



## Reading Youth Justice Plan 2022 - 23



## Contents

1.	<a href="#">Introduction, vision and strategy</a>	3
2.	<a href="#">Local context</a>	4
3.	<a href="#">Child First</a>	5
4.	<a href="#">Voice of the child</a>	6
5.	<a href="#">Governance, leadership and partnership arrangements</a>	8
6.	<a href="#">Resources and services</a>	9
7.	<a href="#">Progress on previous plan</a>	10
8.	<a href="#">Performance and priorities</a>	11
9.	<a href="#">National standards</a>	28
10.	<a href="#">Challenges, risks and issues</a>	29
11.	<a href="#">Service improvement</a>	30
12.	<a href="#">Evidence-based practice and innovation</a>	32
13.	<a href="#">Looking forward</a>	33
14.	<a href="#">Sign off, submission and approval</a>	35
15.	Appendices	
I	<a href="#">Summary - Service Feedback</a>	36
li	<a href="#">Reading YOS Management Board Members and attendance</a>	38
lii	<a href="#">BFfC Structure</a>	39
lv	<a href="#">Staffing as at 01.04.22</a>	41
v	<a href="#">Progress on 21-22 Plan</a>	42



## 1. Introduction Vision and Strategy

The Youth Offending Service works with young people and their families who have offended or are at risk of offending. The work is overseen by the Management Board that includes representatives from the voluntary sector as well as leaders in Health, Police, Social Care, Education, Probation and Reading Borough Council.

Young people involved with the Youth Justice Service are children who need, and deserve, the same care, support, attention, and encouragement as all children do. This is seeing them as children first rather than labelling them as offenders. We understand being treated fairly is really important to everyone and we believe that all young people are individuals with their own talents and abilities, who with the right support, will do well. Even when things haven't gone well in the past or young people have made mistakes, we want to help them move forward positively so that they can live the rest of their lives as well as possible. We want to work with them to help understand why offences happen and work towards reducing further offending, balancing the needs of the children with the protection of the public. We aim to be a service that solves problems with children and their families rather than imposing solutions on them.

We are focussed on preventing offending, providing support for children that do offend to stop further offending. We understand the significant impacts that serious offending has on individuals, families and communities and particularly want to address the risks of young people being involved in Serious Youth violence incidents. We will offer support to victims of crime and to families of offenders who are affected by their actions.

As a Board we have reservations that the name 'Youth Offending Service' may be too narrow and deficit focussed; we want to work collaboratively with children and families and partners to explore renaming the service.

Together we recognise that Reading is a diverse town and some individuals and groups experience inequalities and disproportionate treatment. We want to have a greater understanding of how criminal justice processes affects particular groups and work against unfair treatment in the youth justice system. Reducing children coming into criminal Justice processes is everyone's responsibility and as a partnership we appreciate that a systemic approach to the work is necessary to both help children not offend and offers appropriate support for those that do. As a Board we recognise that young people who offend may also have had other difficulties in their lives to date and had other obstacles to face. Being trauma informed we want to appreciate the impact that these experiences have had and help young people develop in a way that has a positive impact for them and those around them.

The focus of this years' plan will be around 4 priorities:

- Reducing the number of children that come into the formal Criminal Justice system
- Reducing the risks of young people being involved in seriously risky behaviour and crime
- Reducing discrimination in the youth justice system



- Increasing young people and families' participation in the Service

John Ennis (Chair Reading Youth Justice Management Board)

## 2. Local Context

Reading is a thriving and diverse town. We are home to 160,377 residents (ONS 2020 estimates) and 65,410 households (ONS 2018 projections). The overall population in Reading is young, diverse and dynamic with 37,254 young people aged 0-17 years of age (ONS 2020 mid-year). The number of young people aged between 10-17 years (age of criminal responsibility) is 15,099. This has led to an increased demand for school places and this may impact on the numbers of young people entering the Youth Justice System.

Although the pace of change in Reading has been rapid, there is a clear mismatch between outstanding economic success and the level of benefits to local people, leaving a significant gap between Reading's most and least prosperous neighbourhoods. Reading has, within a small geographic area some of the most affluent and the most deprived neighbourhoods in the whole of the Thames Valley. Reading is the 4<sup>th</sup> most unequal 'city' in terms of wealth (Centre for Cities 2020). According to the overall Index of Multiple Deprivation (2019), Reading as a whole is ranked the 141st<sup>1</sup> most deprived out of 317 local authorities in the country. There are now 5 LSOAs within the most deprived 10%, compared with 2 in 2015. This suggests that relative deprivation has increased in certain small areas within Reading. Over 700 local young people recently surveyed for 'Growing up in Reading' identified the need for belonging and participation associated with activities and safe Spaces, and these were particularly pronounced for older BAME youths. Feeling safe in their environment was also a relevant identified issue.

In general terms, on leaving secondary school, performance is high with Reading schools achieving some of the best performances in the Country. However, there are limited non-academic and vocational pathways at post 16 and whilst the employment rate in Reading is good, disadvantaged groups including young offenders have more difficulties in accessing employment opportunities.

The 2011 Census data indicated that Reading has a very diverse population, with 35% belonging to a Black and Minority Ethnic community, the third highest proportion in the South East after Slough and Oxford. More recent school data (Jan school census 2020) indicates that the proportion of BAME secondary school age children has increased from 44% in 2014 to 59% in 2020. As the population becomes more ethnically diverse, the necessity of a culturally competent and culturally sensitive Youth Offending Service is highlighted.

Reading has the second highest rate of serious youth violence in the Thames Valley Police area. The tragic deaths of a young person and adult in 2021 resulted in 5 Reading young people being convicted in the last year. The seriousness of the incidents and the background of serious Youth violence prompted a Safeguarding Partnership Thematic review currently being completed.

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<sup>1</sup> Rank of average score



This Plan should therefore be read in conjunction with a range of other partnership documents. These include

- [Reading Borough Council Corporate Plan 2022-25](#)
- [Community Safety Plan 2019-22](#)
- [Domestic Abuse Strategy 2019-22](#)
- [One Reading Young People and Extra Familial Harm Strategy, 2021-24](#)
- [One Reading Early Help Partnership Strategy 21-23](#)
- [Growing up in Reading - Reading Voluntary Action March 2021](#)
- [Strategic Needs Assessment - Thames Valley Violence Reduction Unit \(tvvru.co.uk\)](#)
- [Strategic Plan Summary 2022-23 \(thamesvalley.police.uk\)](#)

### 3. Child First

The Principles of a Child First approach should underpin the work of Reading YOS:

- **Seeing children as children:** All work prioritises their interests and is developmentally informed. As a YOS we aim to assess the children we work with holistically in the contexts of their families and environments that they move in. The ongoing Innovate research project (see below) will inform this direction, as will the embedding of the Trauma Recovery Model and trauma informed practice.
- **Developing pro-social identity for positive child outcomes:** All work should be constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society. Whilst we have positive reoffending figures we want to build more on children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims.
- **Collaborating with children:** We aim to encourage children's active participation, engagement, and wider social inclusion. We want to build on the participation work we have undertaken for all service users and families. We have partnered with Innovate research and with the University of Surrey to help support some of this work.
- **Promote diversion:** We are committed to a partnership approach that reduces children's contact with the justice system, using wider pre-emptive prevention. We support the Youth Diversion Hub and other Early Help mechanisms to avoid the stigma from contact with the criminal system.

### 4. Voice of the child

We involve young people and their families routinely in the work at the YOS aiming to get feedback from those that we engage with. We have embedded the use of our panel member volunteers to hold review meetings on all our substantive cases to ensure a more independent review process. We have continued to involve young people in recruitment processes and have conducted an independent service user feedback



exercise in the course of the year. In one interview round the young people's involvement was critical in the decision making. We have also been involved in the Local Safeguarding Partnership Thematic review of Serious Youth Violence and have also conducted surveys with young people in the Service and in the community in respect of this topic. The feedback has helped to inform the approach of managing safety in the YOS building.

We have partnered with Surrey University in an action research project into parenting models and approaches used in Youth Offending Services; the research will incorporate service user feedback and involvement in steering groups. Similarly, Brighter Futures For Children is a research site for the Innovate Project exploring a trauma informed approach in contextual safeguarding. Reading YOS are engaged in this work.

We are currently undertaking a survey around Reading young people's experiences whilst at the local police custodial facility and will be feeding back findings to the Management Board and the police.

We regularly undertake service user feedback to get a sense of the support children and families have received from the YOS. We have also used independent colleagues to conduct some telephone surveys with young people and carers.

There is more detail of feedback included in the serious youth violence section (Section 8) and in Appendix i.





## 5. Governance, Leadership and partnership arrangements

Brighter Futures for Children (BFFC) is a not-for-profit company, owned by, but independent of, Reading Borough Council (RBC). The Company took over responsibility for the delivery of children's services in December 2018.

The Reading YOS is part of the Early Help Services within BFFC. The Service Manager of the YOS also has responsibility within Early Help for Family Support, Youth Support and Education Welfare Officers. The Service Manager reports to the Director for Early Help and Prevention in BFFC.

The YOS underwent an internal audit by an RBC Senior Auditor in 2020, who deemed that there was 'substantial assurance' of the governance arrangements. The Youth Justice Management Board (YJMB) is currently chaired by the Senior Probation Officer. The current membership and attendance at the YJMB is outlined in Appendix 1 and the overall structure of the Youth Offending Service is detailed in Appendix 2.

### Staffing

We have reduced some of the management capacity at the YOS with a reduction of 0.5 FTE from the ATM positions. There has also been a 0.14 reduction in the Caseworker capacity following the change in working hours for a member of staff. The Case worker capacity is expected to increase to 5.0 FTE over the next year. The substantive Speech and Language post is on maternity leave and there is reduced capacity in the cover position. The Health and Justice provision across the YOTs in the West of Berkshire has developed a more peripatetic and responsive approach to their input which should allow for more effective delivery. The principal gap in staffing is the absence of a Probation Officer. Whilst we have arrangements for regular face-face contact with a nominated Probation officer to assist transitions, staffing shortages in the Probation Services are preventing the appointment of this post. Plans for current Probation recruitment should mean the provision of a qualified worker in this financial year.

