1. Purpose of presenting the report and decisions required

1.1 On 18 November this year, the government announced that they would be conducting a review into Youth Offending Services. Youth Justice Minister Andrew Selous stated:

“I believe now is the right time to take stock of how the YOT model is working and consider how best to ensure that local areas are able to tackle as effectively as possible the challenge posed by today's young offenders.”

1.2 In addition to this, a number of factors including: the recent Parliamentarians’ Review into the Effectiveness of the Youth Court (June 2014), the 2012 Legal Aid, Sentencing and Punishing of Offenders (LASPO) Act, the disaggregation from Havering Youth Offending Service, feedback from the YJB peer review that took place in April 2014, government proposals to launch a review of the youth justice system and internal discussions, all point to an opportunity to reshape how we deliver youth justice in Barking and Dagenham.

1.3 In response to these changes in the youth justice landscape, a working group of staff from across the YOS was formed in August 2014 to analyse these factors and consider the future direction of the service and the work that was needed to achieve this shared goal. Out of this came the ‘Tailoring Youth Justice’ programme, a service improvement programme split into six work-streams, aiming to make the required changes to drive the service forward, based on a model of ‘grass-roots’ change.

1.4 A briefing on the programme was taken to the YOS Chief Officer’s Group (COG) in September for information, who recommended that it be presented to the Community Safety Partnership (CSP). The purpose of this report is to inform members of the CSP Board about this programme. This programme has the
potential to entirely refocus and reshape our local service, therefore it is recommended that members of the CSP:

- discuss the local response to emerging issues identified in the Context section of this report;
- agree with the future model of the Youth Offending Service outlined in this report, in light of recent and future changes to the context of youth justice; and
- suggest areas where they may support the development of the Tailoring Youth Justice Programme.

2. Context

Changing YOS cohort

2.1 Over the last decade the overarching work of the YOS has matched trends across England and Wales: there is now a much smaller but more complex cohort of young offenders. The most recent Youth Justice Board (YJB) Annual Report (2012-13) sums up post-court work by saying that,

*The biggest challenge facing us this year has been that of reoffending, as youth justice agencies now work with a much smaller, more troubled, group of young people.*

2.2 Broadly, this has been demonstrated by a nationwide reduction in first time entrants (FTE) to the youth justice system since 2005. Barking and Dagenham have followed this trend and performed extremely well during this period, achieving the second biggest percentage reduction in London (46.94%) to their amount of FTE between 2005 and 2010. This was the last time that figures were published by YJB. Between 2007 and 2013 Barking and Dagenham have achieved a larger percentage reduction in FTE than the London and national averages, as demonstrated by the chart below:

*Reduction in First Time Entrants as a percentage of the 2007 level.*

2.3 The size and demographic of the YOS caseloads in the Borough has changed and it is predicted that it will continue to change significantly. The pre-court and out-of-court (OOC) caseload is increasing and is part of the overall capacity impact on the YOS.

2.4 In line with the picture across England and Wales, the post-court caseload locally is becoming smaller but more complex, with a noticeable increase in risk. In Barking and Dagenham 56% of young people starting orders between July 2013 and June 2014 were rated as medium or high risk of serious harm, which is an increase of 11% from the previous year.
2.5 Reoffending statistics also demonstrate the increased complexity of the cohort. The below chart presents the changes between the YOS cohort between 2005 and the 12 months ending September 2012. (The cohort is drawn from when an offence is committed and the offender is then tracked for one year, with an additional six months allowed for cases to go through the courts. Therefore any data released refers to a cohort who offended at least 18 months previously).

