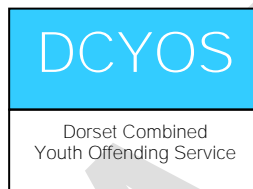


DORSET COMBINED YOUTH OFFENDING SERVICE



*Youth
Justice
Plan*

2017/18

Contents

Introduction	3
Service Targets.....	3
Summary of achievements	4
First Time Entrants into the Youth Justice System	4
Reducing Re-Offending	5
Custodial Sentences	6
Achievements and Developments during 2016/17:.....	6
Inspection reports in 2016/17.....	8
Short Quality Screening Inspection	8
National Standards Audit.....	9
Inspection reports for local partners	9
Other HMI Probation Inspection reports	9
Structure and Governance.....	10
Management and Governance Arrangements.....	10
Linking the Youth Justice System to other Plans and Structures.....	11
Partnership Arrangements	12
Safeguarding and public protection	12
Reducing Re-Offending	12
Risk Assessment Panels	12
Harmful Sexual Behaviour.....	12
Child Sexual Exploitation.....	12
Preventing Violent Extremism	12
Safe Schools and Communities Team	13
Restorative Justice and Support for Victims	13
Operational Links between YOS and Partner Agencies	14
Resources and value for money	15
Use of the Annual Youth Justice Grant 2017/18	16
Staffing information.....	17
Risks to delivery of YOS outcome measures in 2017-18.....	19
Strategic Priorities for 2017-18	20
Approval.....	22
Appendix A – Glossary of Terms	23

DORSET COMBINED YOUTH OFFENDING SERVICE YOUTH JUSTICE PLAN 2017-18

Introduction

This document is the Youth Justice Strategic Plan for the Dorset Combined Youth Offending Service (YOS) for 2017/18. It sets out the key priorities and targets for the service for the next 12 months as required by the Crime & Disorder Act 1998.

The Dorset Combined YOS is a statutory partnership between Bournemouth Borough Council, the Borough of Poole, Dorset County Council, Dorset Police, National Probation Service Dorset and NHS Dorset Clinical Commissioning Group.

The Youth Justice Strategic Plan:

- reviews achievements and developments during 2016-17
- summarises the YOS structure, governance and partnership arrangements
- outlines the resources available to the YOS, the planned use of the Youth Justice Grant and the plan for ensuring value for money
- describes the partnership's priorities
- summarises the risks to future delivery of the youth justice outcome measures
- sets out the planned actions to enable delivery of the youth justice outcome measures.

This document sets out the YOS's strategic plan. A delivery plan underpins this document.

Service Targets

The Dorset Combined YOS target for 2017/18 is to outperform regional and national averages for the three national performance indicators for youth offending which are detailed in the next section.

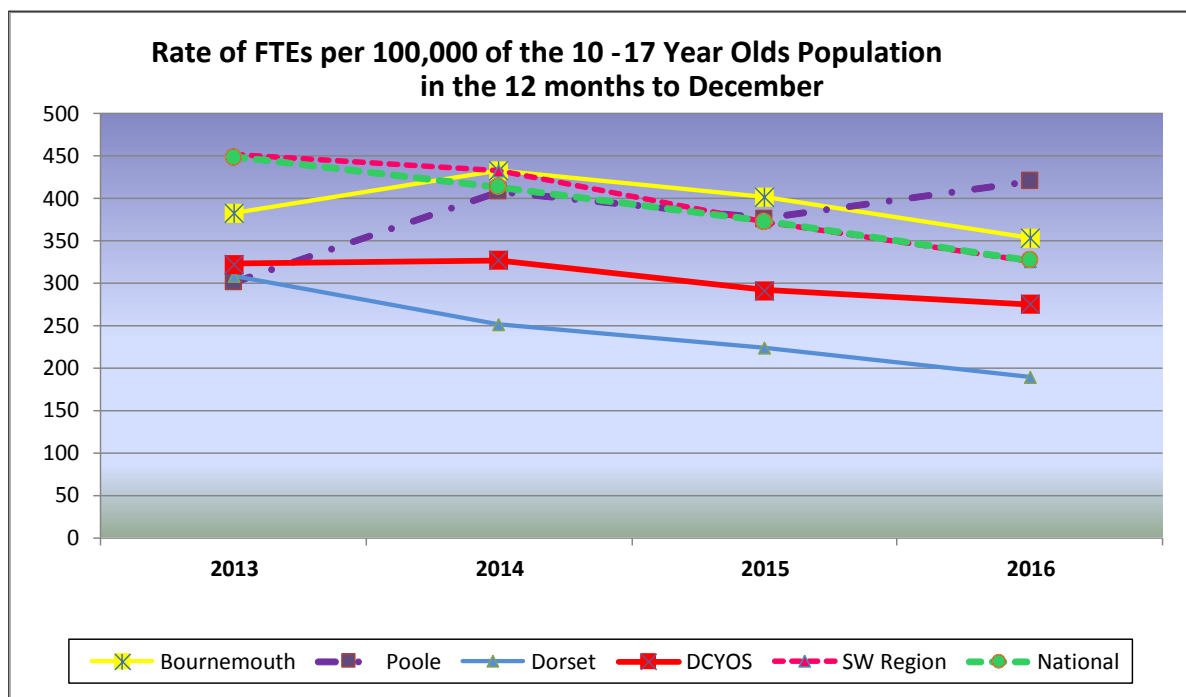
Summary of achievements

This section reports on achievements during 2016/17 by the Dorset Combined Youth Offending Service. Dorset Combined Youth Offending Service was launched on 1 July 2015, through the merger of two previously separate teams – Dorset Youth Offending Team, and Bournemouth and Poole Youth Offending Service. The year 2016/17 was therefore the first full year for the new combined service.

Youth Offending Teams continue to be judged against 3 key performance indicators:

- Reducing First Time Entrants into the Youth Justice System;
- Reducing Re-Offending by young people in the Youth Justice System;
- Appropriately Minimising the use of Custodial Sentences.