At a lower level the YOS is represented in local relevant local delivery arrangements that affect the partnership.







## 6. Resources and Services

Note: 21/22 Budget – The 22/23 Budget figures are delayed as we are awaiting YJB (Youth Justice Board) funding allocation.

	Cash contribution	Payments in kind	Total	% contribution
PCC	87,434	0	87,434	9.7
Police	0	55,778	55,778	6.2
Probation	0	17,000	17,000	1.9
Health	0	69,900	69,900	7.8
Local Authority	399,300	0	399,300	44.3
YJB	271,858	0	271,858	30.2
<b>Total</b>	<b>758,592</b>	<b>142,678</b>	<b>901,270</b>	<b>100</b>

The Grant is used to ensure the effective delivery of Services. Funding supports preventative projects such as some posts in the Reconnect Team, e.g. Serious Youth Violence Worker and the Rise Up Project. It also supports the Youth Diversion Hub, Literacy support worker and the Adviza worker who assists young people transitioning from school to employment or college/training. Partner contributions from Health include the provision of CAMHS clinical Psychologists, Physical Health Nurse and a Speech and Language Practitioner.



**7. Progress on last year's plan**

**Priority 1: Reduce the impact of Serious Youth Violence**

- Funded Serious Youth Violence Worker Post
- Involved in Innovate Programme, Adolescent Risk Group and Safeguarding Thematic Report
  - Serious Youth Violence Stocktake outstanding but will be incorporated into Community Safety Partnership work on Serious Violence
  - Audit of Court Reports, and effectiveness of interventions will be carried out this year

**Priority 2: Embed Resettlement approach**

- Local Resettlement guidance has been completed
- Greater engagement with young people in Custody and their establishments
  - Audit of Resettlement Cases to be scheduled and guidance reviewed

**Priority 3: Continue with COVID 19 Recovery**

- Building has been open and used for contact with children and families
- Ongoing virtual contacts for some meetings

**Priority 4: Reduce First Time Entrant rate**

- Reconnect team has been established.
- Rise up Project is ongoing but was paused whilst we recruited new staff. Has been reviewed and additional EP support offered
- Referral Criteria to Youth Diversion Hub has been amended to be more targeted to those at risk of offending

**Priority 5: Address disproportionality with YOS**

- YOS contributed to ongoing research around female involvement in offending
- Ongoing Service User survey into Custodial experiences
  - Support offered but not yet taken up for magistrates in Unconscious Bias Training
  - Limited engagement with girls in capturing their experience

**Priority 6: Improve understanding and response for YP with SEND within YOS cohort.**

- SEND Quality Mark Assessment completed
- Closer links with SEND team - shared case information
  - Delays with assessing body means Quality mark plan has been paused, but will be restarted this year

Achievements  
Areas for Development



The Appendix has full details of the progress against the 21-22 Plan

## 8. Performance and priorities

- a. YOS Profile
- b. Local offence outcomes and patterns of offending
- c. Serious Youth Violence and Exploitation
- d. YOS Cohort and disproportionality
- e. Education Training and Employment
- f. National performance Indicators
- g. Prevention and Diversion
- h. Restorative Justice
- i. Resettlement

### a. YOS Profile









Research indicates the role that multiple Adverse Childhood Experiences (ACEs) have on poor long-term health outcomes. Those with a higher number of ACEs are also over represented in the Criminal Justice System. We have tracked relevant data for ACEs on cases we have assessed and can evidence that these young people in Reading have, in general, experienced wider difficulties in their upbringing.

The ongoing data suggests a cohort that have experienced up to 3 times as many ACEs as the general population. Local associated YOS characteristics have also been tracked and highlight the key issues including experience of trauma, background learning needs, problematic coping skills and the involvement of social care. Demographic information indicates that there are proportionately more service users in the most deprived Lower Super Output Areas which have other associated economic disadvantages.

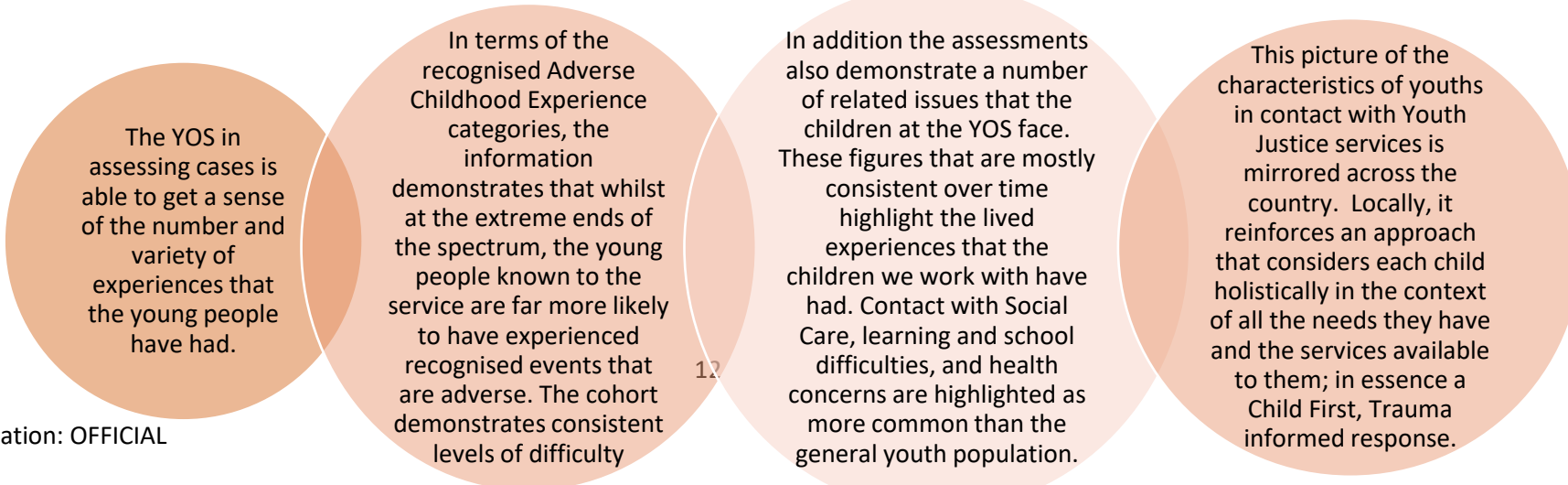
It is important that work with young people considers how their life histories have both impacted and may continue to impact their development, behaviours and life chances.

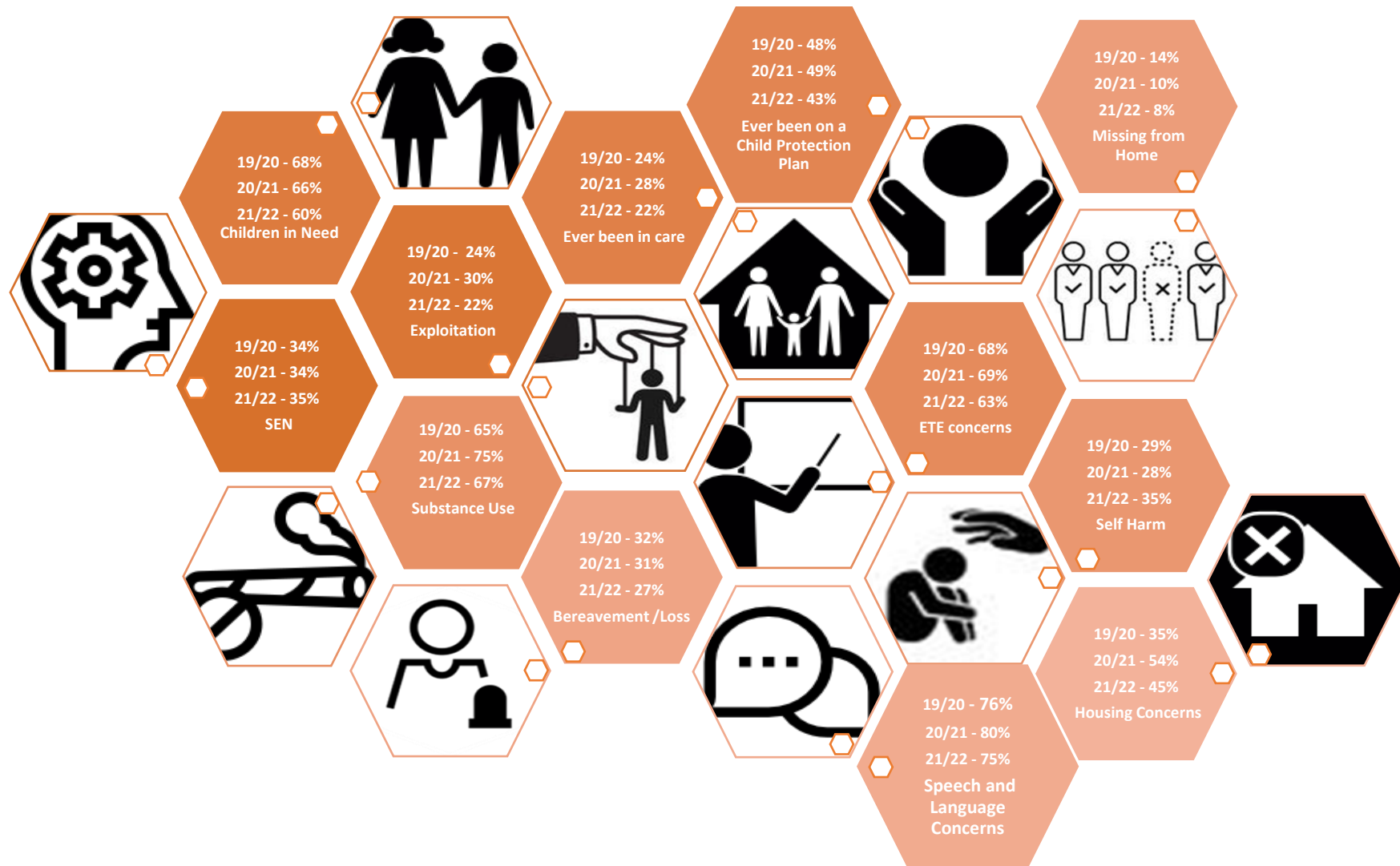


**Profile of Reading YOS Population and their own experience of Adverse Childhood Experiences (ACEs) or within the family**