<table>
<thead>
<tr>
<th></th>
<th>LBBD</th>
<th>London</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cohort Size</td>
<td>-50.4%</td>
<td>-62.9%</td>
</tr>
<tr>
<td>Previous number of</td>
<td>110.9%</td>
<td>58.5%</td>
</tr>
<tr>
<td>offences per offender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of</td>
<td>10%</td>
<td>1.8%</td>
</tr>
<tr>
<td>offenders who offend</td>
<td></td>
<td></td>
</tr>
<tr>
<td>whilst being tracked</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of</td>
<td>14.5%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>reoffences committed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>while tracked</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.6 The LBBD cohort reduced greatly in this period, although less than the London average. However, the previous number of offences committed per offender more than doubled (against a London average of 58.8%). The proportion of young people who reoffend while being tracked and the number of offences they commit during tracking have also increased significantly above the London Average.

### Changing population in the Borough

2.7 The cohort of Youth Offending Services is changing on both a national and local level. The young population in Barking and Dagenham is rapidly expanding. In terms of the YOS’s cohort, complexity of cases is increasing. However, more of the less complex cases are being dealt with out of court. This has a significant effect on how we work with young offenders and gives us an opportunity to consider how we deliver services.

2.8 In addition to this, the Office for National Statistics (2012) predicts significant increases in the 10-19 year old population in Barking and Dagenham. The table below presents the predicted changes between 2014 and 2030. In particular, Barking and Dagenham are predicted to have a much greater increase in these age groups compared to England and London.

<table>
<thead>
<tr>
<th>Predicted percentage change in population between 2014-2030</th>
<th>LBBD</th>
<th>London</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age group</td>
<td>LBBD</td>
<td>London</td>
<td>England</td>
</tr>
<tr>
<td>10-14 year olds</td>
<td>53.80%</td>
<td>30.80%</td>
<td>19.60%</td>
</tr>
<tr>
<td>15-19 year olds</td>
<td>38.50%</td>
<td>22.10%</td>
<td>10.40%</td>
</tr>
</tbody>
</table>

### 2012 - LASPO Act

2.9 A new Legal Aid, Sentencing and Punishment of Offenders Act was brought into effect in 2012. The Act created several reforms, which impact the youth justice system.
Perhaps the most significant change for Youth Offending Services as a result of the LASPO Act was the implementation of new out-of-court disposals; Youth Cautions and Youth Conditional Cautions, to replace reprimands and final warnings. These disposals, along with Triage, allow the police to issue young offenders with a sentence that does not require them to go through the formal court system.

The reduction we have seen in First-Time Entrants to the Youth Justice System (more details on which is given in the Performance section below) may be a result of more young people being issued with out-of-court disposals.

In addition to this, as the LBBD YOS decommissioned partner Catch-22, out-of-court disposals are now dealt with in-house, shifting the nature of the cohort that YOS Practitioners deal with.

April 2014 - YOS Sector Lead Peer Review into Youth Crime Prevention Services in Barking and Dagenham and Havering

In April 2014, a Peer Review was conducted into the delivery of youth crime prevention work across Barking and Dagenham and Havering YOSs.

The key observation made by the Peer Review team was that there was a lack of consistency in prevention services across Barking and Dagenham and Havering. They recommended that Barking and Dagenham bring the provision of out-of-court disposals in house to make more efficient use of resource and facilitate consistency. This recommendation was followed, with Catch 22 being decommissioned in September 2014 and YOS Practitioners taking on out-of-court disposals. This has shifted the make-up of the caseload and will inevitably impact the nature of service delivery, as these orders are far less intensive than regular court orders.

Other recommendations from the Peer Review have fed into the Programme and are referenced in the body of this report.

August 2014 - Parliamentarians Inquiry into the Operation and Effectiveness of the Youth Court

As mentioned in the introduction to this report, the Lord Carlile Inquiry into the Effectiveness of the Youth Court has acted as a driver and key starting point for the re-shaping of local Youth Justice services.

