was made with Children's Social Care. In 2015/16, 31 young people out of 168 (18.5%) were referred to CSC, with 2 young people being referred twice, of the YOS caseload was referred. This indicates a reduction in the overlap of the YOS/Social Care's cohorts - this is likely to be attributable to the change in the makeup of the overall YOS caseload with the relative increase in preventative work.

A further indicator of the level of safeguarding work completed within the Youth Offending Team is the percentage of young people subject to a Child Protection Plan. (Fig 8) In 2014/15, 9.4% currently subject to a Child Protection Plan while with the YOS, and a further 19% young people had previously been subject to a Child Protection Plan. In 2015/16 the percentage currently subject to a CP plan had decreased to 6%, though a further 24.6% young people had previously been subject to a Child Protection Plan.

**Fig 8: YOS Cases subject to a CP Plan**



### 3.3 Looked After Children (LAC)

Children in Care (CiC) are more than twice as likely to enter the criminal justice system as their peers. They are also over-represented in the custodial population, as are care-leavers within adult prisons. A survey of 15- to 18-year-olds in young offender institutions found that a third of boys and almost two-thirds (61%) of girls had spent time in local authority care (Prison Reform Trust, 2011a). This is despite less than 1% of all children in England being in care.

The numbers of Looked After Children that offend are monitored as a percentage of those children who have been in care for 12 months and offended during the period. Reading has over time improved the performance in this area - in 2014/15 it decreased to 6.7% which is close the statistical comparators. Indicators for the next Reading Borough council return are a rate below 5%.

Children's Social Care is currently reviewing its sufficiency strategy for LAC placements; it is hoped that this will increase the number of placements for children closer to Reading and will improve the likelihood of the YOS being able to undertake preventative work with placement providers and more effective supervision of LAC children who offend. Where possible the YOS retain case management ownership of LAC offenders placed in neighbouring authorities.

### **3.4 Emotional Health**

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There has been a 20% increase overall in Referrals to the Common Point of Entry since its inception in 2013. There are however a number of young people with diagnosed Mental Health conditions that do not access treatment. Our assessments have indicated that 21 young people were assessed at some risk of self harm or suicide (16%). A further 47 (37%) young people were identified with Emotional and Mental health either being a concern or contributing to a risk of reoffending. These numbers are comparable with previous year's figures indicating that a substantial minority of YOS clients are indicating signs of some emotional and mental health difficulties. While some of the young people are open to CAMHS , not all are and the YOS has a Children and Adolescents Mental Health Service Worker based with the team two days per week which allows for young people to be seen swiftly where a need is identified.

Reading Youth Cabinet has recently campaigned to improve the Mental Health of young people in Reading. They have contributed to a report on School Nursing in Reading, highlighting the need for promotion and understanding of the School Nurse role and improving access from pupils to the Service.

### **3.5 Domestic Abuse**

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In Reading the greatest reason for referrals to Access and Assessment in 2014-15 was Domestic Abuse. In 2014/15, 34 (22.8%) had witnessed violence at home according to their assessments on Asset. Reading YOS is unable to report on the percentage of young people that have witnessed violence in the home for 2015/16 due to faults within the new AssetPlus system. The provider is aware of these issues and we are hopeful that this will be remedied in the near future.

The prevention of domestic abuse continues to be a priority for the service and the YOS will continue to develop interventions for young people who exhibit signs of relationship violence. We will offer advice and support to young people affected by Domestic Abuse.

### 3.6 Child Sexual Exploitation (CSE)

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Child Sexual Exploitation (CSE) is a form of child sexual abuse. It is complex and can manifest itself in different ways. Local data is monitored through the Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) to assess the level of CSE risk for those young people referred by MASH (Multi Agency Safeguarding Hub), which has been running since August 2014. This gives an early indication of known prevalence. The YOS are core members of SEMRAC, attending the monthly SEMRAC meetings where case numbers and risk levels are reviewed.

Young people at risk of offending may be vulnerable to CSE - research (e.g. Barnardos), indicates that CSE in boys is typically under-identified and therefore YOTs have a key role in identifying boys who have been exploited but have not yet been identified as CSE victims. The LSCB have published a CSE strategy in December 2014, which set out the priorities for the next three years, covering Prevention, Protecting, Pursue/Disrupt and Recovery. The YOS has a key role in ensuring the delivery of the strategy.

Reading YOS has two dedicated CSE champions, one of whom developed the young person friendly CSE screening tool. The tool was single out for praise by the recent HMIP Inspection (SQS) as an example of outstanding practice. YOS practitioners are all trained in the use of both the young person friendly CSE screening tool and the LSCB screening tool and in 2015-16 screening all young people that engage with an intervention with these tools has become a standardised part of the assessment process at YOS. Where concerns are raised discussion are had with the CSE champions / SEMRAC representative and referrals to CSC / Police / Barnardos made where appropriate.

YOS recording indicates that CSE is a characteristic of 10% of the caseload. The Child Sexual Exploitation screening tool is used routinely with cases and this not only highlights those at risk but those who pose a risk.

#### **1. Risk of Harm**

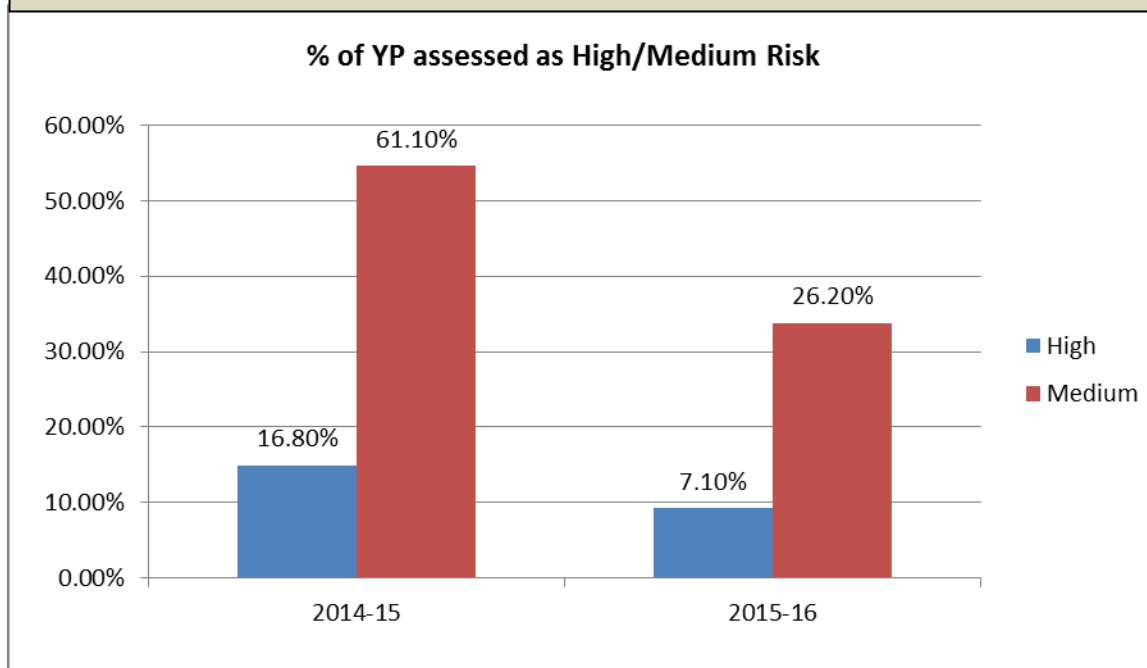
A key role of the Youth Justice System is to prevent young people from offending and protect the public. The YOS plays an important role in this through managing young people who enter the system and working with them with a view to preventing further offending and reducing any harm they may pose to the public through further offending. It is imperative to work swiftly to accurately assess and deter those young people new to the youth justice system and who present an increase of offending at a serious level. It is also important to work persistently with more established risky offenders to prevent further harm to the public and improve their life chances.

AssetPlus is now being used for all cases held by the YOS. This framework encourages a high level of inspection and analysis by practitioners, and managers quality assuring the assessment, which in turn will help with targeting interventions to reduce risk of harm to others. Screening tools and self-assessments help identify risks that young people pose to others as well as Safety and wellbeing concerns. AssetPlus encourages the development of a plan following the assessment of the areas of risk which is then reviewed regularly.