	 Physical	 Sexual	 Emotional	 Mental Illness	 Family member involved in crime	 Parental Separation	 Substance Abuse	 Domestic Abuse
2019/20	1%	0%	5%	73%	33%	74%	10% (parents)	30%
2020/21	0%	1%	10%	76%	30%	69%	13% (parent)	28%
2021/22	0%	0%	7%	58%	27%	57%	18% (parents)	27%

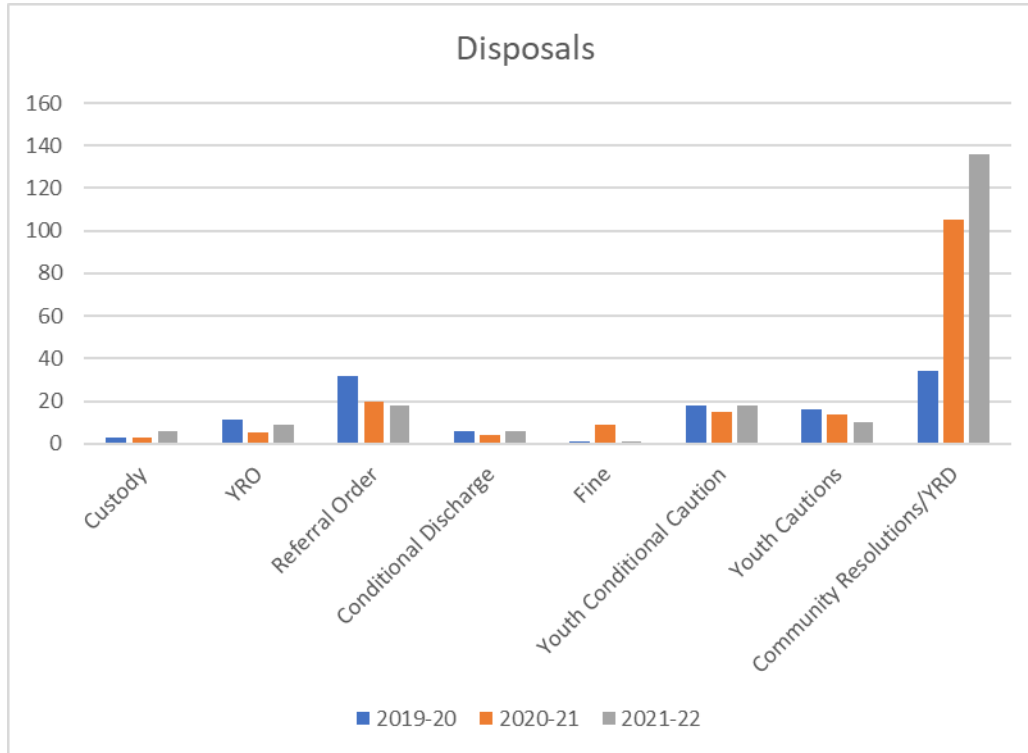
	Experienced 0 ACEs	Experienced 1 ACE	Experienced 2-3 ACEs	Experienced 4+ ACEs
<i>Of All Young People</i>	52%	23%	16%	9%
<i>Of Reading YOS Young People 2019/20</i>	11%	28%	55%	6%
<i>Of Reading YOS Young People 2020/21</i>	20%	23%	46%	11%
<i>Of Reading YOS Young People 2021/22</i>	20%	22%	48%	7%



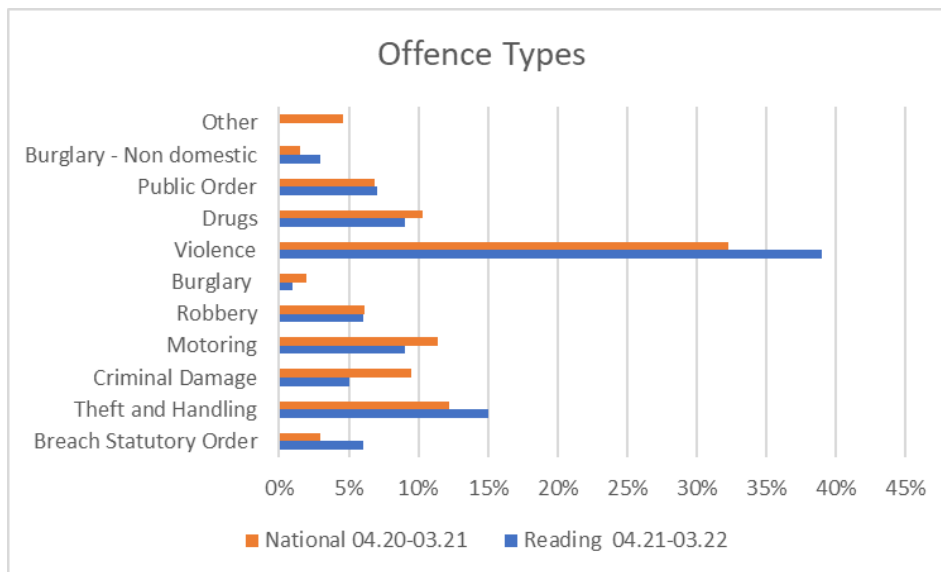
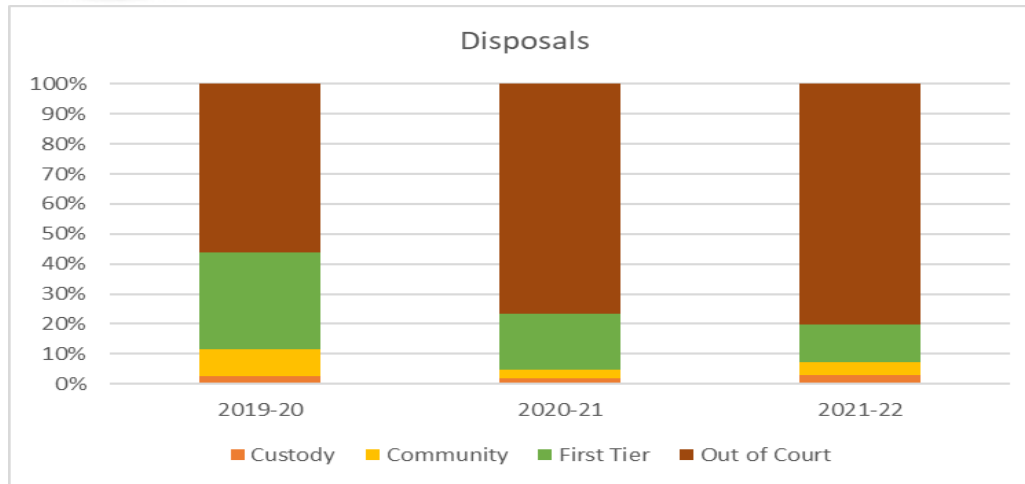




**b. Local offence outcomes and patterns of offending**



The degree of YOS involvement on different disposals varies. Generally there is less involvement on lower level Out of Court work where any intervention will tend to be shorter. Work on Community Orders and Custody cases by comparison is more involved and time consuming. This year we have spent considerably more time in court in attendance at longer trials, and have managed more children in custodial placements.



The pattern of offences in Reading is largely similar to the pattern that exists in England and Wales. However, the key differences are:

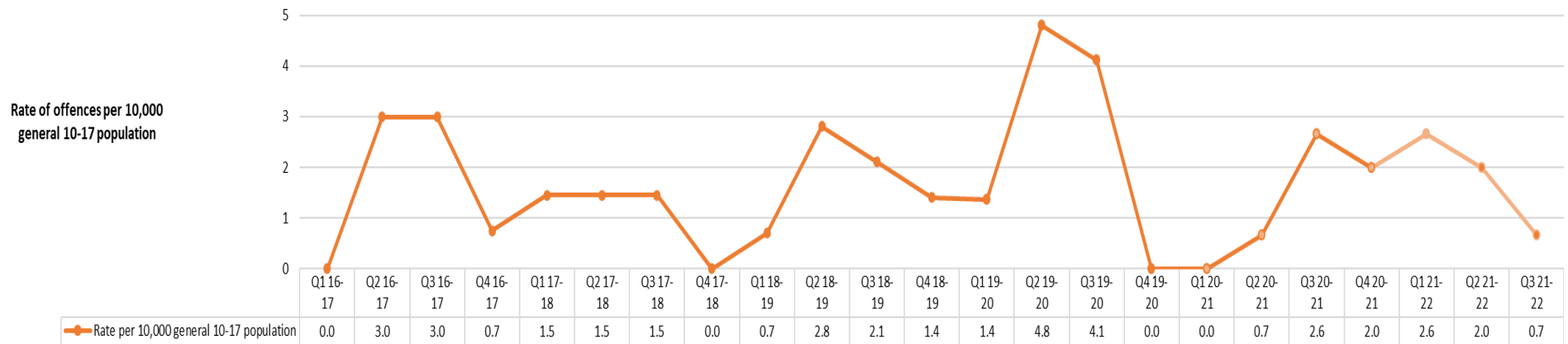
- The proportion of violence against the person offences in Reading are higher than the national figures – Violence against the person accounts for 39% of local offences as opposed to 32% nationally
- There are a greater number of Theft offences in Reading.
- The number of Breach cases that are brought in Reading are significantly more than the National figure.