More information on the content of the Inquiry is given in the work-stream sections below. However, to summarise, the Inquiry suggests a range of reforms to the youth justice system with the recommendations being as follows:

- we recommend that Her Majesty’s Courts and Tribunal Service direct all magistrates’ courts to introduce a rota system, to ensure that a senior youth magistrate or youth ticketed District Judge is always sitting in the adult magistrates’ court when the youth court is not in session;
- children who have committed non-serious and non-violent offences, who have stopped offending, should have their criminal record expunged when they turn 18;
- we recommend that all legal practitioners representing children at the police station and practising in youth proceedings be accredited to do so;
• where should be a clear presumption – in law – that all child defendants are dealt with in the youth court;
• we recommend the piloting of a problem solving approach in court for children, which would include judicial monitoring and continuity in cases, and powers to ensure children’s underlying needs are met; and
• we advocate building upon the existing referral order to place greater emphasis on the involvement of victims as well as the participation of families and wider support services to enable the process to address the harm of the offence as well as its underlying causes. The ‘Problem Solving Conference’ would be available to under-16s coming to court and should be initially piloted.

October 2014 – Disaggregation of joint YOS

2.18 A merger between the YOSs of the London Borough of Barking and Dagenham (LBBD) and the London Borough of Havering (LBH) began in October 2012. A paper presented at the 8 September 2014 CSP Board Meeting notified the Board of the decision of Havering YOS to disaggregate from the joint YOS and This paper also noted the positive performance of the joint YOS. The performance of the YOS during the period of joint management with Havering and over the last five years is also reported below.

2.19 The disaggregation of the Youth Offending Services has the potential to positively impact service delivery in Barking and Dagenham, as it has increased management capacity to focus on the development and improvement of the service.

2.20 In addition to this, a full Lessons Learnt Report is due to be presented to the YOS Chief Officers Group (COG) on the 15 December. This details further learning that can be used to improve existing service in Barking and Dagenham and inform future integration efforts.

November 2014 – Government launch review of Youth Offending Services

2.21 On the 18 November this year, the government announced that they would be ‘taking stock’ of Youth Justice Services. More detail on this is given at Appendix 1. This is very recent news, but signals a national response to the changing Youth Justice context, which will undoubtedly impact on local service delivery. This will continue to be monitored to ensure that changes made to the LBBD YOS are reflective of the wider national context.

3. Tailoring Youth Justice Programme

3.1 In June this year an Independent Parliamentarians’ Inquiry into the Operation and Effectiveness of the Youth Court was published by a panel chaired by Lord Carlile of Berriew CBE QC. The Inquiry suggests a range of reforms to the youth justice system aiming to ‘divert children from the formalities of the criminal justice process, in which they flounder with little understanding’ (p.iv).

3.2 This report, which can be accessed publicly here, inspired debate among staff of the Youth Offending Service (YOS) around how service delivery is evolving to meet the needs of a changing cohort of young people and a changing landscape both nationally and locally.
3.3 This led to the development of a working group, who met for the first time on the 20 August 2014. At this meeting, the group discussed their readings of the Parliamentarian’s Inquiry and identified key priorities for the service, which fed into the initiation of 6 work-streams, each led by a member of the working group.

3.4 The overarching strategic driver, which emerged from initial discussions, was the need to ‘Tailor Youth Justice’. This tailoring encompasses the need to clearly differentiate between adult and youth justice systems, as well as the more specific need to deliver individualised solutions and interventions for young offenders in order to reduce re-offending.

3.5 Further priorities have been identified by the work-stream groups and their leads. The work-streams and their initial actions are outlined below:

**Policy Change**

3.6 This work-stream was designed to explore overarching changes to policy that affects delivery. There is a need to look at wider policy, particularly around young people’s contact with the Crown Prosecution Service (CPS) and courts. The key objectives of this work-stream are:

- to reduce the number of young people that go through the court system by increasing those that are dealt with out of court;
- to reduce inequalities that are found to be present in sentencing (e.g. sentencing varying disproportionally in correlation with any of the nine protected characteristics, which are defined here); and
- to improve partnership working with the courts and Crown Prosecution Service.