Cases presenting at higher risk are subject to increased oversight as it is likely to be lengthy and complicated and require involvement of a number of agencies. This highlights the continued need for detailed and multi-agency risk management plans and processes such as Child Protection or Looked after Child processes where the YOS will attend and ensure that risk of harm concerns are raised and included in planning. Case Planning Forums (CPF) are held, and chaired, on a monthly basis for other cases. These are attended by the young person, parents and all professionals involved and are action focused, holding all to account for helping reduce the risk posed and above all making the process transparent. External processes for managing risk of serious harm to others and potential to cause further serious harm are also in place by way of Multi Agency Public Protection Arrangements.

Over the year 2015/16, 168 young people passed through the YOS in comparison with 149 the year before. Of this 168, the numbers who were assessed as presenting a high risk of harm to others was 12 (7.1%) and a medium risk 44 (26.2%). This is a reduction in numbers from the year before where we saw 25 (16.8%) young people assessed as high and 91 (61.1%) as medium risk of harm to others of the 149 that entered the YOS. (Fig9)

**Fig 9: Number of young people assessed at Medium/ High risk of Serious**



This reduction in those considered high or medium risk of harm to others, is very positive and it is hoped will be a year on year trend. The tighter guidance around harm in AssetPlus should assist with the reduction in high risk assessed cases.

Over 2015- 2016 we saw two young people enter custody for serious offences: two stabbings. One young person was placed onto an Intensive Supervision and Surveillance Bail programme in which they fully complied for approximately four months before being sentenced to custody. The last case was remanded directly after arrest and has been successfully supervised and supported through the remand and into a custodial sentence that will transition through to Probation.

The types of offences committed in Reading have changed little over the last two years. Aggressive behaviours, including Criminal Damage and Assaults, are a feature of a number of offences

## **Knife Crime**

As stated above, the YOS currently have two young people serving custodial sentences for acts of violence using a knife. Further, looking at offences committed over the last year there have been 7 known offences committed by 7 young people, relating to carrying knives, in comparison to the previous year was 1 offence of this nature recorded. This is of particular concern with regards to public protection, and potential for causing serious harm to others. The YOS has, and accesses, Knife Crime awareness programmes which are carried out on a one to one basis with all young people where there are concerns about any risk of them carrying a weapon. Most recently due to concerns about the rise in young people carrying knives a new resource has been created by the YOS and a young person in the form of a short video talking about their experience of committing a knife crime. It is hoped this will be able to be used to discourage others from this path. The work previously carried out in schools around knife crimes had reached most of the secondary school population and there is a need to maintain a multi-agency focus on reducing this specific crime type through targeted preventative work.

## **Sexually Harmful Behaviour**

Concerns remain about young people who sexually harm and the work involved in addressing this, although the number of young people coming to the attention of the Court for these offences in Reading appear to have dropped. This is particularly important to note as the interventions necessary to address these behaviours are normally disproportionate to other interventions. In the period 2014/15, 17 sexual offences were committed by 11 young people in comparison to the 2015/16 time frame where 10 offences of this type were committed by 8 young people. Within this group we have picked up some work with young people who have demonstrated sexually harmful behaviour concerns but have not been criminalised. This was reflected by 3 of the 11 in 2014/14 and 5 out of the 8 young people in 2015/16, who were dealt with by way of Out of Court Disposal for these offences. This presents wider issues for Services for young people without the experience as the expertise in this area is located at the YOS.

The YOS are developing specific work around technology and sexual crime that will cover e-safety, CSE awareness and online sexual behaviour that will address harmful behaviour as well as safety and wellbeing in this area.

## **Domestic Violence (young person towards parent, partner or sibling)**

This year has seen more awareness around Child/Adolescence to Parent Violence. Parenting staff are trained in this area (Feb 2016) in order to offer support to parents as victims. The Parenting Worker now assesses all parents of young people that come to the attention of the YOS for damage or assault in the home. These referrals are made regardless of whether the young person is on a Court Order or Out of Court Disposal (OoCD). Recognising the need to bring this into a more general arena, the



YOS have a Child/Adolescence to Parent Violence group work programme scheduled to start in November 2016; until then the work will continue on an individual basis.

Moving forwards the YOS have identified that there are areas where we can improve the work we do with young people who pose a risk of harm to others:

- Combining YOS risk management meetings with the statutory meetings and processes in particular that Children Social Care adopts with young people open to them. This will ensure there are discussions about the YOS involvement in the context of the overall work with the young person and a common plan is developed and shared;
- Refreshing of staff knowledge of Risk of harm and MAPPA processes and the impact of this for young people and families;
- Embedding of ASSETPlus and the assessment of risk to others/vulnerability incorporated within this, as well as how this is translated into risk management at intervention level;
- How the new assessment tool will be shared with Children's Services and other relevant agencies now that it is no longer a separate document;
- The re-implementation of a risk register (hampered by change of operating systems and change to ASSETPlus
- Continue to improve links with victims of harm related behaviour, and

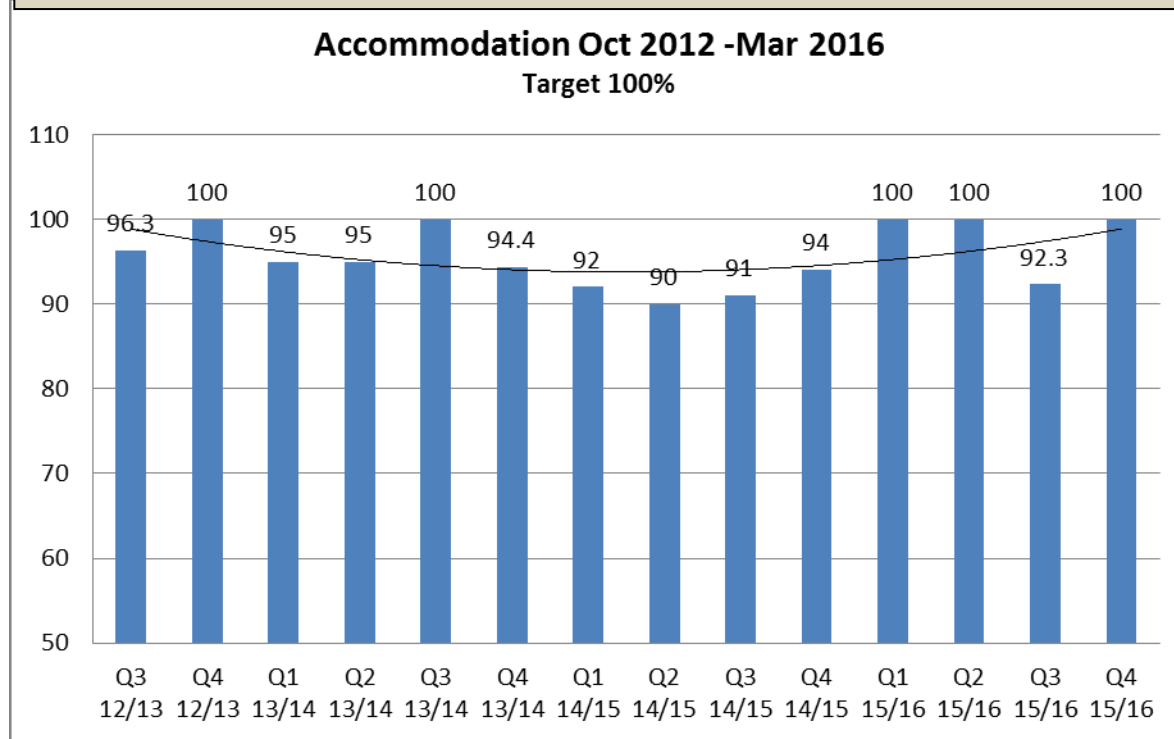
## **2. Local Performance Indicators**

In addition to the national performance indicators the YOS also monitors a suite of indicators that have a direct influence over the likelihood of reoffending.