First Time Entrants into the Youth Justice System



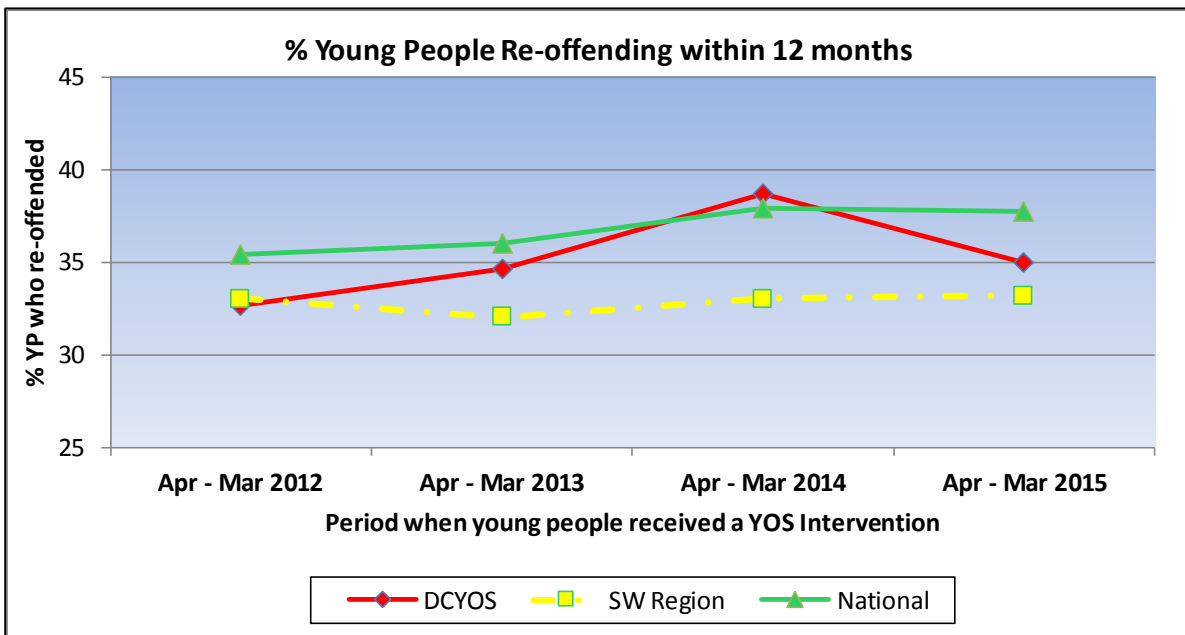
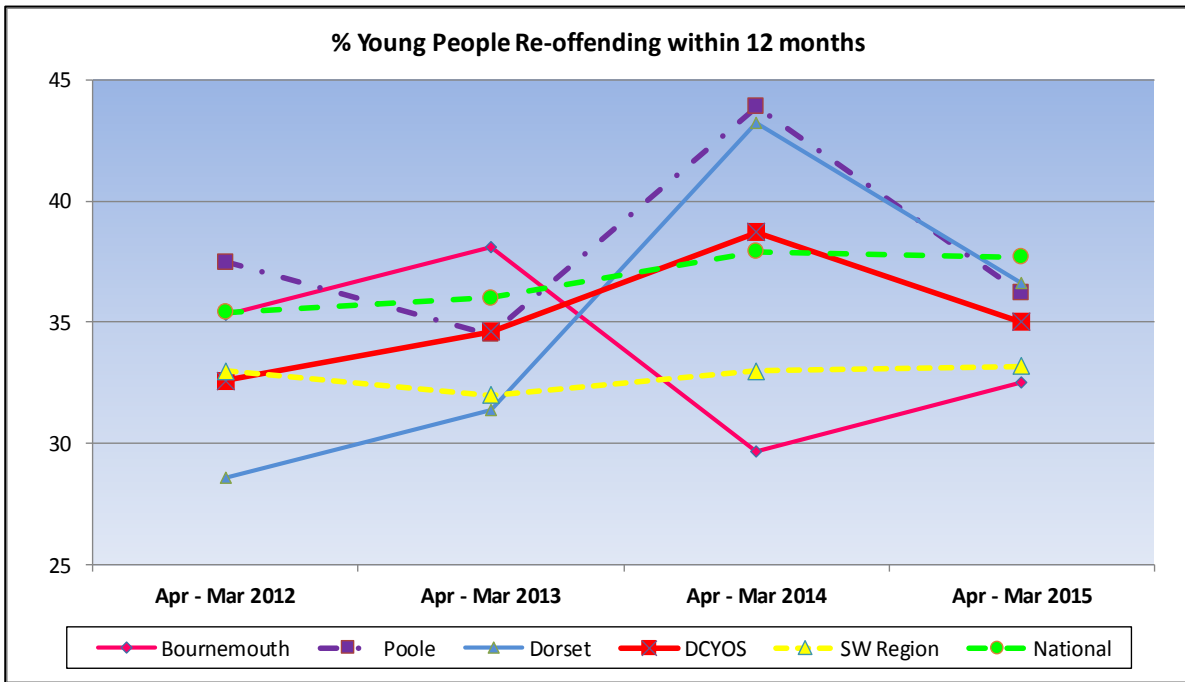
Working with its local partners, Dorset Combined YOS has continued the excellent performance of recent years to keep local young people out of the criminal justice system. The performance of Dorset Combined YOS in this area remains significantly better than the regional and national averages.

All three local authorities have developed and improved their Early Help arrangements during the past year, to help prevent young people being drawn into offending behaviour.

A coordinated, multi-agency approach has been developed across the whole area to reduce the use of justice responses for behaviour by children in care. This led to the launch in January 2017 of a 'Protocol to Reduce the Criminalisation of Children in Care'.

When a young person does commit an offence, Dorset Police work closely with Dorset Combined YOS to identify the best way to respond. Low level offending is assessed so that suitable cases can be dealt with through restorative justice approaches, avoiding the need for a formal outcome. More serious offences, or repeat offending, leads to a formal disposal and therefore to the young person entering the youth justice system.