3.7 Reducing the number of young people that go through the court system was a key priority for the working group and a focus of the Parliamentarians’ Inquiry: ‘all too frequently children are prosecuted, when they might otherwise be diverted’.

Evidence shows that once in the court system young people are more likely to re-offend, as Kirton (2013) states:

> Interventions for minor offences or even ‘risk’ of offending are often characterized as net-widening, to describe the way they draw young people into the youth justice system, perhaps unnecessarily and with negative consequences, accelerating the pathways towards custody and potentially deepening involvement in offending.

3.8 The below chart shows the YOS caseload for the financial year 2013-14 broken down by tier of disposal/order compared with our aim for future distribution of disposals/orders. The aim has been calculated based on initial analysis of existing cases that have gone through the court system, which arguably may have been dealt with out-of-court.

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1 Independent Parliamentarians’ Inquiry into the Operation and Effectiveness of the Youth Court (June 2014) Chaired by Lord Carlile of Berriew CBE QC, p11.
3.9 Through further in-depth analysis and scrutiny of local data and cases, the work-stream will identify cases in which a young person was sent to court where they would have been better dealt with through an out-of-court disposal. This will then be used to develop a new protocol around the threshold and oversight of disposal decisions. This work will be carried out in partnership with those involved in decision making (the YOS and the Police) to ensure processes are appropriate and agreed.

3.10 Cases identified will also be analysed for demographic and other trends in order to better understand and address any disproportionality in disposals and sentencing.

3.11 In order to maintain this in the longer term, this work-stream will facilitate the creation an Oversight and Learning Group, acting as a scrutiny panel for out-of-court disposal decisions, which was a recommendation in the April 2014 Peer Review. The Oversight and Learning Group will involve an independent panel looking at disposal decisions made by the Police and YOS to identify where alternative disposals may have been used. The group will not influence decisions that have been made, rather will be used to inform future decision making. The group will be advised by a YOS Police Officer and YOS Operational Manager and it is envisaged that members of the group will include:

- community volunteers;
- a Victim Support representative;
- an officer from the Anti-social Behaviour representatives from the Community and Voluntary Sector; and
- a Court representative.

3.12 If this group is successful, the remit may be extended to cover other areas of service delivery.

**Initial Contact**

3.13 Provisional data from the YJB on Barking and Dagenham’s re-offending profile (part of the new Reducing Re-offending Toolkit initiative being piloted in a number of YOSs) suggests that if young people re-offend, they are more likely to do so early in their order. Of the 108 in the sample who re-offended, 63 (58%) did so in the first three months of their order. This was echoed in discussions by the working group, who asserted the importance of intervening with a young person coming into contact with the criminal justice system as early as possible.

3.14 The key objectives of the Initial Contact work-stream are:
to ensure that young peoples’ first contacts with each stage of the youth justice system (arrest, police station, court and YOS) are consistent, well-managed and appropriate to their age;

- to ensure that the criminal justice processes and expectations that a young person is likely to be subjected to, including the impact it may have on them in the future, are communicated clearly and inclusively from entry into the system; and

- to utilise early contact with a young person effectively in order to reduce risk of re-offending.

3.15 This work-stream will focus on designing clear and inclusive materials to be given to young people and their parents/carers at the point of entry to the various criminal justice agencies. For example, the group are devising an Induction Pack to be given to young people in court as soon as they are sentenced. These materials will be written in plain English and translated where appropriate. Staff will work with other agencies to ensure that information is explained thoroughly and accurately and that information is understood.

3.16 Service user consultation is integral to this work-stream. Focus groups and individual interviews will be conducted with a number of parents/carers and young people in order to understand their experiences of the system and identify gaps. This will then inform work-stream activity.