### **5.1 Accommodation:**

There is a strong evidential link between the likelihood of offending and being in unsuitable accommodation. A new protocol between Children's Social care and Housing was agreed in September 2015. The Protocol sets out clearly the process that responsible agencies have agreed to undertake, in order to ensure that suitable accommodation is secured for those young people who are vulnerable due to homelessness. There has been an improvement as a result of the Protocol. The data continues to indicate a sustained improvement in the outlook for young people and their accommodation needs. (Fig 10)

Fig 10: proportion of young people in suitable accommodation

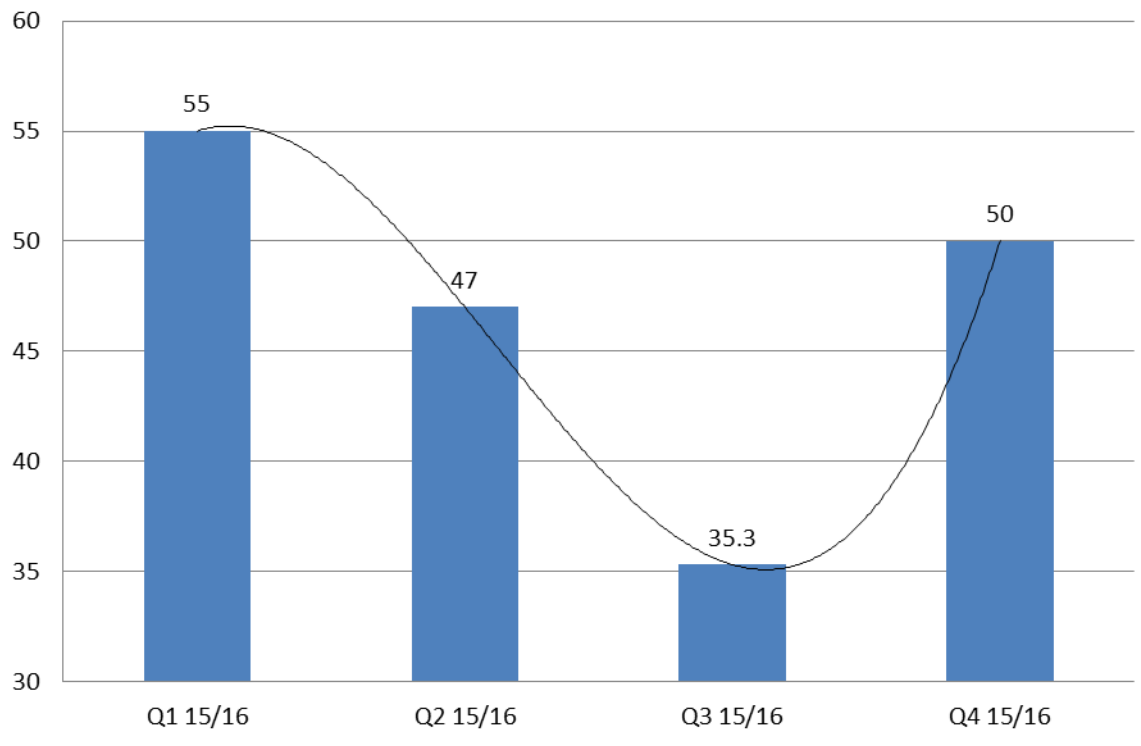


## 5.2 Education Training and Employment (ETE)

The YOS previously measured the percentage of young people in suitable ETE at the end of their involvement with the young person. This financial year the Management Board changed the measure to record young people at the end of each intervention with the Service. This provides a more accurate picture of the ETE status of the cohort of young people we work with as it will include those who are retained by the service over a long period on a number of interventions. These young people are likely to have problematic ETE performance and will adversely impact the overall picture. The Board has retained the challenging target of 80%. The performance for 2015/6 averages at 50% Q4 performance is particularly poor and may relate to difficulties in sourcing appropriate post 16 opportunities. (Fig 11) The overall picture will require a renewed focus with partners to ensure that young people are accessing appropriate ETE. This work has started with Board impetus and is hoped to produce some results in scoping the needs of and the services for young people who are having difficulty at school and in the transition afterwards. The YOS continues to benefit from a dedicated practitioner from Adviza and a specialist education worker in the

YOT to target young people who are NEET and are at risk of becoming NEET. The YOS also effectively links in the with the 'Children Missing out on Education' panel locally. The YOS also runs a very successful Rapid English (Now rebranded 'Communicate') programme which was recognised by the Youth Justice Board in 2014 as evidence of effective practice. Reading Borough Council through Troubled Families is also developing a Reading Employability Pathway Strategy which will improve the availability of apprenticeships, work experience and training for young people who offend.

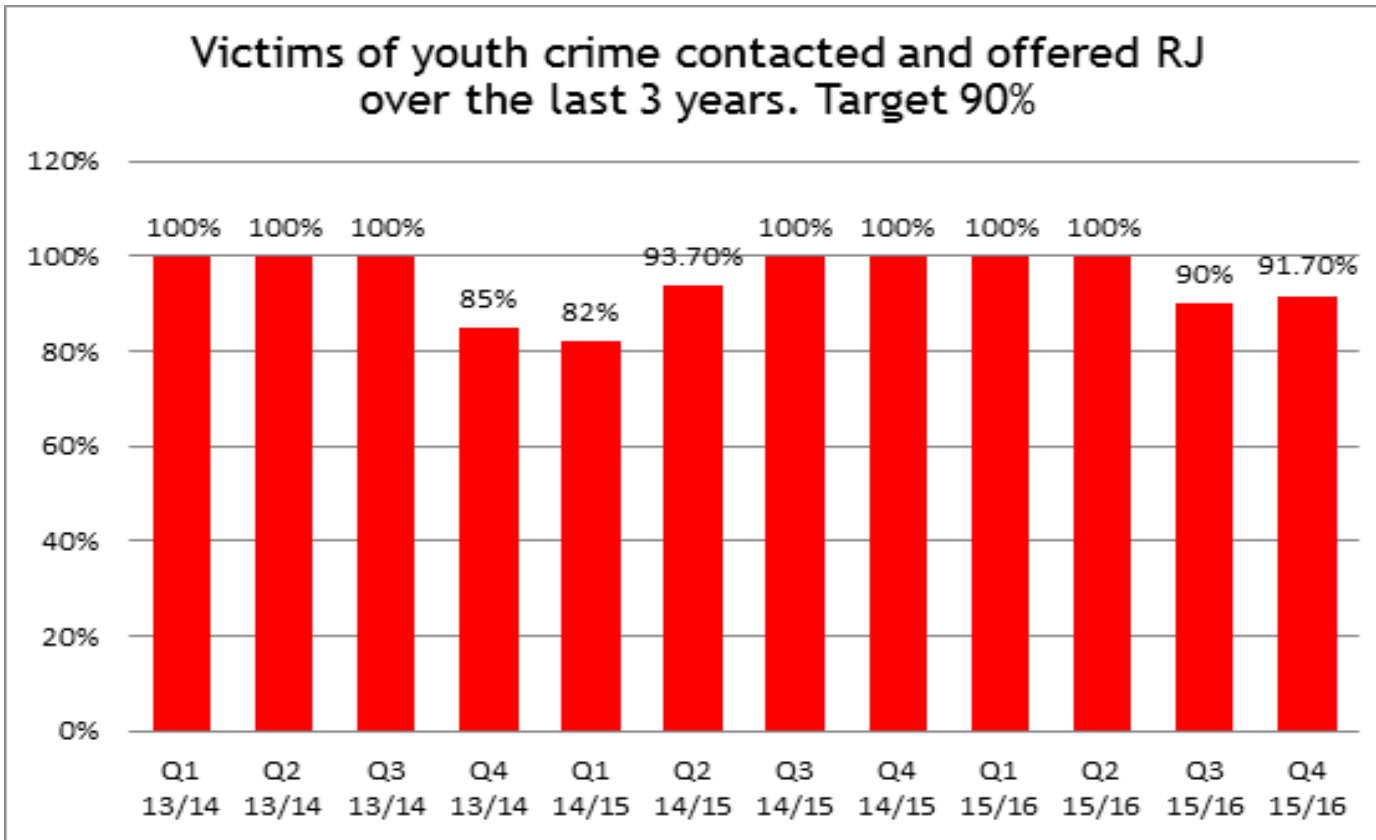
**Fig 11: Number of young people in ETE**



### 2.3 Restorative Justice

The YOS RJ Worker routinely contacts all victims of youth crime when connected to a young person on a community order, custodial sentence as well as Youth Conditional Cautions. The YOS Police Officer is responsible for making contact with those victims connected to Youth Cautions or Youth Restorative Disposals. Contact figures will fluctuate when there are difficulties in making contact with victims or where safeguarding concerns for the young person which makes victim contact not feasible. (Fig 12). The YOS continues to be victim and young person led; both are consulted and realistic expectations are discussed to meet needs. RJ practice is well embedded in the YOS, from the onset young people are asked restorative questions at court by the Magistrates, through to victim awareness being a feature on all intervention plans.