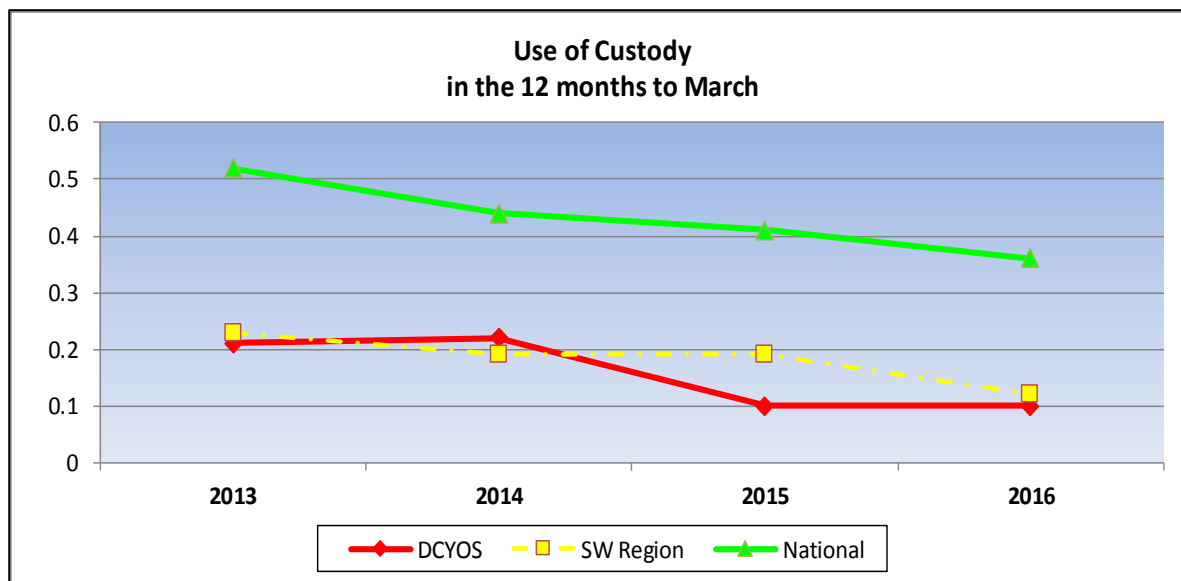
Reducing Re-Offending



The information on re-offending relates to the work of the two previous Youth Offending Teams, prior to the merger in 2015. This is because time needs to elapse to see whether young people go on to re-offend, after their contact with us.

There is a likely correlation between the reducing numbers entering the youth justice system and the increasing rate of re-offending; the YOS now works with a smaller cohort of more complex cases whose re-offending is harder to reduce. It is encouraging that the overall performance of the Dorset Combined YOS areas is better than the national average. It remains a priority to obtain more current data which can identify re-offending patterns at an earlier stage.

Custodial Sentences



Although the YOS works with some complex and risky young people, the use of custodial sentences remains low. The YOS works hard to maintain the confidence of local magistrates and judges in our ability to provide robust and demanding community sentences for those young people who may be at risk of custody. In some circumstances a custodial sentence is the appropriate response to serious or persistent offending. Each time a custodial sentence is passed, the YOS reviews the case in a team meeting to identify any learning points and to check whether any opportunities for a different outcome were missed.

Achievements and Developments during 2016/17:

Our Youth Justice Plan for 2016/17 set out our strategic priorities, which were designed to support our achievement of the three main performance measures for youth justice and to align with other local strategic priorities. A more detailed delivery plan summarised the main actions under each heading.

The 2016/17 priorities are listed below, with sub-headings followed by a summary of progress at the bottom of each section:

The YOS will take a leading role in local initiatives, including:

- Multi-agency strategy to prevent and reduce offending by children in care
- Multi-agency work to reduce the time spent by young people in police custody
- Further development of local arrangements to keep young people safe from exploitation
- Integration of work to address sexually harmful behaviour by young people
- Promotion of a Dorset Restorative Justice strategy for offences by both adults and young people.

The YOS Manager chaired a multi-agency group which devised a Protocol to Reduce the Criminalisation of Children in Care. This Protocol was launched in January 2017. Data from

January to April 2017 shows a significant reduction in police call outs to children's homes, compared to the same period in 2016.

The YOS Manager also took a leading role in multi-agency work to reduce the time spent by young people in police custody. A Protocol was negotiated and implemented which aligns with the draft national Concordat on this issue. Dorset Police have significantly reduced the number of children being arrested, and the time spent in police custody for those who are arrested. Further work is being undertaken to identify local authority accommodation for the small number of young people who are detained in police custody following charge, having been refused bail.

YOS managers and practitioners participate actively in multi-agency processes to protect children from sexual exploitation, and from other forms of exploitation.

The YOS contributed to the Restorative Justice Strategy for Dorset, led by the Office of the Police and Crime Commissioner, which clearly identifies the expertise of the YOS in providing restorative justice for victims of offences committed by young people.

The YOS will make better use of information to improve the impact of our work:

- Transition to a new case management system for recording the team's work
- Use of information monitoring to address outcomes for minority groups
- Updating the YOS Quality Assurance arrangements and evidence of manager oversight
- Enable the YOS health workers to access relevant health recording systems for appropriate and effective information sharing
- Finalise the YOS Participation Strategy to ensure we hear and respond to the views of our service users
- The YOS will raise its profile with partner agencies and with the community

The YOS successfully implemented a new electronic case management system in May 2016, following extensive preparation work. The new system enables us to monitor information relating to specified groups, including children in care and other minority groups who may experience discrimination. Caseload information reporting allows managers to monitor the timeliness and quality of the team's work. We continue to work on improvements and refinements to our use of the case management system in order to improve the quality of our work with young people, parents and victims.

Service user feedback provides an important perspective on the quality and effectiveness of our work. During 2016 we finalised our Participation Strategy, identifying the different ways in which we gather and use the views of our service users. Up to March 2017 we were required by HMI Probation to administer an electronic feedback survey to some of the young people we worked with. Results from those surveys show high levels of satisfaction with our service.

Effective links between the YOS and our partner agencies are essential for achieving good outcomes for young people, and for victims and the wider community. In 2016 we improved our seconded health team's access to Dorset Healthcare recording systems, to enable more integrated health provision to young people. The YOS also established consistent representation and attendance at relevant multi-agency meetings across the three local authority areas. The YOS volunteer coordinator successfully recruited and trained new volunteers to add value to our work and to strengthen our community links.