3.17 This work-stream will also look at existing local protocol around the use of appropriate adults in police stations, as these individuals provide important support and information to young people during their initial contact with the criminal justice system. Work will include ensuring that parents, carers, relatives or older friends who act as appropriate adults are well-informed and exploring policies on professional appropriate adults and out-of-hour appropriate adult services.

Strengths Based Approach

3.18 A key component of the Parliamentarians’ Inquiry is the need to shift approach when dealing with young offenders from focusing mainly on offences committed to a focus on young people’s strengths as a form of diversion. They quote Professor Neal Hazel, stating that the system should:

’shift [young people’s] understanding of themselves to something more positive, so that you stop people thinking of themselves as street kids, as criminals and so on, and start to think of themselves as progressive members of the community, as engaged...’

3.19 As opposed to the deficit model, which focuses on the negative factors that lead to an individual offending, a strengths based approach identifies skills, knowledge and ability and develops these to support individuals to achieve positive outcomes.

3.20 This approach is fundamental to this work-stream, which will look at the interventions we currently deliver, with a focus on building positive narratives for young people. The key objectives are:

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3 Independent Parliamentarians’ Inquiry into the Operation and Effectiveness of the Youth Court (June 2014) Chaired by Lord Carlile of Berriew CBE QC, p56.
for a focus on strengths to be embedded into the YOS culture and to be central to assessments and interventions used by all YOS staff;

to continue to develop a pool of resources that are evidence-based and to ensure that staff are well-trained to deliver; and

to ensure there is a holistic and integrated model of intervention, which draws on expertise of partners across a number of related agencies including: Children’s Services, Probation, Substance Misuse, Mental Health, Careers and Job Centre Plus.

Currently in Barking and Dagenham YOS, there is a focus on offending behaviour interventions that explore the reasons for offending and work to address these. The work-stream agrees that some offending behaviour work must be retained to ensure that offending is addressed and that the young person is punished for their actions. However, the work-stream is aiming for a culture shift from a system which is heavily focussed on offending behaviour, to one that centres on a strengths based approach. Evidence suggests that this approach is more likely to prevent young people from re-offending through enabling them to contribute and feel a sense of belonging to Barking and Dagenham; ultimately making the community safer.

Assessment is a key point at which the strengths based approach must be embedded. The current assessment tool, Asset, is due to be replaced by Asset Plus in mid 2015. Asset Plus facilitates a more in-depth and holistic assessment in which specialist staff and YOS practitioners work in tandem to assess the risk, vulnerability and needs of a young person. The implementation of Asset Plus should facilitate a strengths based approach.

Further to this, as part of the transition to Asset Plus, the work-stream are piloting a two phased assessment process involving two separate assessments, one based on offending, risk and vulnerability and a strengths based assessment. This aims to embed the strengths based approach into the work of practitioners and ensure that time is devoted to this approach.

In addition to assessments, the strengths based approach requires embedding into resources used for intervention. The YOS Girls Group is an evidence based, gender-specific programme developed by a group of YOS staff that focuses on strengths and capabilities of young female offenders. The programme has received recognition from the Youth Justice Board and the Howard League for Penal Reform. The work-stream agreed unanimously that all resources used with young people should be up-to-date and evidence-based. Members of the work-stream are conducting a full audit of existing resources and consulting with staff to identify any that are not thoroughly evidence based and are no longer fit for purpose.

In addition to this, more strengths based resources are required. Sections of the work-stream are developing new evidence and strengths based interventions following the model of the Girls Group, including a gender specific intervention for boys.

This work-stream also aims to increase the use of strengths based mediation techniques including family group conferencing. Work is underway to increase the number of families that receive this form of mediation. Furthermore, the work-stream is exploring the implementation of Problem Solving Conferences (as conceived in Chapter 7 of the Carlile Inquiry).
3.27 Where partnership working is strong in terms of governance of the YOS through the YOS COG, this needs to be reiterated at an operational level. Particularly as resources are reducing across a multitude of agencies, the YOS must reinforce links across partners to ensure use of resources is maximised and to avoid duplication of work. Identifying where these links are and increasing operational partnership referrals forms an element of the activity of this work-stream.