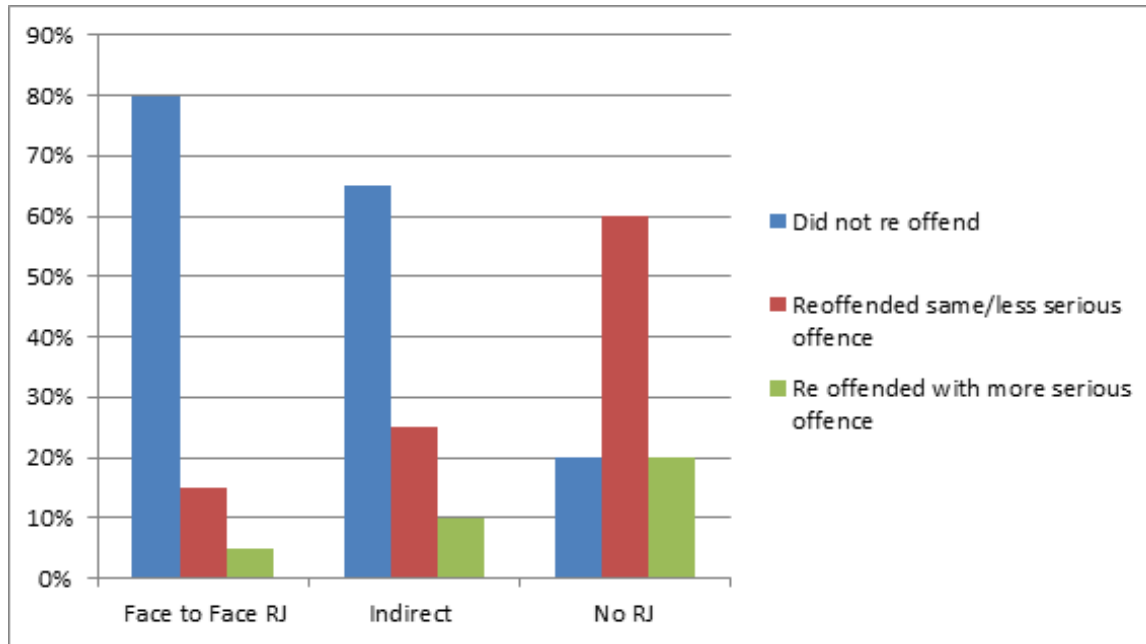
Fig 12: Victims contacted and offered RJ - Target 90%



Research indicates that offenders who have participated in Restorative Justice are less likely to offend at the same level as those who did not receive Restorative Justice. With that in mind the YOS analysed some data from the last three years comparing the re offending rates of those that had taken part in direct RJ, indirect RJ and those that had only participated in the victim awareness programme. The YOS recognise that the exercise is not statistically reliable as there is no control group and there may be differences in the makeup of the cohorts; also RJ involvement is more likely to be mandated at lower levels and may be more likely to be positively responded to by young people who in any event are less likely to offend. The YOS have however managed RJ with more entrenched and serious offenders and these examples also form part of the results. (Fig13).

The results from the research are promising, indicating that reoffending is reduced with more Restorative involvement and involvement with victims.

Fig 13: RJ Type and local reoffending rates



Over this coming year the YOS will continue to build on the victim and Restorative Justice work by providing in house training for caseworkers to develop skills and confidence to deliver the YOS victim awareness programme themselves. This will be overseen by the Restorative Justice Workers who will observe and support colleagues to ensure the validity of the programme is maintained. Additionally a Restorative Justice intervention programme will be designed by the RJ workers and is planned to be piloted throughout the first half of the year with the intention of rolling the programme out to the wider YOS. The programme will work alongside the victim awareness programme and will be delivered on a one to one basis.

Historically RJ facilitation has been predominantly managed by the Restorative Justice Workers within YOS; however over this coming year more staff will be encouraged to take on this role and coaching training will be provided to build YOS resilience in facilitation skills.

The YOS will continue to make early contact with victims through the use of victim personal statements, making contact with victims at the Pre sentence report stage, so that they are kept informed and up to date with what is happening and also given the opportunity to be heard in the court room.

The YOS will develop the appropriate use of Pre sentence RJ and will assess cases where this would be a feasible option. The YOS will develop suitable paperwork for the use of Pre Sentence RJ meetings, as well as reports that can be presented to the court alongside the PSR.

As the YOS strives to evaluate processes to ensure good service delivery is maintained for victims, we will undertake an audit of Restorative Justice practice incorporating victim contact, victim work, restorative processes and reparation and unpaid work to quality assurance this part of the service.

#### **5.4 Parenting**

With the arrival of the new Parenting Worker in November 2014, following a significant period of time without one, this presented an opportunity to review any previous processes and to develop a more up-to-date parenting pathway. Throughout 2015/2016 this parenting pathway has been progressively developed to incorporate the changing practices that AssetPlus (inc. parenting self assessments) has brought. This means that the parenting pathway now sets out that all parents of young people engaging with the YOS must complete a parenting self-assessment and AssetPlus countersigning of assessments process means that AssetPlus assessments cannot be completed without a completed parenting assessment or a satisfactory reason as to why this has not been done (ie LAC young people). For those parents of young people on Court Orders, this is done with the Parenting Worker at the beginning of the young person's Court Order and in addition the Parenting Worker completes a more detailed assessment to establish whether any parenting support is needed. For young people on Pre-Court interventions, parenting self-assessments are completed with the parents by the young person's allocated YOS Officer who then consults with the Parenting Worker if there are any concerns.

In addition, AssetPlus requires the parents' views to be sought at the review stages of young people's interventions and these to be included in the review AssetPlus assessments. Although parent's input into review were previously captured, they were done so in a more informal way and the Asset assessment did not have a specific place to incorporate them. A positive of AssetPlus is that will enable the YOS to officially capture the views of the parents throughout a young person's intervention.

AssetPlus only official went live in Reading YOS in January 2016 and therefore there is not enough data around the completion of self-assessments and the issues that arise in them to review.

In last year's plan the target for this year was to work with 25% of parents. This year the YOS Parenting Worker worked with 52 parents and families in 2015-16, equating to 31% of the parents.

Through the year the YOS has led on provision of parenting groups for teenagers (PPP). These are provided for Referrals across Early Help Services and consist of a structured programme of 8 sessions. Over the year, 6 groups were attended by 52 Parents, with 36 of the participants graduating having completed all the sessions. This conversion rate of almost 70% is impressive as is the take up of follow up support and other bespoke interventions. Consistently over the time that the programme has been operational, 20% of participants are male.

The YOS delivers Triple P Parenting Programmes for parents of teenagers for RBC, running approximately 6 programmes a year with 20% of the participants being fathers. The majority of participants are not parents of young people known to the YOS and this is therefore an important part of the youth crime prevention strategy.

### **5.5 Troubled Families**

The YOS directly contributes towards achieving improved outcomes for Troubled Families (TF) and has been actively involved in further developing Phase 2 of the programme, reviewing the identification and referral routes for troubled families, and developing the right support at the right time. Reading has a target of 1220 families over the next 5 years, and youth offending will remain as one of the identifiers and outcome measures.