The YOS will improve the quality of its practice to achieve better outcomes for children, young people, families and victims

- Implementation of the new assessment tool for young offenders, 'AssetPlus'
- Embed core elements of good practice, including Motivational Interviewing to facilitate positive change and Restorative Justice to repair harm to victims
- Develop good practice through improved workforce development
- Improving the team's knowledge and resources for young people with speech, language and communication needs
- Strengthening the team's resources for working with parents and building the team's capacity for family-based work

All Youth Offending Teams were required to implement a new assessment tool for young offenders, 'AssetPlus'. Dorset Combined YOS went live with AssetPlus on 13 June 2016, following significant staff training and preparation. AssetPlus is a more complex and time-consuming assessment process than its predecessor, requiring a lengthy process of adjustment and improvement. YOS managers and case holders attended further AssetPlus training in early 2017 which has enabled us to develop our use of AssetPlus.

The new case management system and the new assessment tool have formed a substantial part of our workforce development plans this year. We have also continued to support our practitioners' expertise in Motivational Interviewing (evidence-based approach to support behaviour change) and Restorative Justice through training events and good practice development sessions. We have also trained more staff to work with young people who exhibit harmful sexual behaviour, and we have utilised clinical advice from a specialist external service in order to build our practitioners' confidence and expertise in this area.

We had previously identified a wish to develop our team's skills and knowledge for responding to young people's speech, language and communication needs, and our capacity for family-based work. In late 2016 we submitted a successful bid to NHS England, under their 'health and justice' funding stream, for a seconded Speech and Language Therapist and for extra resources in our health team to support more family-based approaches.

Inspection reports in 2016/17 Short Quality Screening Inspection

Her Majesty's Inspectorate of Probation carried out a 'Short Quality Screening' inspection of Dorset Combined Youth Offending Service in September 2016. The format for this inspection was scrutiny of 20 cases relating to court orders which commenced in the preceding six months. This meant the inspectors were looking at work undertaken during the period when we introduced our new case management system and the new assessment tool. The inspectors identified the following strengths and areas for improvement:

Key strengths

- The YOS was sufficiently well resourced to enable them to undertake good initial assessments and tailor interventions to the individual needs of children and young people.
- There was evidence that the YOS had good relationships with statutory partners and shared information appropriately.

- Staff found practical ways to support children and young people to achieve their objectives, such as making sure they had the necessary identification documents to allow them to apply for work.
- Most interventions contained an element of practical reparation.

Areas requiring improvement

- Case managers should review their assessments and plans, particularly as they relate to the management of risk of harm and safeguarding, as the circumstances of the children and young people develop.
- Line managers should develop a systematic quality assurance process to make sure that cases have been reviewed appropriately and any actions identified for the case manager are completed in a timely fashion.
- All cases that are assessed as presenting a medium or high risk of serious harm to others
- should have a clear risk management plan that identifies the potential triggers to escalating
- risk and the contingencies that will be put in place should they arise.

An action plan was developed in response to the inspection, overseen by the Partnership Board, to ensure that the necessary improvements were made.

National Standards Audit

Youth Offending Teams are required by the Youth Justice Board to undertake an annual audit of compliance with National Standards. The audit for 2016 was delayed to March 2017 due to the pressure on Youth Offending Teams caused by the introduction of AssetPlus. This year's audit focused on National Standards relating to bail and remand, court work, victim work and long-term custodial sentences.

The results from our National Standards audit showed that, among the cases sampled, the National Standard was either fully met, or met with recommendations, in 80% of cases. Actions have been identified to address the areas where compliance was not present in all cases.

Inspection reports for local partners

Dorset County Council received an Ofsted inspection in January 2017 for its work relating to Special Education Needs and Disabilities. The YOS participated in this inspection, attending relevant meetings with the inspection team. The published inspection report letter did not identify any areas for improvement in relation to the youth justice elements of the SEND Code of Practice.

Other HMI Probation Inspection reports

Among other reports published this year by HMI Probation were a thematic inspection report into Referral Orders, and a full joint inspection of Cambridgeshire YOT. Learning from the report into Referral Orders was reviewed at a meeting with our volunteer community panel members.

Cambridgeshire YOT was selected for inspection as an example of a successful YOT. The learning from that report was shared with the YOS Board and with the YOS team, as part of the consultation process for developing our new Youth Justice Plan for 2017/18.

Structure and Governance

Management and Governance Arrangements

The work of the Dorset Combined YOS is managed strategically by a Partnership Board. The Partnership Board consists of senior representatives of the statutory partner organisations, together with other relevant local partners.

Membership:

- Dorset County Council (current chair)
- Borough of Poole (current vice-chair)
- Bournemouth Borough Council
- Dorset Police
- Dorset Local Delivery Unit Cluster, National Probation Service
- NHS Dorset Clinical Commissioning Group
- Public Health Dorset
- Dorset Healthcare University Foundation Trust
- Her Majesty's Court and Tribunal service
- Youth Justice Board for England and Wales
- Office of the Police and Crime Commissioner
- Ansbury (Connexions Provider)

The membership of the YOS Partnership Board enables the work of the Dorset Combined YOS to be integrated into strategic planning for relevant issues such as Safeguarding, Public Protection, Criminal Justice, Health & Well-Being, and the Children and Young People's Plans. The YOS Manager sits on both the local Safeguarding Children's Boards, the Dorset Criminal Justice Board and on the local MAPPA Strategic Management Board.

The Partnership Board oversees the development of the Youth Justice Plan, ensuring its links with other local plans.

The YOS Manager reports quarterly to the Partnership Board on progress against agreed performance targets, leading to clear plans for performance improvement. The Board also requests information in response to specific developments and agendas, and monitors the YOS's compliance with data reporting requirements and grant conditions.

Representation by senior leaders from the key partners enables the YOS Manager to resolve any difficulties in multi-agency working at a senior level, and supports effective links at managerial and operational levels.