3.28 Service user consultation is integral to informing the activity of this work-stream. Focus groups and individual interviews will be carried out with a number of young people and their parents in order to understand their perception of the interventions they have received.

**Victim and Community Focus**

3.29 Victim services are currently in the spotlight on both a national and local level. A recent government statement issued on 14 September 2014 by Chris Grayling outlines plans for legislation in relation to victim services. The most relevant parts of the statement with regard to the YOS are:

- A new law will guarantee key entitlements for victims, previously set out in the Victims Code. This will include the right to make a personal statement and ask to have it read aloud in court; automatic referral to support organisations; information about individual cases at each and every stage; and an assessment of victims’ needs at the earliest opportunity; and
- transparency and accountability will also improve, with criminal justice agencies held to account and required to publish information on how they have improved services.

3.30 The Mayor’s Office for Policing and Crime have signalled an increased focus on victim work in the near future, with particular attention to victims of domestic violence and Restorative Justice within Youth Offending settings.

3.31 In addition to this, the LBBD Community Safety Partnership have identified Integrated Victim Management as a key priority. Therefore, improving the victim journey is a key part of the local agenda.

3.32 It is crucial, therefore, that we consider how victim services and restorative justice for the victims of young offenders will be delivered in the future in Barking and Dagenham. There is space for improvement, in particular, around the utilisation of Restorative Justice (RJ). This was highlighted in the April 2014 Peer Review Findings Report, which stated with regards to restorative justice and victim work that ‘the time was ripe for a refresh’.

3.33 This work-stream aims to re-shape our victim provision, putting victims and restorative justice at the centre of what we do. The key objectives of the work-stream are:

- to provide a Restorative Justice Service that is flexible to the needs of victims and has the principles of Restorative Justice at its core;
- for Restorative Justice to be embedded into practice across the YOS;
- to ensure that the wishes of the victim and the community are properly listened to and taken into account when decisions are made regarding Restorative Justice processes, including reparation;
to increase, year-on-year, the number of victims participating in Victim-Offender Conferences; and

- to increase the community’s awareness of Restorative Justice, its underlying rationale and the processes involved.

3.34 It is important to note that the delivery of this work-stream is dependent on reallocation of YOS resource to fund a Restorative Justice Worker post, which will be central to the envisaged Restorative Justice Service. Currently the MPS fund a Victim Liaison Officer who is seconded to the YOS; however the Police have proposed to delete this post from June 2015. A paper is being taken to YOS COG on 15 December for decision, which recommends a review of the YOS establishment list to investigate the possibility of creating a Restorative Justice Worker position.

3.35 One of the key areas for improvement is ensuring that YOS Practitioners engage more fully with the Restorative Justice Service. While practitioners have an understanding of restorative justice, there is a disconnect between the current victim provision and generic case management. This will be addressed through:

- re-fresher training for all staff on the core principles of restorative justice, funded by the YJB Restorative Justice Grant (a ring-fenced funding stream for restorative justice work);
- re-designing protocol on referrals to the Restorative Justice Service to enable the Restorative Justice Service to be more proactive in liaising YOS Practitioners;
- joint victim safety assessments to be conducted between YOS Practitioners and Restorative Justice Service; and
- Restorative Justice Service meeting with all young offenders at the start of their order and running regular victim awareness sessions with offenders, which will be included in intervention plans.

3.36 A number of scoping and research activities have been planned to take place in November and December 2014 to inform the activity of this work-stream. This includes service user consultation with victims of young offenders and site visits to successful YOS-based restorative justice and victim services. In addition to this, links are being built with a PhD scholar, previously an Executive Officer at European Forum for Restorative Justice, who is supporting with research.