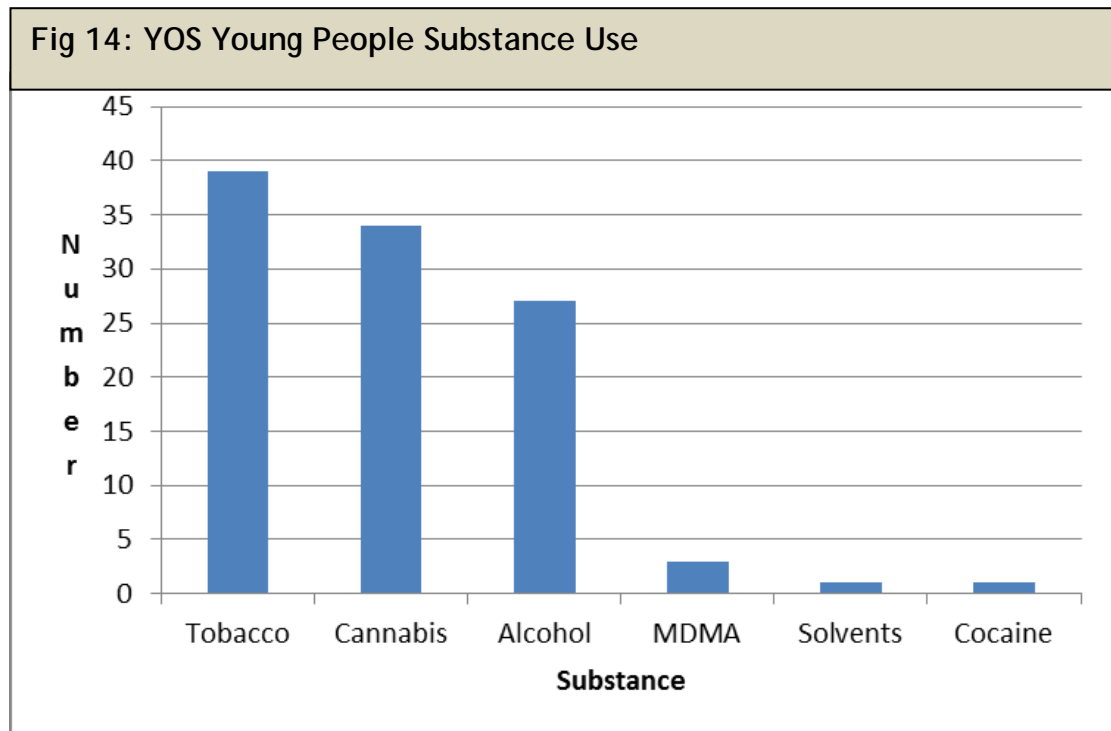
The overlap between the YOS and TF is reflected in the plan for the TF Board becoming the reference group for the YOS Strategic management Board. The TF Board will consider YOS reports and actions from the Strategic Management Board and will commission reports to the YOS strategic group.

### **5.6 Substance Misuse**

All young people known to the YOS will be screened for substance use as part of the assessment. Where concerns are identified for substance misuse a discussion will be had with the SOURCE Team to ascertain the appropriate level of intervention e.g. care planned work or education and harm reduction. Since the recent introduction of AssetPlus, the previous scoring system has been replaced by an overall assessment of factors affecting desistance from offending (including Substance Use). Use of the AUDIT tools to screen alcohol use increases its prominence as a concern for young people, and fits with a government approach to this issue. It is hoped that reporting functions on Childview will allow data in assessments around substance use to be extracted so that appropriate referrals can be made. To ensure that local performance measures related to Substance Misuse are met, Source will endeavour to assess all YOS referrals for specialist assessment within 5 working days, and provide relevant intervention and treatment services within 10 working days.



49 young people were identified through their Asset for substance misuse in from April 15/March 16. The graph below shows the substances that the young people disclosed during their Asset assessment. (Fig 14).



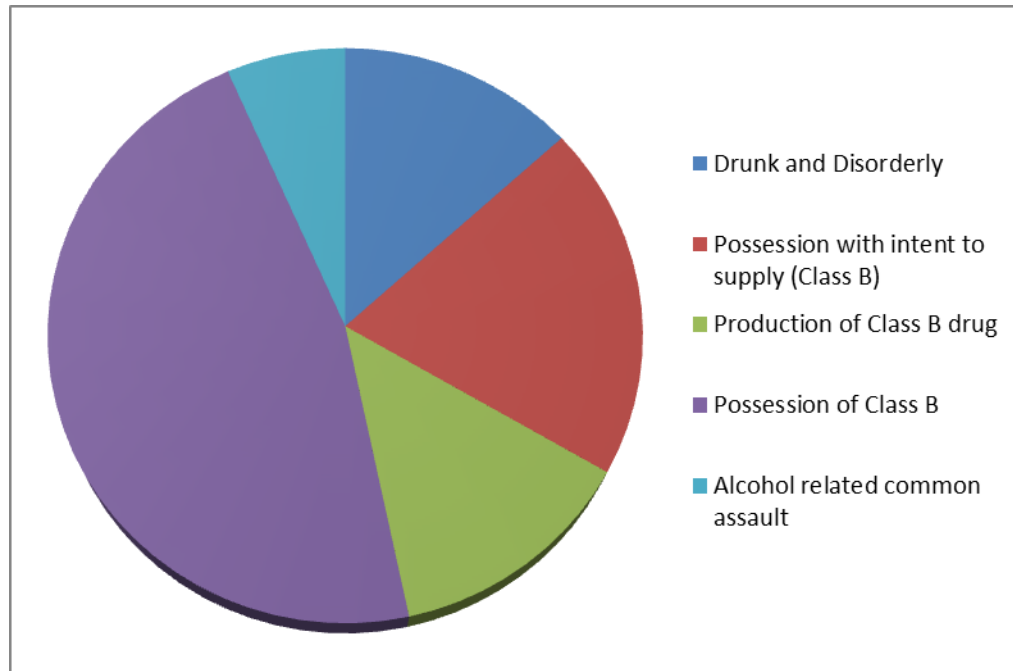
### Overview

Cannabis, Tobacco and Alcohol remain the substances of choice for young people who are known to YOS. This is also true of cases that have no involvement with YOS that are referred to Source. Nationally 70% of young people that access substance misuse services cite Cannabis as their 'problem' drug. In comparison to 12 months ago MDMA use has reduced and there have been no disclosures of legal high use in the past 12 months despite national and regional concerns over the use of these substances. The YOS is able to offer young people a 12 week stop smoking programme through Source for any young person that wants to stop smoking. The young person will be seen by a qualified stop smoking advisor and offered Nicotine replacement therapy (NRT) for free as part of the programme. With the blanket ban on legal highs coming into effect 2 days ago this will be something to monitor over the next 12 months for any changes.

## Drug and Alcohol related offences 2015/16

From April 15 to March 16, 15 young people were convicted of a drug/ alcohol related offences. The graph below gives a breakdown of these offences. (Fig 15)

Fig 15: Substance Use and related offences



## Alcohol

29 young people disclosed current or previous alcohol use. 90% of young people who disclosed alcohol use were binge drinkers. Binge drinking is defined as twice the recommended daily amount- 6 units + in one drinking session. As part of the increased focus on young people's alcohol use, the AUDIT C and AUDIT Alcohol screening tool will be completed with young people as part of the AssetPlus, linking into the Public Health England alcohol revised alcohol guidelines January 16.

## Audit and the Audit C

The AUDIT was developed by the World Health Organization (WHO) as a simple method of screening for excessive drinking and to assist in brief assessment. It can help in identifying excessive drinking as the cause of the presenting illness. It also provides a framework for intervention to help hazardous and harmful drinkers reduce or cease alcohol consumption and thereby avoid the harmful consequences of their drinking.

YOS caseworkers will initially complete the AUDIT C, (derived from the first three questions of the full AUDIT) If a young person scores 5+ this indicates increasing or higher risk drinking and the full AUDIT will be completed, and an appropriate intervention planned.

SOURCE will undertake review Training of the AUDIT tool with Caseworkers in 2016-7.