**c. Serious Youth Violence and Exploitation**

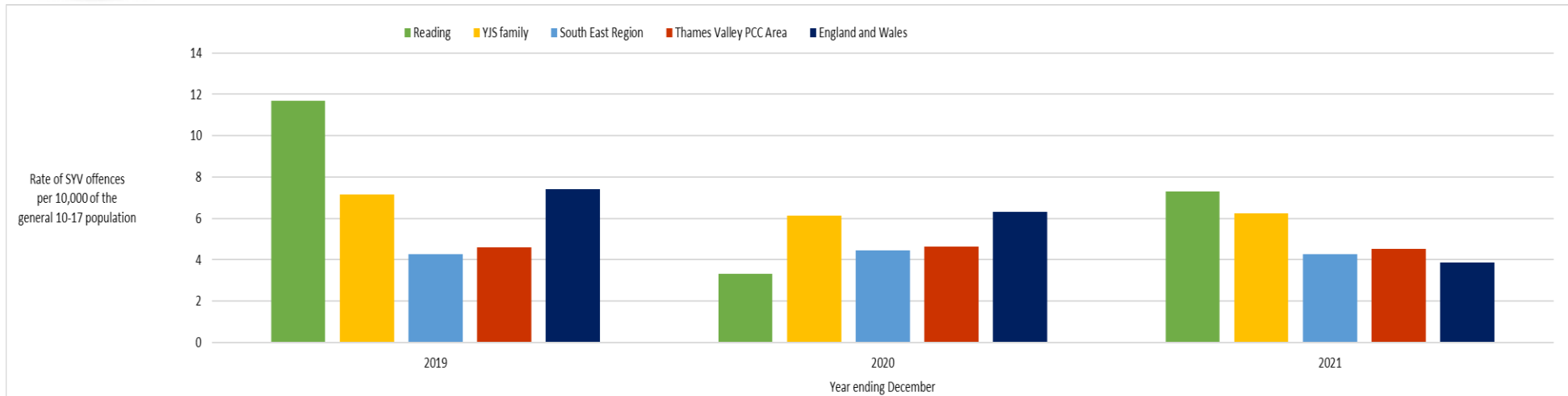


Reading	Year ending December 2021	Year ending December 2020	Change
Number of SYV offences	11	5	+6
Rate of SYV offences	7.3	3.3	+4.0
Proportion SYV offences comprise of all offences	9%	4%	4.6 pp

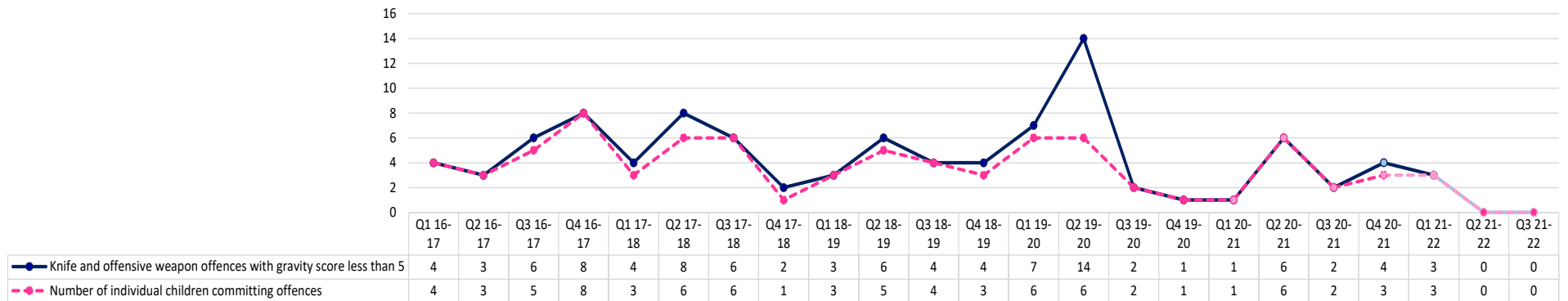
Serious Violent Crime was an area identified in last year’s plan as an area that needed attention following the previous increase of Serious Crime incidents and young people involved in them. It is recognised that Reading has experienced murders over the last year involving knives, including of a child. Two of these murders involved child offenders. The impact of these crimes on the victims has been immeasurable and have demonstrated that the risks of young people being affected by serious violence are such that a longer-term approach is required to address the ongoing risks.







Following these incidents, the Berkshire West Safeguarding Children’s Partnership commissioned a thematic review regarding the Reading safeguarding response to serious youth violence, including knife crime. This review is in its final stages and recommendations within the report will be considered in the YOS priorities for 22/23. Whilst specific knife crime offences have fallen, the overall rate of SYV and the impact of these crimes will merit ongoing attention. Following previous concerns from data in 19-20, the YOS contributed to the funding of a Serious Youth Violence worker, who will do individual work with young people at risk of being involved in violent and weapons offences.





In response to the local Serious Youth Violence incidents, the YOS completed some questionnaire work with some of the young people that use the Service and also a local youth group to get a sense of their experiences of, and thoughts around, serious youth violence in Reading. The findings of this work was fed into the Local Safeguarding Partnership thematic report into serious youth violence. Findings included

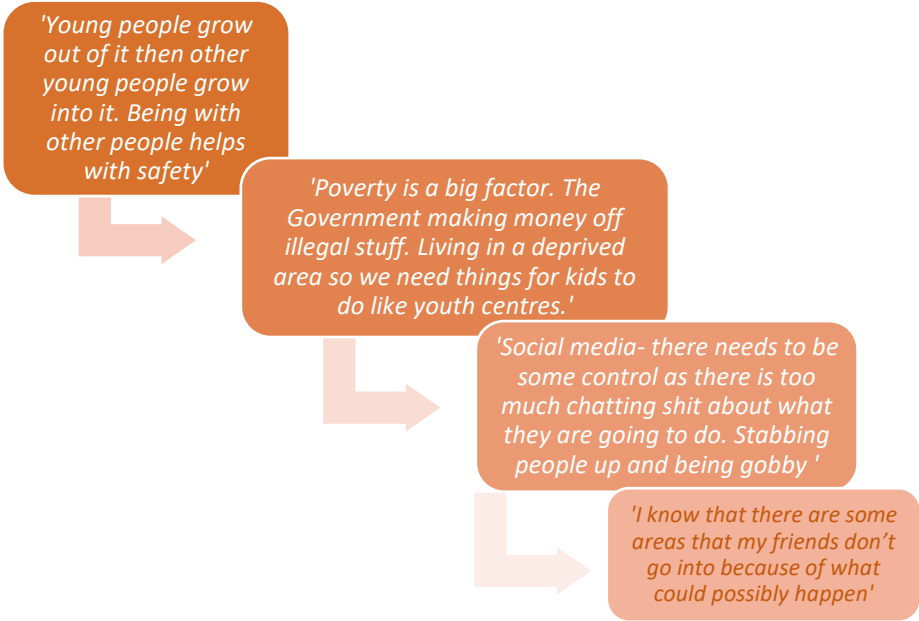
Quotes

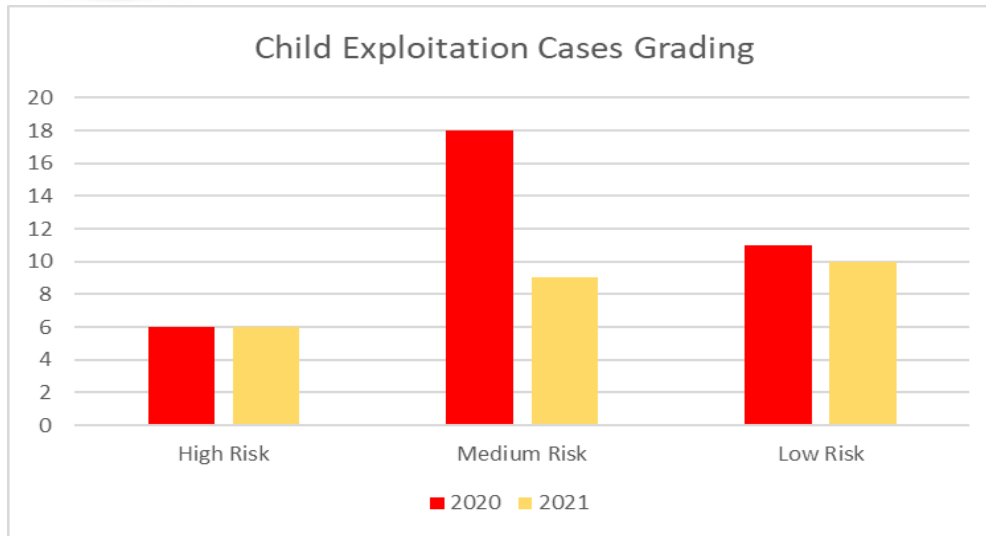
There seems to be a difference in the experience and attitudes of those who are known to the Youth Offending Service and those that are in the community

The experiences of those open to the YOS indicate more experiences of risky situations – they may feel more at risk and then may feel a need to take efforts at what they may see as protection

There is more of an acceptance of the more widespread use of aggression and violence in the YOS Cohort

YOS young people are more aware of risks in other areas.