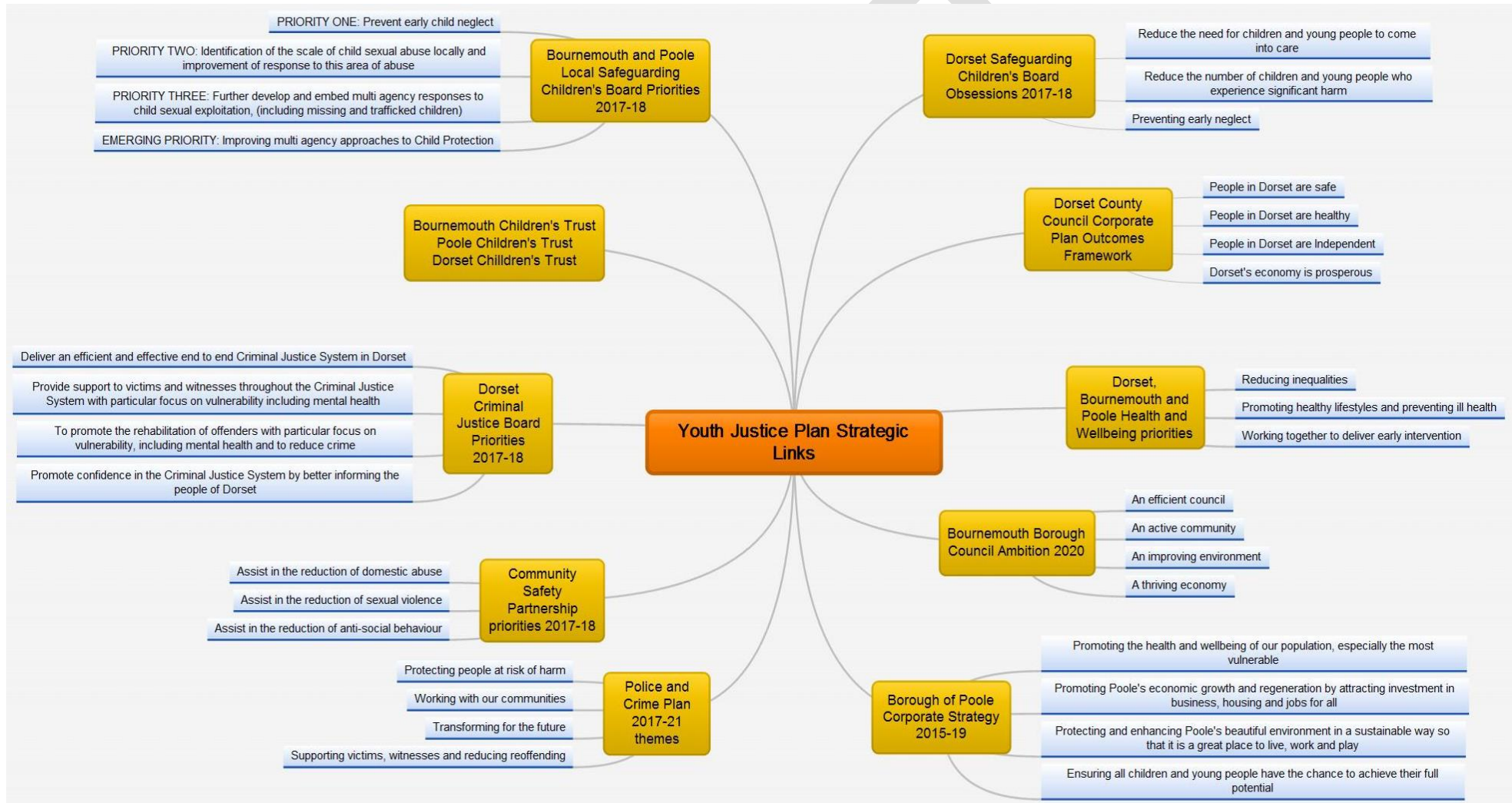
The YOS is party to local multi-agency agreements for information sharing, for safeguarding and for the escalation of concerns.

The Partnership Board also oversees activities by partner agencies which contribute to the key youth justice outcomes, particularly in respect of the prevention of offending.

In 2016/17 the Partnership Board was identified as the appropriate body to provide oversight and governance for the new multi-agency protocols in respect of the criminalisation of children in care and the detention of young people in police custody. The YOS Manager chairs multi-agency operational groups for each protocol and reports on progress to the YOS Partnership Board.

Linking the Youth Justice System to other Plans and Structures

The YOS is a statutory partnership working with children and young people in the criminal justice system and the community safety arena. The YOS is “hosted” by Bournemouth Borough Council, where it sits in the Children and Young People’s Service. We work within the context of several other key strategic partnerships. The map below gives an overview of the direct and indirect linkages.



Partnership Arrangements

The previous section outlined the strategic links between the YOS and the other strategic groups and partnerships. Similar links exist at operational levels, enabling the YOS to integrate its work with young people and families with the work done by partners such as children's social care across the 3 local authorities and the Child and Adolescent Mental Health Services across Dorset.

Safeguarding and public protection

As well as participating in Child Protection Conferences and Multi-Agency Public Protection Arrangements (MAPPA) meetings in respect of specific individuals and families, YOS managers also attend MARAC meetings, local Community Safety Partnership operational meetings, local complex needs panel meetings and meetings in respect of early help and Troubled Families activities in the 3 local authorities.

Reducing Re-Offending

The YOS Manager chairs the pan-Dorset Reducing Reoffending Strategy Group, reporting to the Dorset Community Safety and Criminal Justice Board. Although the group's main focus is on adult offenders, attention is also paid to the youth perspective, particularly for those young people about to transition to adult services, and for the children of adult offenders.

Risk Assessment Panels

The YOS instigates a Risk Assessment Panel process for young people under YOS supervision who have been identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves. These meetings are attended by workers and managers from the other agencies who are working with the young person. The aim is to agree the risk assessment and devise, implement and review plans to reduce the risks posed by and to the young person.

Harmful Sexual Behaviour

The YOS works with the three local authorities, and with the Police, to agree the best way to respond to young people who have committed harmful sexual behaviour. Some of these young people are also known to the local authority social care service so it is important that we coordinate our work and, where possible, take a joint approach. The YOS and the local authorities use recognised assessment and intervention approaches for young people who commit harmful sexual behaviour.

Child Sexual Exploitation

Young people known to the YOS can also be at risk of child sexual exploitation (CSE). The YOS Manager is a member of the pan-Dorset CSE and Missing Persons sub-group of the two Local Safeguarding Children's Boards. A YOS Team Manager has lead responsibility for the team's operational work on CSE, supported by a designated Youth Justice Officer in our Dorchester office. The YOS participates in local multi-agency information sharing arrangements and meetings to identify and protect children at risk of sexual exploitation.