SOURCE also retain contact with Community Alcohol Partnership and with police intelligence to be abreast of current trends in Young people's substance use in the area. Whilst Reading has to date exhibited a relatively stable picture of young people's substance use, there is an awareness of emerging and varied use in other parts of the region. SOURCE have been trained to work with Legal Highs and Methedrone as emerging issues and the YOS will maintain intelligence links with the police in respect of young people being used locally in drug supply and pass information onto relevant authorities.

### **3. Feedback, participation and involvement**

#### **Feedback**

Feedback is intrinsic to the quality of the service, and ongoing work, offered by the YOS and development of practice by practitioners. For this the YOS is reliant on feedback from service users, victims and parents who have accessed support offered, YOS staff, professionals from other agencies and partner services that we are involved with.

In some cases feedback is gained directly through:

- The use of feedback forms, such as those used in the Courts
- Victim feedback after involvement
- At the time of Order assessment reviews (incorporated into ASSET Plus young person's self-assessment)
- Restorative Justice Conferences,
- Viewpoint e-Survey that should be completed with all young people on statutory orders.
- positive feedback' during team meetings.

## Examples:

- **Work in Courts**

Sentencers at Courts are asked to feedback on the quality of Pre Sentence Reports when these are handed up to them. These are handed out in both Crown and Magistrates Courts, with a greater return from Magistrates courts. Feedback from courts reflects the quality of the reports compiled to assist in sentencing. The majority indicate that writing is of a 'good' to 'excellent' standard and the content was 'helpful' or 'very helpful'.
- **Restorative Justice Conferences**

Written and verbal feedback is requested from participants in victim interventions and Restorative Justice Conferences. The latter take place after each Restorative Justice Conference. All participants are given feedback forms, some, but not all are returned to the Service. Victims are asked to feedback on whether they felt the process helpful and supportive; perpetrators are asked if the process will have helped them to behave in a different manner in future. In the majority of cases where feedback has been given this is very positive and indicates the service and support felt, by victims and perpetrators, during the process were 'good'. Some examples of responses from questionnaires have been:
- A successful Restorative Justice Meeting led to the development of a knife crime intervention that we have used as a resource in related interventions.
  
- Feedback from Restorative meetings

<p><b>How did you feel while the other person was telling their side of the story?</b></p> <p>'It was good to hear it from (victims) point of view' (young person)</p>	<p><b>How do you feel now after contact with the Restorative Justice Worker?</b></p> <p>'Very good and safe' (victim)</p> <p>'Calm - relieved' (victim)</p>
<p><b>Tell what we did well?</b></p> <p>'Kept me informed about what was going to happen. No pressure - could do it in own time' (victim)</p>	<p><b>Did the meeting change how you felt about life generally?</b></p> <p>'Yes, it made me feel like nobody deserves to be hurt or treated badly because of anything especially... ' (young person)</p>

- **Order Reviews**

We complete feedback with young people and their parents during, and following, their engagement with the YOS. The feedback on what has been achieved over their time with YOS is recorded in paperwork and self-assessments. It is hoped that with the introduction of AssetPlus standardised reports should be available indicating the level and content of responses.

- **YJB e-Survey (Viewpoint)**

All young people on statutory orders should be asked to complete this during or towards the end of their orders. This is an online survey and is sent and collated through the YJB. Up to the start of April 2016, this process had duplicated the process that the YOS had themselves undertaken. We have now discontinued our forms so that the feedback is concentrated in the Viewpoint survey. Since this time, 16 young people started this and 14 completed this e-survey with results as below:

<b>Someone at the YOT asked me to explain why I thought I had offended.</b>	<b>#</b>	<b>%</b>
Yes, they asked me to explain why I had offended	14	100%
No, they never asked me to explain why I had offended	0	0%
I'm not sure / I can't remember	1	-

<b>Someone at the YOT asked me to explain what I thought would help me to stop offending.</b>	<b>#</b>	<b>%</b>
Yes, they asked me to explain	13	100%
No, they never asked me to explain what would help me to stop offending	0	0%
I'm not sure / I can't remember	2	-

<b>The YOT took my views seriously.</b>	<b>#</b>	<b>%</b>
Yes, they always took my views seriously	10	71%
Yes, they took my views seriously most of the time	2	14%
No, they rarely or never took my views seriously	0	0%
No, because they didn't me ask what I thought	0	0%
I'm not sure / I can't remember	2	14%

<b>I needed help with my school, training or getting a job.</b>	<b>#</b>	<b>%</b>
Yes, and I got the help I needed	5	71%
Yes, but I didn't get enough help	2	29%
I didn't want any help/I didn't need any help	7	-

<b>Since I started to work with the YOT...</b>	<b>#</b>	<b>%</b>
I am a lot less likely to offend	10	77%
I am a bit less likely to offend	0	0%
It has made no difference to whether I will offend	3	23%
I am more likely to offend	0	0%

The two areas that are highlighted through the results are around support for ETE and the overall effectiveness of the YOS. The findings from the surveys are from a small number but will be considered next year alongside the information received from Review self assessments

Moving forward the YOS have identified that although we do receive and ask for feedback on our service, this could be more effectively done. There are some very important services we offer that have not systematically asked for feedback formally, such as our Community Reparation and Parenting Service. We also recognise that the YOS could be better at gathering, encouraging and collating feedback from Courts, partner services and young people and parents at the end of their orders to help inform practice and demonstrate how we facilitate change. This will be targeted in the year to come.

#### **4. Quality Assurance and Audit.**

Quality assurance is an integral part of everyday practice within Youth Offending Service. Measuring the impact of service delivery is central to achieving improved outcomes for children and young people. This requires a strong quality assurance system to be in place that evidences that services are being delivered effectively and to standards that enable children's welfare to be safeguarded and promoted. The YOS quality assurance framework includes

- Maintaining a risk register of young people who are vulnerable and/or present a risk of harm to others
- National Standard monitoring
- QA of all assessments and plans
- Quality assurance team audits
- Service User feedback
- Auditing of closed cases
- Gatekeeping of Referral Order and Court reports
- Critical Incident reviews

**AssetPlus** was installed operationally in Mid January 2016. This provides an integrated assessment and planning tool that has been developed in to take account of the findings from the review of the Previous assessment process and incorporating recent research All new assessments including Out of Court Disposals started using AssetPlus and older assessments have been faded out in the period since Go Live. As well as considerable training and preparation in the lead up to the use of AssetPlus, the YOS has managed the increase of workload since the introduction of AssetPlus. The impact has been felt in a number of areas. Principally

- AssetPlus is the standard assessment tool for all stages of intervention. A lighter- touch assessment tool is not available for cases with lower disposals or presenting lower risks.
- There are a number of areas of assessment that are newer and there are more screening and self assessment tools to use. In addition, the complete of the assessment itself takes more administrative time than the previous assessment tool.
- There are increased regular demands on Managers for Quality assurance and Counter signing.

These changes have increased the workload of staff and managers as staff are adapting to the new assessment process and are likely to influence work flow processes in the future. The YOS have developed a Duty Manager process ensuring overall Management oversight and have built in processes to ensure management discussion and consistency of practice that should benefit the team. As part of the management oversight and Quality Assurance several bench marking sessions have been scheduled through the year to ensure consistency of approach.

Audit activity in 2015-6 included The National Standards audit around Out of Court disposals, and the Case audit of some 28 Cases as part of ongoing SQS inspection readiness. The SQS in April this year offered an independent positive review of the Service

## 5. Resources and Value for Money

The YOS budget for 2016/17 reduced by 3% overall (£26,649) compared with the 2015/16 budget profile . This was mainly due to a 19% reduction in the YJB grant. The budget reduction has been managed through efficiency savings and staff reduction measures. The Probation contribution reduced in line with the new national formula, although a half time Probation officer will be provided as soon as recruitment is successful. Resources are sufficient to maintain youth justice service delivery for 2016/17.