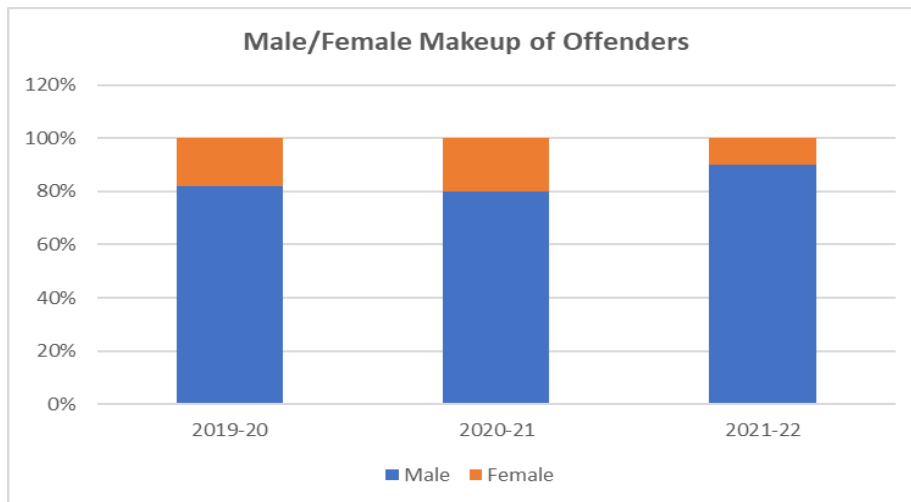


Child Exploitation Cases are graded initially and then cases are discussed, and actions tracked at relevant multi-agency Child Exploitation and Missing Operational Group or Child Exploitation Triage and Review meetings.

There were a further 17 children who were ungraded at the initial meeting due to the need for further information.

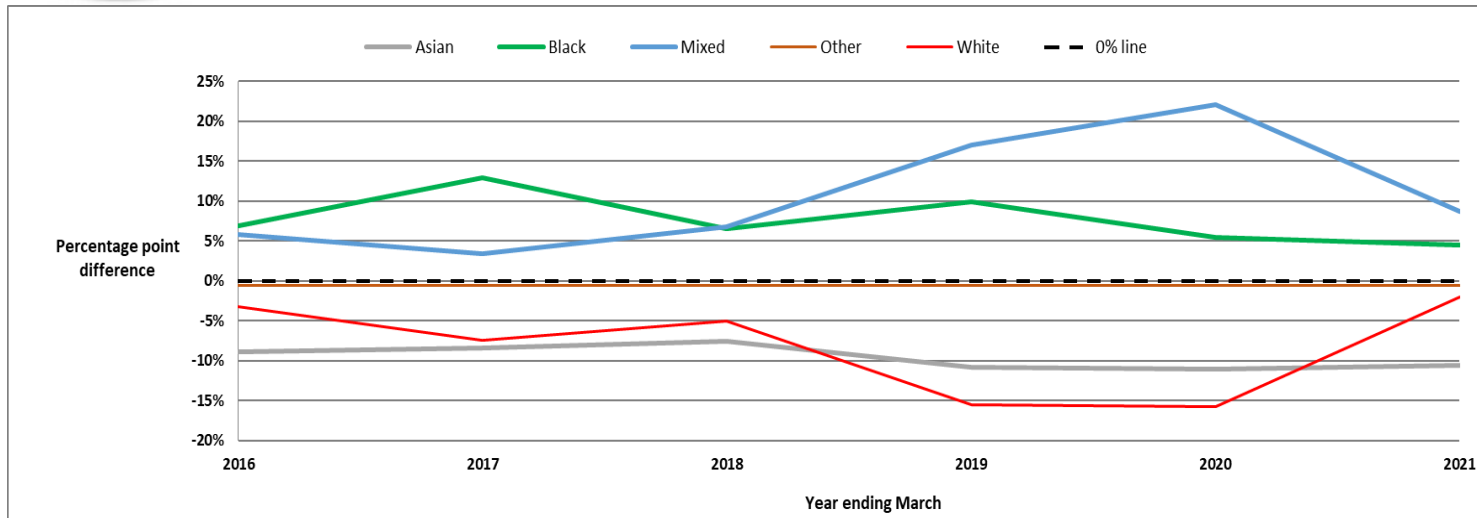
13 children were ungraded and closed at initial meeting as there was no evidence of exploitation. Some of these related to Serious Youth Violence, contributing to the amendment of the terms of reference to now focus on all forms of Extra Familial Harm to incorporate other areas of related concern.

**d. YOS Cohort and Disproportionality**

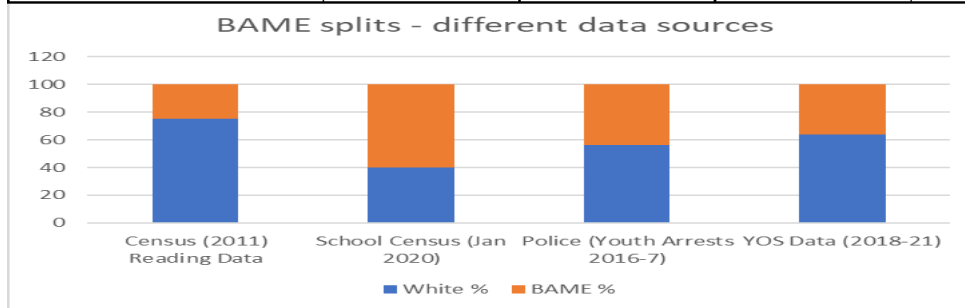


We have had a stable male/ female split in the makeup of offenders. It is of note that over the last year the over representation of female offenders has reduced from a disproportionate 20% to 10% (the national Average is 13%).

Research has indicated that effective working with females may require a different approach to males and this is an area for ongoing consideration at the YOS.



Ethnic group	2021 Offending Population	Share of total <sup>(1)</sup>	2011 mid year 10-17 population by ethnic group	Share of total % <sup>(2)</sup>	% Point Difference	Over-represented and Significant cohort size
Asian	2	4%	1,813	14%	-11%	No
Black	7	12%	1,005	8%	4%	No
Mixed	10	18%	1,138	9%	9%	Yes
Other	0	0%	79	1%	-1%	No
Ethnic minority groups <sup>(3)</sup>	19	33%	4,035	31%	2%	No
White	38	67%	8,867	69%	-2%	No



Overall data indicates that while there are some elements of disproportionality in the different ethnic groups, the gaps have narrowed over this last year.

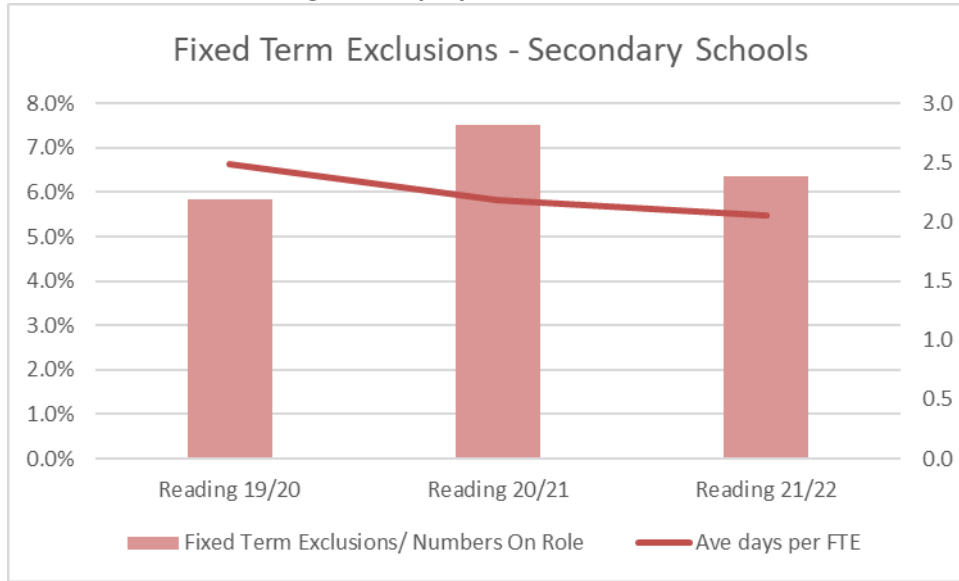
Trends in percentage point differences between local 10-17 population and YJS offending population, 2016 - 2021 indicate there is a disproportionately high number of Mixed heritage children in the YOS

Census data from 2011 may not reflect the current population; evidenced in the difference between recent school, Police and 2011 national Census data.

However the possible number of mixed heritage children and our data suggesting that this group also has a higher reoffending rate locally emphasises that a positive approach can reap rewards.



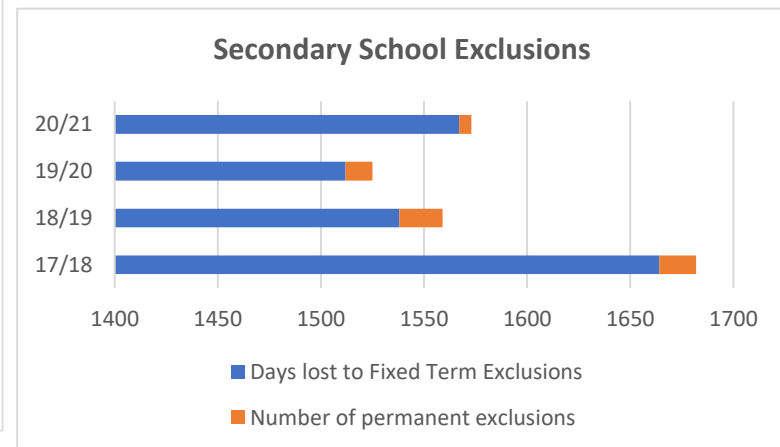
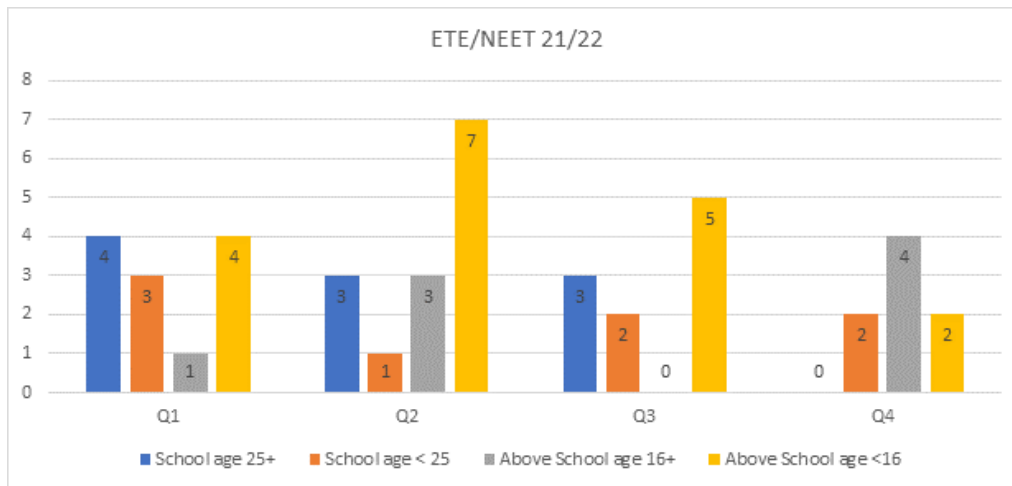
**e. Education Training and Employment**



The number of Fixed term and Permanent Exclusions is tracked as ongoing awareness of and work on Therapeutic Thinking Schools is becoming more widespread. It is noted that there are a varying range of exclusion rates across different schools in the area. It is also noted that Exclusions will have been significantly affected by COVID 19 and schools were closed for a period of time in 20/21 and 21/22 which makes it difficult to make comparisons to 19/20.