Preventing Violent Extremism

All relevant YOS staff have received training in raising awareness of 'Prevent'. A YOS Team Manager has lead responsibility for this area of work and attends the pan-Dorset

Prevent Group to ensure that our work is aligned with local initiatives. The YOS has sight of the local assessment of extremism risks. The seconded YOS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.

Young people convicted of extremism related offences will be managed robustly in line with the YOS Risk Policy, with appropriate referral to the local MAPPA process and clear risk management plans, including paired working arrangements and support from the seconded YOS police officers.

Safe Schools and Communities Team

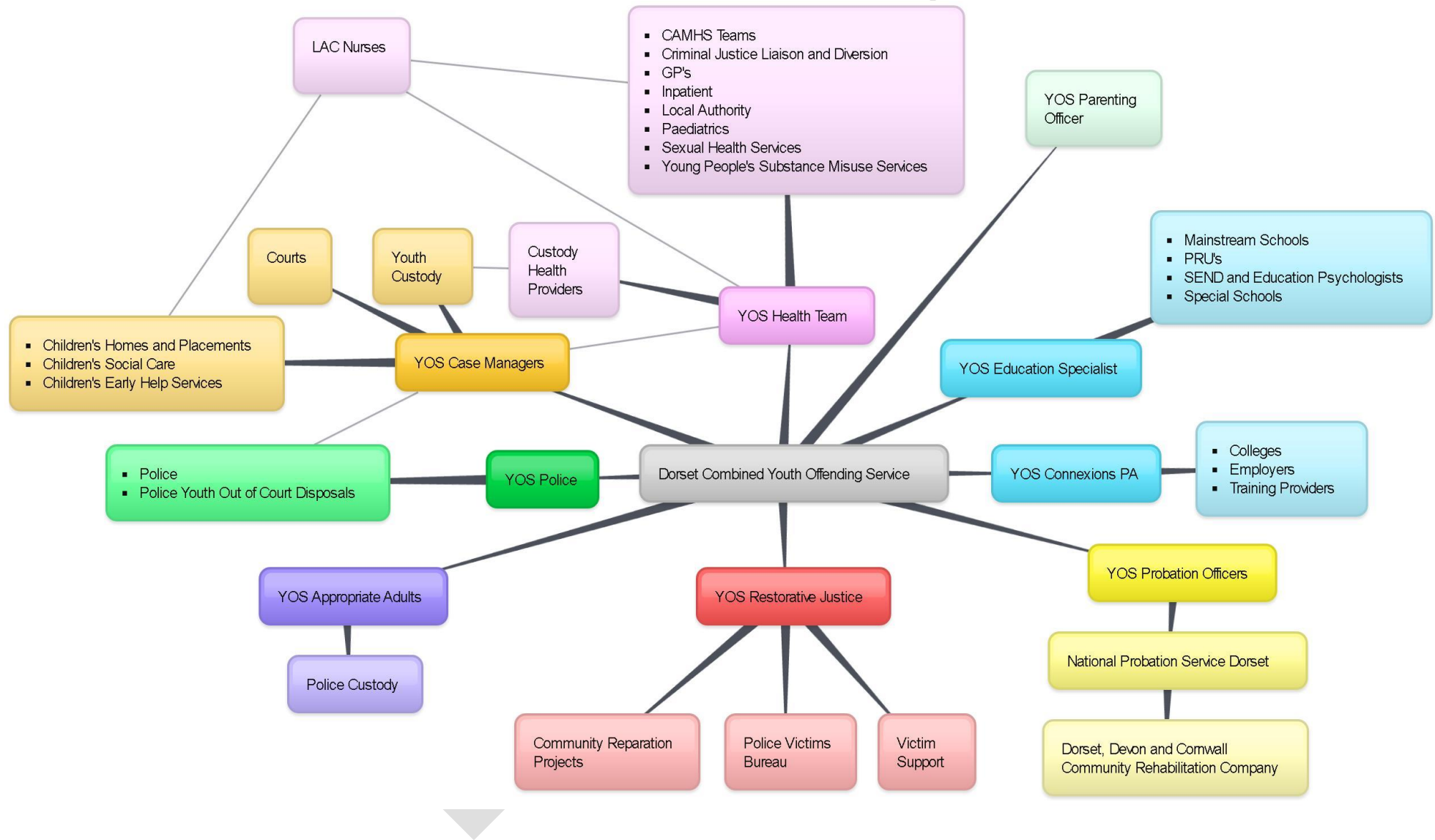
The Safe Schools and Communities Team (SSCT) is a partnership between Dorset Police, the Office of the Police and Crime Commissioner and Dorset Combined YOS. The SSCT plays an important role in preventing offending by young people across Dorset, Bournemouth and Poole. The team provide education, awareness and advice to students, schools and parents. The work of the team is reported to the YOS Partnership Board as an important element of the YOS Partnership's work to prevent youth offending. The SSCT is particularly effective at supporting schools to manage incidents without the need for a criminal outcome, and at supporting internet safety for young people across the Dorset area.

Restorative Justice and Support for Victims

The YOS Victim Liaison Officers provide Restorative Justice activities and support for victims of offences committed by young people. The YOS also links with other agencies through the Victims and Witnesses Sub-Group of the Dorset Criminal Justice Board. The YOS plays an important part in delivering the Police and Crime Commissioner's Restorative Justice Strategy for Dorset, taking the lead on offences committed by young people and supporting the development of good practice with other Restorative Justice providers.

In addition to the team's involvement in these different partnership groups, there is ongoing daily interaction with other local services. These links are illustrated on the following page:

Operational Links between YOS and Partner Agencies



Resources and value for money

The YOS is funded by the statutory partners, by the Office of the Police and Crime Commissioner and a grant from the Youth Justice Board for England and Wales. Local authority staff are employed by Bournemouth Borough Council. Other staff are seconded from Dorset Police, the National Probation Service Dorset and Dorset HealthCare University NHS Foundation Trust. Revenue contributions and the YJB Grant form a Partnership budget.

Statutory partners have maintained funding levels for 2015-16 but the Youth Justice Board grant has been cut by 7.6%. The integration of the two previous teams into the new Dorset Combined Youth Offending Service has enabled some efficiencies and reductions to be made. The YJB grant will be used solely for the delivery of youth justice services.