	Cash contribution	Payments in kind	Total	% contribution
PCC	99100	46,000	145,100	12
Probation	11200	0	11200	1.33
Health	33500	0	33500	3.99
Local Authority	450000	0	450000	53.57
YJB	246300	0	246300	29.32
Total	840100	46,000	886,100	100



## 6. Structure and Governance

The YOS is overseen by a Youth Justice Partnership Management Board (YJMB) chaired the Local Police Area Commander and Head of Children's Services as vice chair. The core membership of the YJMB is as follows:

- Director of Children's Services, or his or her nominee.
- NHS commissioner
- Thames Valley Police LPA Commander
- Probation nominee
- YOT Manager

The Troubled Families Board will act as a reference group for the YJMB going forward, in order to better integrate youth justice within Early Help developments and the wider partnership.

See Appendix 1 for YOS structure chart.

## 7. Partnership Arrangements

YOS has on site facilities for drug/alcohol treatment (Source), including access to substitute prescribing, and has access to health provision where young people can access sexual health, contraception and relationships education, as well as referrals and consultations with SLCT.

A 0.4 FTE CAMHS link worker post ensures access to mental health services as appropriate, and the Source specialist nurse is able to undertake health assessments on all YOS service users. The YOS Teacher is an accredited AD/HD coach and links closely with the Social Communication Team within CAMHS.

YOS targets prevention resources for young people receiving a Youth Restorative Disposal or first Youth Caution through screening; 10-12 year olds, Looked After Children and young people being violent towards their parents/carers.

A protocol is in place between YOS and Children's Social Care teams ensuring appropriate joint working, particularly in respect of potential Remands to Youth Detention and Looked After Children.

YOS works in partnership with Probation regarding those young people who will reach 18 and transfer before the end of their order. An enhanced transitions protocol for those critical few young people who are likely to be lost in transition was

developed in Reading and has now been incorporated into the wider protocol between Thames Valley YOTs and Probation. Reading's work in this area featured as an example of good practice in the Youth Justice Board Transitions Framework.

YOS works provides regular, enhanced Triple P level 4 parenting programmes. These are well attended and have a low attrition rate. To date the programme has 160 graduates who are further supported through a graduate programme looking at specific issues for parents. Work is underway to establish common measures to evaluate the effectiveness of parenting programmes across Reading.

The YOS works in partnership with Adviza to support young people to access training and employment, Adviza provides a dedicated YOS resource to work with young people who offend.

## **8. Opportunities and Challenges for 2016/17**

### **11.1 Reduce reoffending of prolific and persistent young offenders**

Whilst Reading YOS continues to perform well compared to the national and its statistical comparators, the direction of travel indicates that a small number of young people disproportionately commit a high number of offences. The use of a 'live tracking' tool will provide better performance data and act as an early warning regarding contemporaneous issues. This work can be built on in identifying earlier the cases that may require more targeted intervention.

### **11.2 ASSET Plus Embedding**

Embedding the benefits of AssetPlus will involve developing robust working practices / local guidance including consistent QA processes and ongoing training, as well as monitoring the resource impact on the team of the additional AssetPlus workload.

### **11.3 Education Training and Employment**

The reduction of NEET performance and the development of sustainable ETE opportunities is a target for the Board that can significantly improve the life chances of the YOS Service group, and also reduce offending.

### **11.4 Child Sexual Exploitation**

The YOS will continue to contribute towards the delivery of the Reading CSE strategy and ensure that young people are effectively identified, assessed and supported to reduce the risk of being exploited. QA processes will build on the positive steps the YOS has taken so far

### **11.5 Safety and wellbeing**

The number of vulnerable young people that the YOS work with is increasing, and with it the need to ensure that partnership arrangements are effective and that the workforce has the necessary skills, knowledge and working relationships to manage risk and improve outcomes. Children in Care are particularly vulnerable and a continued focus on prevention offending by looked after children will continue to be important in 2016-7.

### **11.8 Relationship Violence**

There is strong evidence that there are links between the experience of children and young people and the potential for them to go on and exhibit abusive behaviour on their own relationships. The YOS will continue to develop programmes and approaches for these young people in 2016/7.

### **11.9 Reshaping services**

The YOS will contribute to the ongoing work that Reading Borough council and partners will engage in in as services are reshaped in the future.

The shape and delivery of Childrens Services in Reading will be informed by the OFSTED inspection (May June 2016) Youth Justice Services are currently being reviewed nationally and the Expected Taylor Report (Due Summer 16) will inform future delivery and structures of local Youth Offending Services

### **11.10 Working effectively with Out of Court Disposals**

The YOS workload has an increasing number of Out of Court Disposals. Local Guidance will be enhanced that will contribute to swift and consistent decision making and assertive engagement with cases at this level.

### **11.11 Transitions**

The transition from custody to the community and from young peoples to adult services is a vulnerable time for young people. The YOS will review existing practices and undertake an audit of previous transitions jointly with Probation during 2016/7. The ongoing work will be strengthened by the secondment of a Probation Officer to the team.

### **11.12 Inspection feedback**

The YOS were subject to a Short Quality Screening Inspection in April 2016. The results were on the whole positive and areas identified were:

### **Key strengths**

- Assessments and plans demonstrated that case managers knew their children and young people well and wanted to achieve positive change in their lives.
- The YOS worked effectively to make sure parents/carers were appropriately involved in the interventions undertaken with children and young people.
- The YOS had direct access to a number of very helpful specialist resources and also had good working relationships with agencies across the local authority area.
- Reports to court were good and it was clear that sentencers had a high degree of confidence in the work of the YOS.

### **Areas requiring improvement**

- Review of assessment and plans should be completed particularly where there have been significant developments in a case in order that the intervention remains relevant.
- The YOS should make sure that those staff who are less experienced are fully trained and supported to manage the wide range of risks and level of complexity presented by children and young people under supervision.
- Management oversight should be better targeted to make sure that key tasks are not missed, particularly where there is a high risk of harm.

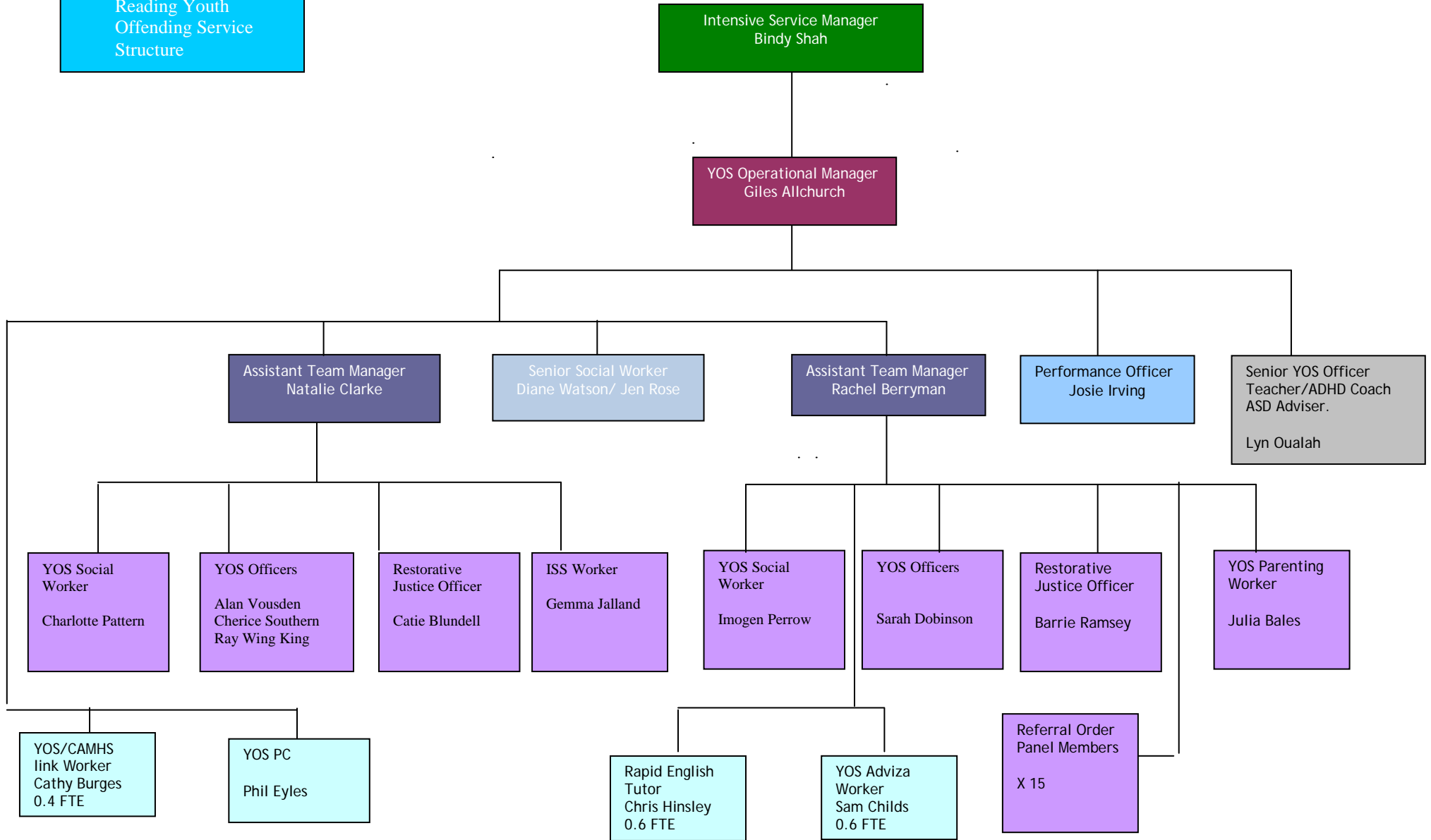
## 9. Review of 2015-16 Plan.