There are ongoing challenges in helping young people open to the YOS to be actively engaged in ETE activities, both in Secondary Schools and in Post 16 Provision, though there are signs of an increased post 16 ETE take up this year.

YOS is supporting a project in a local secondary school, working with Year 8's at risk of Permanent Exclusion and their parents to increase their engagement with secondary education





**f. National performance Indicators**

- Reducing the number of young people entering the criminal justice system for the first time (First Time Entrants - FTE)
- Reducing reoffending
- Reducing the use of custody

These priorities directly contribute towards the Reading Borough Council Corporate Plan: In particular,

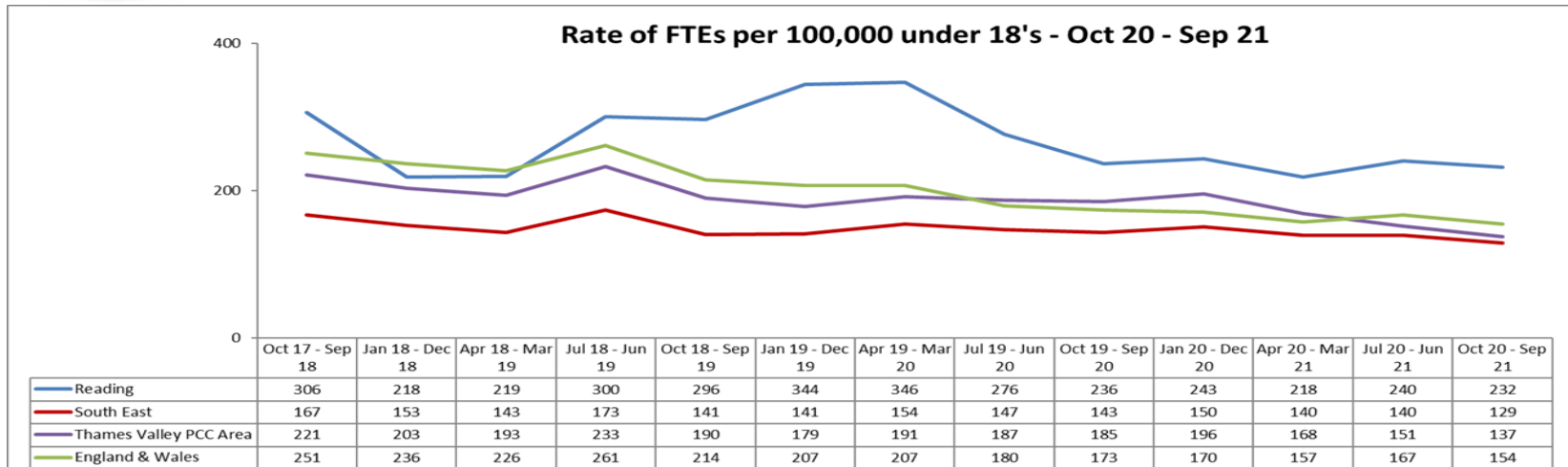
Priority 1: 'Safeguarding and Protecting those that are most vulnerable' and Priority 2: 'Providing the best start in life through Education, Early Help and Healthy Living'. The One Reading Prevention Partnership strategy has identified reducing adolescent risk as a key priority for children.

The YOS contributes both to improving community safety through targeted and proportionate risk management as well as safeguarding and promoting the welfare of children and protecting children from significant harm. 'Working Together to Safeguard Children 2015' highlights the need for Youth Offending Services to work jointly with other families and other agencies and professionals to ensure that young people are safeguarded as well as supported to develop life opportunities.

**First Time Entrants to the Criminal Justice System**

The First Time Entrant (FTE) data is calculated using Police National Computer (PNC) data. FTE rates are recorded per 100,000 of the youth population and are those that formally come into the Youth Justice System for the first time. Nationally there has been an historic trend of a reduction of FTEs to the youth justice system over the last 12 years with the last decade seeing an 81% reduction in this rate. Reading's figures peaked in 2008/9 when over 250 young people entered the Youth Justice System. Reading has since demonstrated a similar decline to other YOTs over the last decade. The last three years however has seen little discernible change in the FTE figure which is a concern. It is noted that the rate is measured against the numbers in the local population, and Census data becomes more unreliable over the decade until new census data is released. However, young people entering the formal Justice system is an area where activity at a preventative level can have a positive impact. As such, the focus of the Youth Justice Management Board is merited and it is likely to be an ongoing target for future attention.

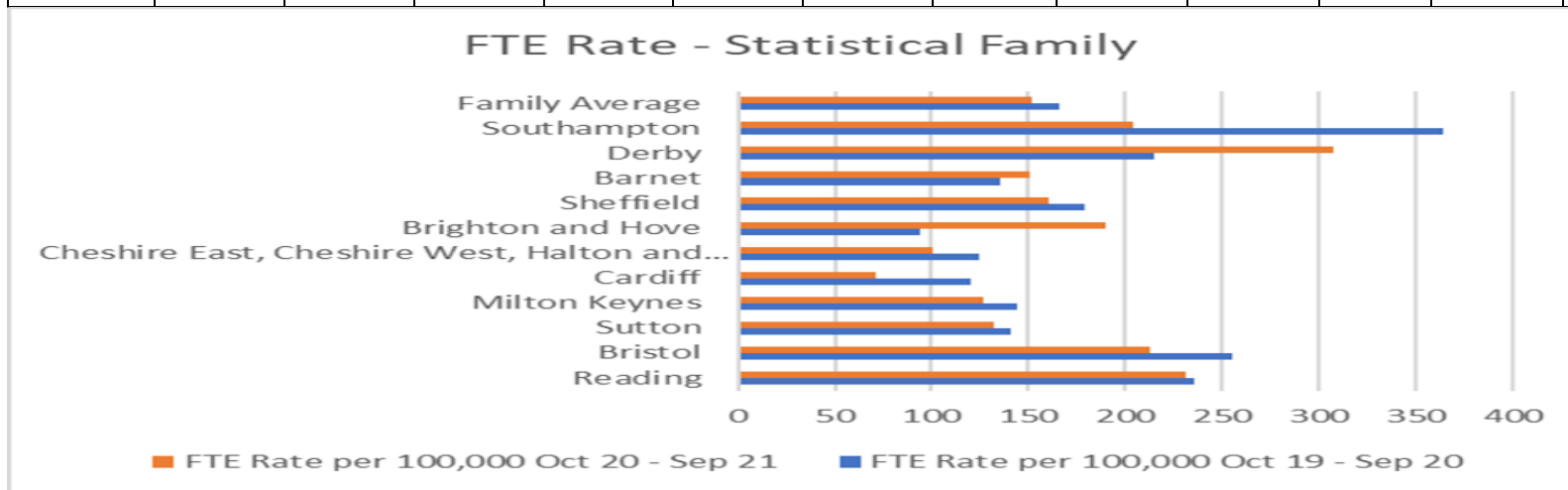
The reduction in First time Entrants is a partnership responsibility and the One Reading and Early Intervention plans to develop wider Restorative Approaches and 'Therapeutic Thinking Schools' will contribute. The YOS supports a school based programme to reduce exclusions, considered to be a relevant factor of those that become FTE. The YOS have started a Youth Diversion Hub with partners that considers cases of young people at risk of entering the formal Youth Justice System. Cases that are identified with partners are screened and an appropriate response will be offered by the YOS and partners. However, the impact of these positive approaches may take time to embed and influence the FTE rate.



The actual number of children that are First Time Entrants (ie the actual number of the young people) is stable whereas most comparators are reducing, hence the divergent rates.

Actual numbers of First Time Entrants

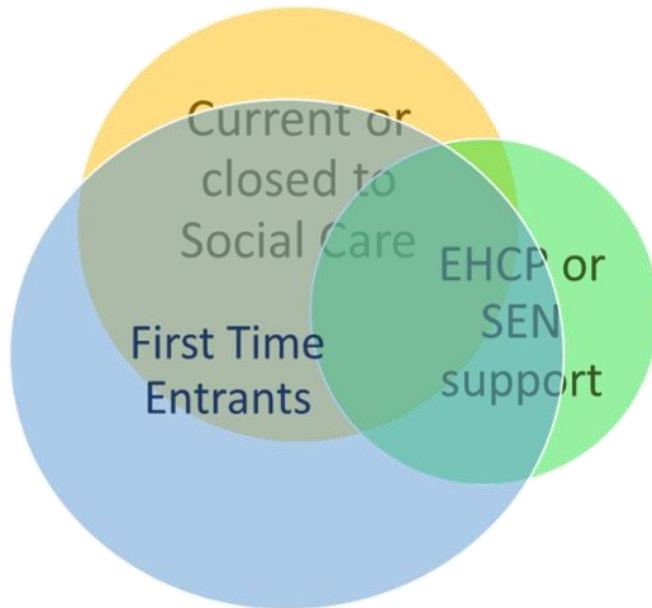
Oct 17 – Sep 18	Jan 18 – Dec 19	Apr 18 – Mar 19	Jul 18 – Jun 19	Oct 18 – Sep 19	Jan 19 – Dec 19	Apr 19- Mar 20	Jul 19- Jun 20	Oct 19- Sep 20	Jan 20- Dec 20	Apr 20 - Mar 21	Jul 20 - Jun 21	Oct 20 - Sep 21
42	30	30	43	42	49	51	40	34	35	33	36	35



Reading's statistical comparators generally have also shown a decrease in First Time Entrant rates, though there is a more mixed picture.