Partner Agency	17/18 Revenue excluding recharges	Movement 14/15 to 17/18	Staff
Dorset County Council	£531,900	£0	1 Nurse (substance misuse) and 0.3 FTE Psychologist
Bournemouth Borough Council	£257,100	£0	
Poole Borough Council	£244,000	-£13,030	
Police and Crime Commissioner for Dorset	£75,301	-£78,149	2.0 FTE Police Officers. Funding reduction from 14/15 to 15/16 reflects funding of SSCT directly by the OPCC to the Police, no longer via the YOS
Dorset Probation Trust	£10,000	£6,826	2 FTE Probation Officers (reduction from 2.6 FTE up to March 2015, with adjusted funding contribution, after national review)
Dorset Clinical Commissioning Group	£22,487	£0	2.8 FTE Nurses
Dorset Healthcare University Foundation Trust		£0	
Youth Justice Board Good Practice Grant	£594,304	-£196,110	

Use of the Annual Youth Justice Grant 2017/18

The annual Youth Justice Board grant to Youth Offending Teams is provided for 'the delivery of youth justice services'. A number of conditions are attached to the grant. The YOS Partnership Board receives quarterly finance reports from the senior accountant in Bournemouth Borough Council who oversees the YOS budget. These reports enable the Board to be satisfied that YOS resources are being used for their intended purpose and achieving value for money. This reporting mechanism also enables the Board to be assured that the YOS complies with the YJB Conditions of Grant.

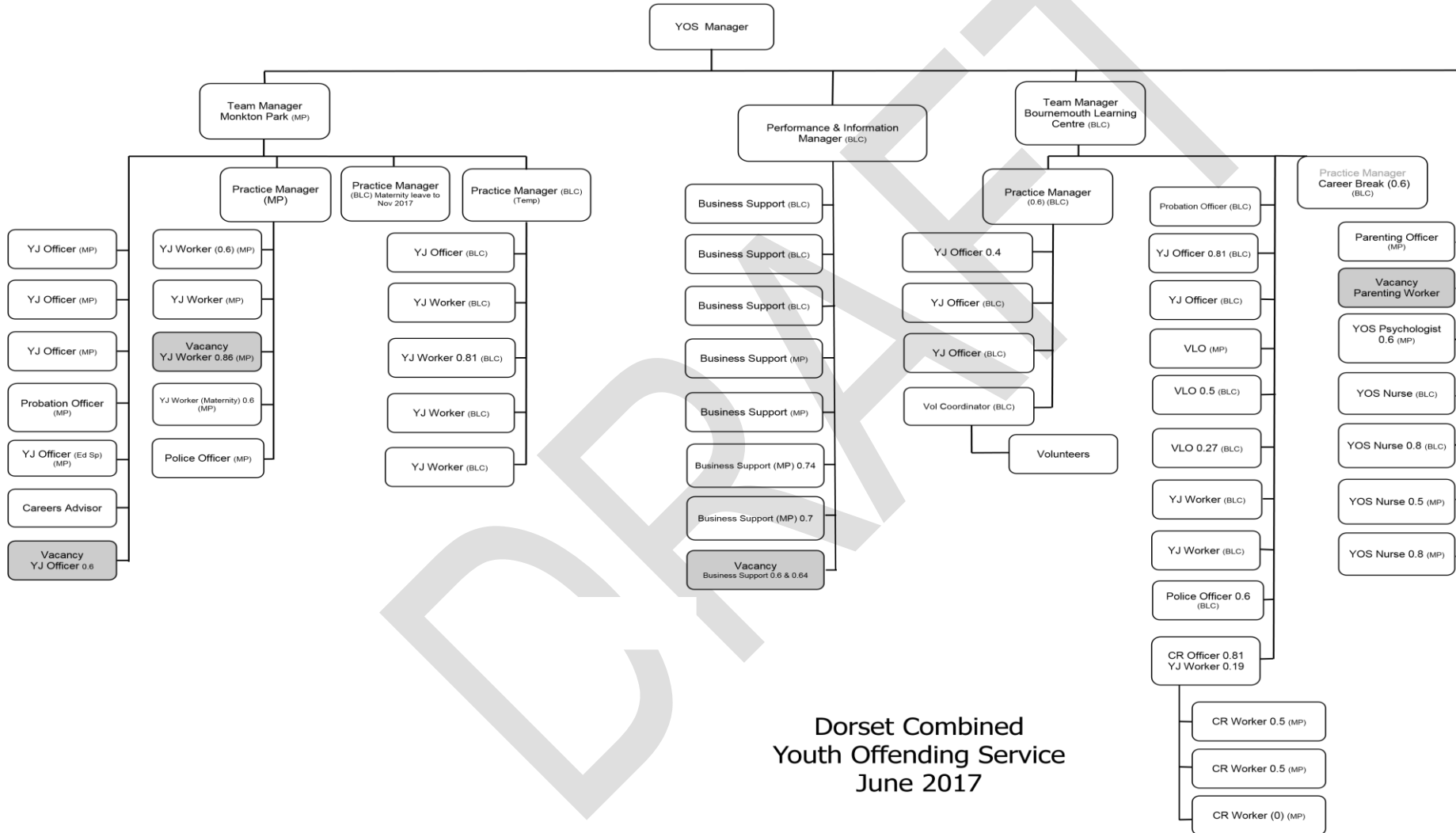
The following table sets out how the YOS uses the Youth Justice Board grant for the delivery of youth justice services:

Activity	Cost
Staff training	£10,000
ETE staff	£106,000
ICT licences and maintenance	£29,000
Interpreter Fees	£2,000
Victim/reparation staff	£113,000
Psychologist	£18,000
Towards cost of Youth Justice staff	£316,304
Total	£594,304

Staffing information

This chart shows the YOS structure in June 2017. The YOS meets the minimum staffing requirements of the Crime and Disorder Act 1998.

Dorset Combined Youth Offending Service - YOS Structure



Dorset Combined Youth Offending Service June 2017

The table below shows the number of staff and volunteers in the service, by gender and ethnicity.

YOS Staff

	Male	Female
White British	13	37
White Irish	1	0
White Other	0	2

**YOS
Volunteers**

	Male	Female
White British	8	16
White and Black Caribbean	0	1

23 staff members and 8 volunteers have been trained as Restorative Justice Conference facilitators.