<u>PRIORITY</u>	<u>COMMENTARY</u>
1. Reduce reoffending of prolific and persistent young offenders.	11 actions on the action plan. 8 on track or completed -3 some still to be actioned  Use of live tracker ongoing
2. ASSET Plus (new assessment model) implemented.	All Staff trained prior to release Live from mid Jan 16 Some issues around implementation Guidance that will be completed post Go Live - to be completed
3. Improve Education Training and Employment (ETE) performance.	Plans to involve ETE and education as part of the plan of intervention Provision for young people out of school does not always meet adequate provision - wider strategic issue than YOS operationally - YJMB oversight
4. Ensure the YOS is delivering against Phase 2 of the Troubled Families Programme.	YOS have attended workshops relating to TF along with other partners and those in workforce. As with partners, work around embedding TF work within services ins ongoing
5. Reduce the risk of Child Sexual Exploitation for young people engaged with the YOS.	Production of CSE screening tool - has been used across authority  QA completed Guidance around CSE included in the Safety and wellbeing policy.
6. Develop a partnership response to Sexually Harmful Behaviour.	Some Training has taken place of YOS Practitioners (including CAMHS Worker). Further training is needed. Partnership approach with social Care not yet operational
7. Develop working practices with Children's Social Care to ensure that young people are safeguarded.	Managers have spent more time liaising with colleagues in Social Acre and YOS has been involved in Whole service and Early Help Service events .

8. Develop interventions for young people to reduce Relationship Violence.	Unable to progress without a lead on this. YOS Management to review YOS champion roles
9. There are effective transitions in place between custody and the community and between the YOS and Probation.	YOS to secure Seconded Probation Officer. Probation transition meetings attended

# Appendix 1 Youth Offending Service Structure Chart

Reading Youth  
Offending Service  
Structure



## Appendix 2: 2016/17 Action Plan

Priority	Action	Success Criteria	Owner	Deadline
1. Reduce reoffending of prolific and persistent young offenders	1.1 Further analysis of the reoffending cohort using the YJB reoffending toolkit/ live Tracker	<ol style="list-style-type: none"> <li>1. Reoffending performance in line with national and statistical comparators</li> <li>2. 6 monthly reports produced for the management board using the live tracker tool</li> </ol>	<p>YOS Information Officer</p> <p>Operational Manager</p>	6 monthly
2. Improve Education Training and Employment (ETE) performance	<ol style="list-style-type: none"> <li>2.1 Establish a ETE task and finish group</li> <li>2.2 Review the ETE performance framework and introduce a distance travelled measure</li> <li>2.3 Analysis of the quarterly cohorts to be provided to the Youth Justice Management Board</li> </ol>	<ol style="list-style-type: none"> <li>1. ETE performance improves and is comparable to national and statistical comparators as determined by the revised performance framework</li> <li>2. New performance framework in place</li> <li>3. Quarterly performance monitored by the management board</li> </ol>	<p>YOS Service Manager</p> <p>YOS Service Manager/ YOS Information Officer</p> <p>Operational Manager</p>	March 2017



3. Reduce the risk of Child Sexual Exploitation for young people engaged with the YOS	3.1	Monitor and report on the numbers of young people at risk of CSE to SEMRAC	1. The level of risk for YOS young people at risk or experiencing CSE is reduced	YOS Operations Manager ATM - Community	Annual Report (December)
	3.2	Implement the use of the Reading CSE toolkit	2. The CSE toolkit is used and all young people are screened for the risk CSE	ATM Community	Annual Report (December)
	3.3	Effectively screen for cases as part of assessment	3. YOS QA to be monitored by the TF Reference Board	YOS Operations Manager	Annual Report (December)
4. Develop interventions for young people to reduce Relationship Violence	4.1	Review existing resources for working with young people who have experienced domestic abuse and/or exhibiting abuse within their own relationships	1. Appropriate materials and interventions are available for young people	YOS Operations Manager	March 2017
	4.2	APV programme group scheduled for Autumn 2016	2. Appropriate Referrals made and 80% group completion.	Operational Manager	
5. Embedding AssetPlus Changes and practice	5.1	Draw up AssetPlus Guidance for practitioners	1. Staff able to follow processes for AssetPlus completions	YOS Operations Manager	October 16
	5.2	Staff awareness of guidance	2. Increase in proportion of completed stages within National standards		
	5.3	Regular Management QA of AP stages	3. Congruency of Judgements and QA approach through QA exercises		

6. Working effectively with Out Of Court Cases	6.1 Development of Out Of Court Guidance for YOS	<ol style="list-style-type: none"> <li>1. Decision making in line with Guidance</li> <li>2. 75% engagement rate on voluntary interventions</li> </ol>	YOS Operations Manager Assistant Team Manager - Community	October 16
7. RJ development	<p>7.1 Audit of RJ practice</p> <p>7.2 Pilot of new RJ screening tool</p> <p>7.3 Caseworkers delivering some Victim awareness sessions with at least one young person /year</p> <p>7.4 Local Guidance around UPW delivery</p>	<ol style="list-style-type: none"> <li>1. Completion of Audit based on RJQM standards</li> <li>2. Increased involvement in RJ Processes. Successful completion of RJ processes</li> <li>3. Improved staff skills in addressing empathy</li> <li>4. Audited delivery in line with Guidance.</li> </ol>	<p>YOS Operational Manager/ ATM - Courts/ RJ workers</p> <p>ATM Courts</p> <p>ATM Courts/ RJ workers</p> <p>ATM Community/ RJ workers</p>	December 2016
8. Inspection actions	<p>8.1 Review of assessment and plans should be completed particularly where there have been significant developments in a case in order that the intervention remains relevant.</p> <p>8.2 The YOS should make sure that those staff who are less experienced are fully trained and supported to manage the wide range of risks and level</p>	<ol style="list-style-type: none"> <li>1. QA and Stage signature evidences relevant new assessments</li> <li>2. Training provided in line with TNA. Appraisal targets met</li> </ol>	<p>Operational Manager, Assistant Team Managers</p> <p>Operational Manager, Assistant Team Managers</p>	March 17

	<p>of complexity presented by children and young people under supervision.</p> <p>8.3 Management oversight should be better targeted to make sure that key tasks are not missed, particularly where there is a high risk of harm.</p>	<p>3. Duty manager countersigning to be supplemented by use of Risk Report and Manager benchmarking exercises.</p>	<p>Operational Manager, Assistant Team Managers</p>	
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### Appendix 3 Management Board Sign Off

Statutory Partners, Signatories to 2015/16 Youth Justice Plan		
Name & Title	Signature	Date
Chair of Youth Justice Partnership Management Board.  Thames Valley Police		
Reading Borough Council		
National Probation Service		
Clinical Commissioning Group		
Service Manager Intensive Support and YOS		