3.37 Scoping will feed into the objective of increasing the number of face-to-face Restorative Justice Conferences between victims and offenders. Arranging Conferences has consistently been a barrier to service delivery, as victims can be reluctant to engage. However, a number of other services in the country are successfully running conferences and other forms of mediation, and the results are positive with an 85% victim satisfaction rate and a 14% reduction in frequency of re-offending. Therefore the work-stream is exploring best practice and innovative methods of gaining buy-in from victims and offenders. Initial findings include playing pre-recorded messages from the victim to the offender and vice-versa, and filming mock Restorative Justice Conferences to show victims, so that they are aware of what to expect.

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3.38 A need was also identified to raise awareness of Restorative Justice and its benefits in the community. In a number of European countries including Northern Ireland and Belgium, there is a higher success rate in terms of arranging Victim Offender Conferences. A reason for this could be that Restorative Justice is widely accepted as a normal route for offenders and victims, thus individuals are more likely to take part. The work-stream is developing publicity and communications to increase understanding of Restorative Justice in Barking and Dagenham. This will include a poster campaign and a re-fresh of publicity materials.

3.39 As well as this, work is being carried out to ensure that the victim voice is heard and has the potential to impact the work a young offender carries out while on an order. In particular, the work-stream is looking at victim input into reparation activities, enabling them to suggest activities where appropriate that could directly improve their lives.

3.40 The voice of the community is also integral to this. Members of the work-stream are working in partnership with the Anti-social Behaviour Team to utilise existing resident forums to gain residents’ input into victim work, particularly in relation to reparation.

3.41 The work-stream is now drawing together a comprehensive Victim and Community Plan, which will be presented to the YOS COG in March 2015.

**Stakeholder Engagement**

3.42 In the April 2014 Peer Review Report it was highlighted that partners within the Council did not have sufficient understanding of the role of the Youth Offending Service and its staff. In order for development to happen, engagement of and collaboration with our stakeholders is vital. This includes service users, residents and partner agencies. This work-stream centres on the engagement of partner agencies (as engagement of service users and residents is dealt with elsewhere in the programme). The key objectives of this work stream are:

- to work jointly with agencies that engage with young offenders to gain their input and enhance engagement with the YOS;
- to develop training for professionals around the nature of the youth offending system and the future vision for the YOS; and
- to develop protocols around working relationships with agencies to enable better joint working.

3.43 The key agencies/professionals identified as being integral to this work-stream are:

- courts and magistrates;
- Crown Prosecution Service;
- Solicitors and Legal Advisers;
- LBBD Children’s’ Services;
- LBBD Anti-social Behaviour Team;
- National Probation Service;
- Community Rehabilitation Companies; and
- MET Police.
3.44 Initial activity of this work-stream will involve consulting with agencies to gain input and set parameters for the programme. This will then be fed back to other work-streams in order to inform activity.

3.45 The remaining activity of this work-stream, including training is set to take place over the longer term, after other elements of the programme are better established.

**Supervision, Scrutiny and Support**

3.46 The Supervision, Scrutiny and Support work-stream will take the work of the other work-streams and ensure staff engage with the changes and are supported to do so. The key objectives are:

- to embed changes made as a result of the programme into staff culture and practice and ensure staff are equipped to develop and thrive in a changing environment;
- to ensure effective training, supervision and oversight processes are in place to support staff in the new way of working; and
- to use scrutiny processes to ensure that effective decisions are made from strategic to operational delivery.

3.47 The main activity of this work-stream will be informed by the work of the other work-streams, thus will be delivered over a longer period.

3.48 The key elements will involve developing training and support packages for staff, including peer review and oversight. A new Quality Assurance protocol has recently been developed by the YOS, which will be integral to delivering this work-stream activity. The work-stream lead is working closely with staff developing this protocol to ensure it complements the work of the programme.

**4. List of Attachments**

4.1 Appendix 1 – Government Launches Review of YOTs