The Reading Cohort of FTE analysis demonstrates the overlap with children known to other services



**19/20 FTE cohort - Involvement with other services**

- 76% of the First Time Entrants were either Current (55%) or closed to Children Social Care (21%)
- 45% of the First Time Entrants had either SEN support (16%) or an EHCP (29%)
- 62% of FTEs with Educational Needs were also known to Social Care

**20/21 FTE cohort - Involvement with other services**

37 YP became FTE in 20/21. Of those 37

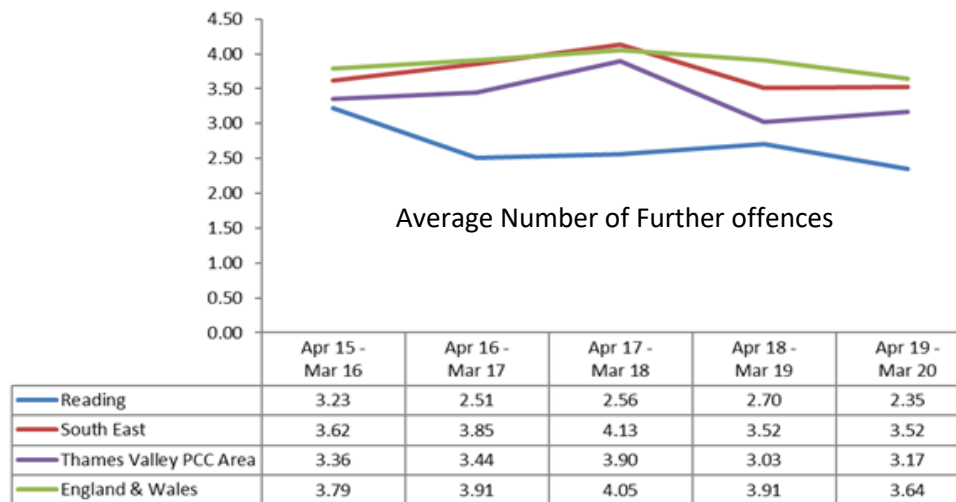
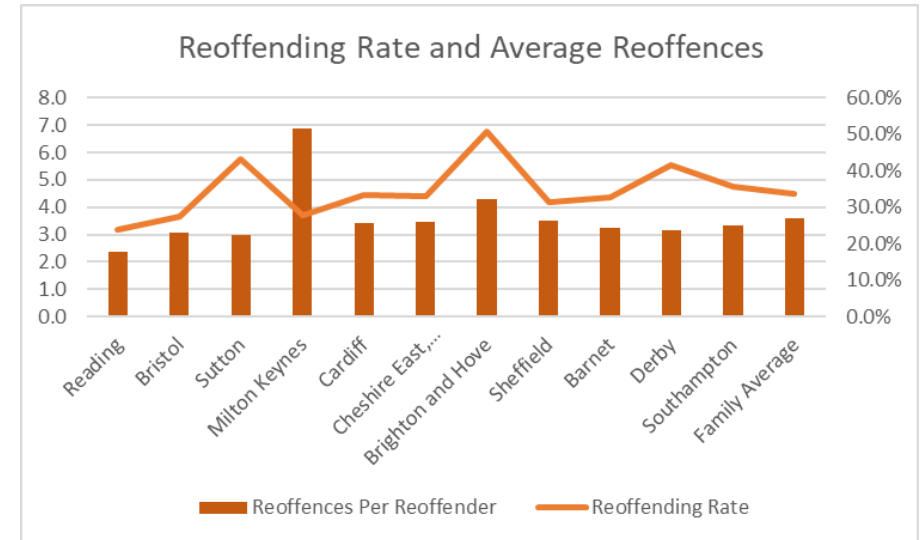
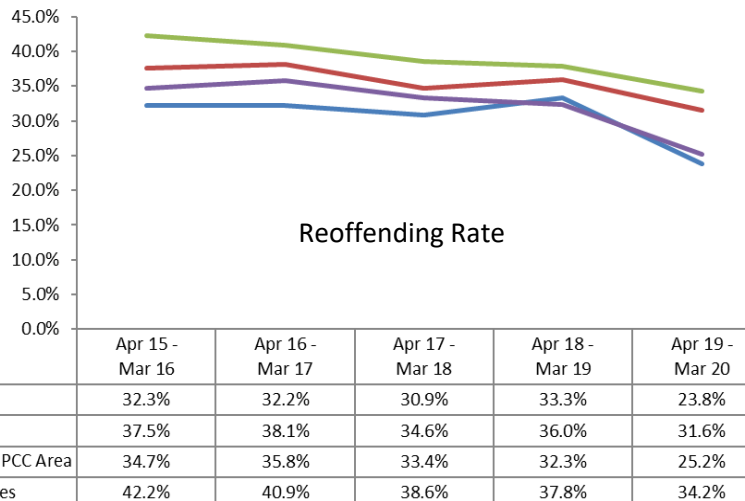
- 29 (78%) were either current or closed to CSC
- 20 (54%) were either current or closed to EH
- 14 (38%) had either an EHCP or SEN support
- 18 (49%) had CSC and EH support (either current or closed)
- 13 (35%) had CSC (either current or closed) and EHCP/SEN support
- 10 (27%) had CSC, EH (current or closed) and EHCP/SEN support





**Reoffending**

Reoffending is the measure of identified young people that have previously committed an offence and who then go on to to commit a further offence.

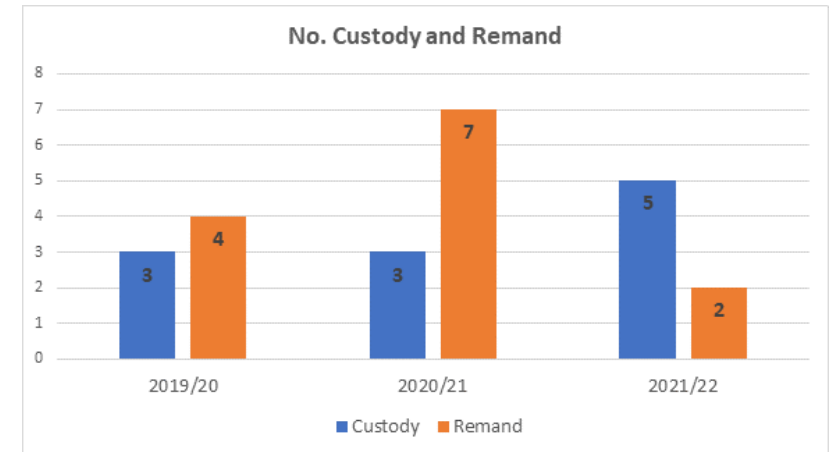
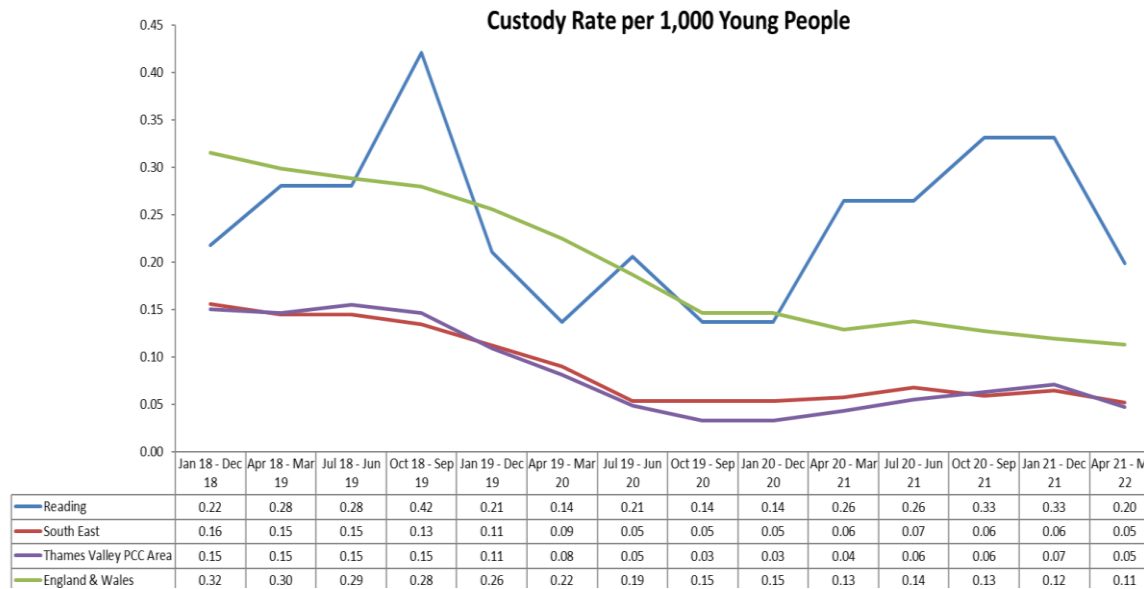


Reoffending is one of the key measures for evaluating the effectiveness of the youth justice partnership arrangements at a local level. Whilst there has been a decrease in reoffending levels among children, Reading has had a more marked decline. This is also demonstrated when compared with the statistical comparators. Positively, when children reoffend, the reoffending does not seem to be as pronounced as in other areas.