Risks to delivery of YOS outcome measures in 2017-18

The main outcome measures for the YOS still relate to the numbers of young people entering the youth justice system for the first time, the rate of re-offending by those young people who have committed proven offences, and the use of custodial sentences. The YOS also has a priority to keep the public and young people safe from harm.

Particular risks which have been identified include:

- Uncertainty and possible disruption following the recent national review into youth justice arrangements (published in December 2016). Although the government has rejected the proposals to remove the legislative framework for youth offending teams and the ring-fence on the youth justice grant, other recommendations are being considered as part of a follow-up review. The YOS Partnership remains committed to the recently formed pan-Dorset Youth Offending Service as being the best way to deliver youth justice activities across the pan-Dorset area.
- Local authority boundaries and structures in the Dorset area are being reviewed but all parties remain committed to a pan-Dorset Youth Offending Service
- Reduction in resources due to spending constraints, leading to prioritisation of statutory work and negative impact on work to prevent offending and to build resilience
- Access to suitable education, training or employment provision for young people with complex needs and risks
- Lack of alternative local authority accommodation leading to young people being detained overnight in police custody when they have been refused bail
- Inconsistent responses to teenagers who behave abusively or violently towards their parents/carers, leading to new entrants to the justice system
- Although the overall rate for first time entrants into the youth justice system is good, there are local variations which show higher rates in Poole and Bournemouth than in Dorset. All three local authorities are served by the same police force and the same youth offending service. More work is needed to identify the reasons for these local variations.

These risks have been considered when formulating the YOS Partnership's Strategic Priorities for 2017-18, which are outlined on the following pages.

Strategic Priorities for 2017-18

The strategic priorities for the Dorset Combined YOS align with:

- our 3 main performance indicators
- the strategic priorities of other local partnerships (such as the Safeguarding Children's Boards, Community Safety Partnerships and the Criminal Justice Board)
- relevant local initiatives to reduce offending, protect the public and safeguard young people
- areas identified for YOS improvement.

The following priority areas will be supported by a more detailed action plan used by the YOS team.

Develop the local strategy for preventing young people entering the justice system

- Monitor and improve the effectiveness of the pan-Dorset Protocol to Reduce the Criminalisation of Children in Care
- Lead a multi-agency pan-Dorset group to develop a coordinated, strategic response to adolescent parental violence and abuse
- Work with colleagues in Early Help services across the three local authorities to coordinate prevention and step-down activities with young people
- Work with Dorset Police to develop an integrated Prevention strategy, exploring the opportunities to apply the Adverse Childhood Experiences model
- Work with Dorset Police and local authority Early Help partners to increase the options for diversion from the justice system
- Analyse first time entrant characteristics to target future interventions, particularly for disadvantaged groups

Use the national review of youth justice to improve the way our local youth justice system works

- Work with local partners from the police, local authorities and health to reduce the time spent by young people in police custody
- Develop the YOS role in providing Appropriate Adults for young people being interviewed by police under 'Voluntary Attendance'
- Support the provision of liaison and diversion health services to young people being interviewed by police under 'Voluntary Attendance'
- Work with local authority and police partners to establish a system for transferring young people to local authority accommodation when they have been charged with an offence, refused bail and are awaiting their court appearance
- Work with other court professionals to understand how young people and parents experience the court process and seek improvements where appropriate

Make better use of information to improve the effectiveness of our work:

- Develop information reporting from the case management system to improve the targeting and effectiveness of the team's work

- Use of information monitoring to identify any disproportionate impacts on minority groups
- Develop quality assurance processes for specialist aspects of the team's work, eg health, ETE, parenting, victim work
- Improve reporting to team and Board on quality and impact of team's work
- Ensure quality assurance processes includes service user perspectives
- Develop ability for early identification of trends in re-offending and first time entrants
- Evaluate the impact and effectiveness of different YOS interventions

Improve the quality of our practice to achieve better outcomes for children, young people and families

- Test out new ways of working with young people, parents and education colleagues in order to improve young people's engagement with education, training and employment
- Work with Dorset CCG, Dorset HealthCare and NHS England to recruit a Speech and Language Therapist for the YOS
- Develop the team's capacity and skills in working with parents and whole family approaches
- Increase the team's access to evidence-based resources for working with young people to change their behaviour
- Improve the consistency and quality of our Intensive Surveillance and Supervision programmes for higher risk young people
- Identify and overcome any obstacles to information sharing with partner agencies so as to ensure integrated and effective joint working

Improve the skills and development opportunities for our workforce

- Devise and implement a YOS Workforce Development and Career Progression policy and procedure
- Use seconded staff to develop the skills and knowledge of their YOS colleagues
- Develop the capacity and skills of the YOS health team to work with the effects of trauma
- Develop the team's core elements of good practice, including Motivational Interviewing to facilitate positive change and Restorative Justice to repair harm to victims
- Report to YOS Board on workforce development and its impact on practice and outcomes

Approval

Signatures of Board Chair and YOS Manager

Sara Tough

Director of Children's Services (Chair)

Dorset County Council

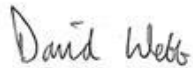


Signed: _____ Date: 21 June 2017

David Webb

Dorset Combined Youth Offending Service Manager

Bournemouth Borough Council



Signed: _____ Date: 21 June 2017

NB This Plan is awaiting approval from Bournemouth Borough Council, the Borough of Poole and Dorset County Council.

Appendix A – Glossary of Terms

AssetPlus	Nationally Accredited Assessment Tool
CAMHS	Child and Adolescent Mental Health Services
CJS	Criminal Justice System
CSP	Community Safety Partnership
ETE	Education Training and Employment
FTE	First Time Entrant into the Youth Justice System
FTE	Full-Time Equivalent (as applied to posts)
ISS	Intensive Supervision and Surveillance
IT	Information Technology
LSCB	Local Safeguarding Children's Board
MAPPA	Multi-Agency Public Protection Arrangements
NEET	Not in Education, Employment or Training
O OCD	Out Of Court Disposals
PCC	Police & Crime Commissioner
RJ	Restorative Justice
SEND	Special Educational Needs and Disabilities
SSCT	Safe Schools and Communities Team
VLO	Victim Liaison Officer
YJ	Youth Justice
YJB	Youth Justice Board
YOS/YOT	Youth Offending Service/Team
YRD	Youth Restorative Disposal
YRO	Youth Rehabilitation Order