Nationally those that did reoffend committed on average 3.64 reoffences each, which is a decline over time. Reading's rate is 2.35.

This demonstrates effective work in developing desistance. Having a skilled and consistent staff team, working with relevant cases in a trauma informed way with embedded risk oversight processes.

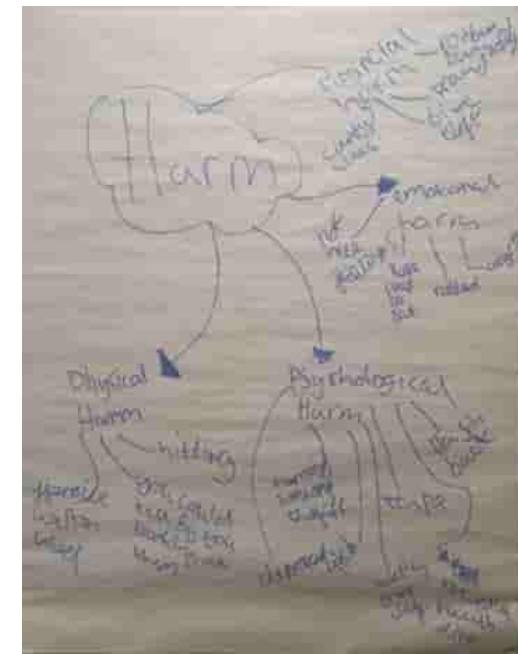
**Custody**



Reading’s custodial rate is variable due to the very low numbers of sentences imposed.

In the last year 5 young people from Reading were involved in two local murders, one of another youth and one of an adult. All of those charged were remanded in Custody. The trial and sentencings of these cases took place over the year and while two of the defendants were adult at the time of the sentences, three are currently youths serving custodial sentences. While we have not had custodial releases over this year or any currently projected for youths, we have worked with young people and families through the remand and sentence period of the relevant young people.

The custody target of a reduced offending rate after custody than before encourages positive resettlement practice. Nationally, between April to June 2020, 123 juvenile offenders were released from custody and 77 (62.6%) were proven to have committed a reoffence within a year. (Proven reoffending statistics)



Victim awareness work



**g. Prevention and Diversion**

Over the last 18 months there has been a large increase in the number of Out of court disposals used for less serious offences. This has been fuelled by the large increase in Community Resolutions (CRs) (previously called Youth Restorative Disposals – YRDs). This has been generated by Police activity and a focus on increased recording of lower level crime, rather than an increase in actual crime occurrences that may have been historically dealt with more informally. Police decision makers work to consistently apply guidance in making decisions and the YOS is more involved in joint decision making than is mandatorily required under National Guidance. The increase in CRs can be seen as a proactive record of registering concern around crime and anti social behaviour that the police are aware of and helping the Youth Diversion Hub be aware of relevant cases that may benefit from other support.

The evidence suggests that offending behaviour is often associated with difficulties in other areas of life that come to the attention of universal services. The ACEs data and the overlap of agency concerns in the FTE cohort demonstrate that effective Prevention does not sit primarily with the YOS and that involving the YOS at too early a level can increase a child’s perception of themselves as an offender, and possibly agency perceptions around them.

From April 21 – Dec 21 there were 102 Community resolutions issued to Reading young people. Out of these:

- 13 were already known to YOS, having had a substantial outcome previously.
- 3 were subsequently issued with a substantive outcome for offences committed before the offence for which they received the CR.
- 2 young people went on to commit offences which meant they became FTE.
- 1 has a prosecution pending for a further offence.

During this period when a YP has a CR as a first sanction, the vast majority go on to become a FTE. For this Service, there are concerns over the potential harm that can be caused by working too early in an offending based service, as well as the potential resources targeted at young people unlikely in any event to become a FTE. The YOS is committed to supporting children’s access to wider preventative services.

The Youth Diversion Hub was created as a means of trying to offer additional support to those that may be on the fringes of becoming First Time Entrants. It exists as a forum for discussing cases of concern from across Early help and partners that may benefit from additional attention and resource. The YOS coordinates the hub that meets fortnightly to discuss relevant cases drawn from School, Social Care, YOS and other partner concerns.

The YOS has helped to fund the serious Youth Violence worker and the Rise up project discussed in sections above. These are both examples of activity that is more mainstream and less stigmatising than being directly attached to a YOS label and allows for work at a more preventative end. The YOS has also contributed to the formation of the ReConnect Team. This team in Brighter Futures for Children works with families where there are risks of extra-familial harm; this bolsters support for children at risk of also entering the criminal justice system.

The National Standards audit reassessment that will take place this year will be able to focus on cases that have been discussed at the YOS to explore the decision making and the effectiveness of the interventions offered.



**h. Restorative Justice**

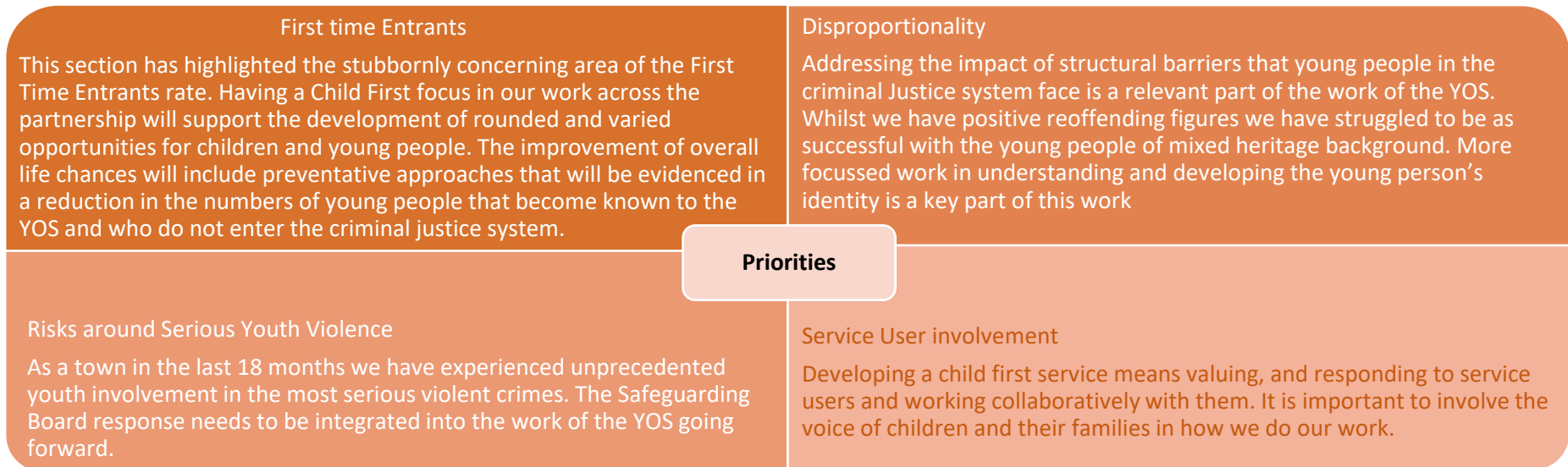
The YOS have dedicated Restorative Justice workers. We engage victims at an early stage, and have been able to support victims and the court by completing Victim Personal statements. We are engaged in a number of community Reparation Programmes and delivered 422 hours of Reparation and unpaid work in 2021. Despite COVID restrictions, the work included work on a community allotment, repairing donated bicycles for gifting to charities, and work with adults in a learning disabilities charity.

**i. Resettlement**

Having revitalised our resettlement approach we have worked far more intensively with relevant cases over the course of the year than we have previously offered. The resettlement approach has meant greater contact over remand periods. The custody performance data indicated that there were considerable remand periods over the year that we supported. As well as considerable court support there was frequent contact with young people being held on remand and in subsequent sentences. We have been able to offer clinical oversight alongside the Custodial estate to Psychological planning and intervention and have also offered parental support to families of those who have been held in custody.

The National Standards reassessment over the course of this year will measure the performance and outcomes against the ambitious local guidance and practice and the guidance may be refreshed as a consequence.

**Priorities**



**Priorities**



**9. National Standards**

National Standards				
Standard 1: out of court disposals	Standard 2: at court	Standard 3: in the community	Standard 4: in secure settings	Standard 5: on transition and resettlement

Following the release of Standards for Children in Youth Justice Services in 2019 a baseline audit was conducted against the 5 Standards.

The audit involved operational Case audits and the involvement of the Management Board in gatekeeping the internal audits and considering the strategic elements of the National standards. This was completed in 2020 and the audit submitted to the Youth Justice Board who considered that the Self assessment *'offers an evidenced reflection of the judgements against service standards.'*

Performance for Reading was strongest in Standards 2 and 3. An action plan was subsequently drawn up following the audit exercise and the progress on the 5 standards considered across the subsequent YJMB meetings.

**Standard 1:** Out of court disposals guidance was revised and rolled out to the team. A decision making consistency exercise (removing personal characteristics to eliminate bias) was locally suggested but then rolled out by the police across the TV decision makers and a further consistency exercise also involving Thames Valley YOTs was undertaken. A local QA tool was created. Data has been gathered around the effectiveness of OoCDs in preventing young people becoming First time Entrants.

Further work on this Standard will involve QA work to check compliance with the local Guidance, exploring characteristics of those who receive CRs and then subsequently become FTE, and targeted effectiveness of cases discussed at the Youth Diversion Hub.

**Standard 2:** The internal audit prompted a revised court recording process, and the working together protocol with Social Care was revised and included more detail on bail and remand cases. Congruence rates between Pre Sentence Reports and subsequent sentences are tracked. Gatekeeping processes were refreshed. Future work on this Standard will include Court observations (now that COVID restrictions are lifted) and the completion of Local Case management guidance

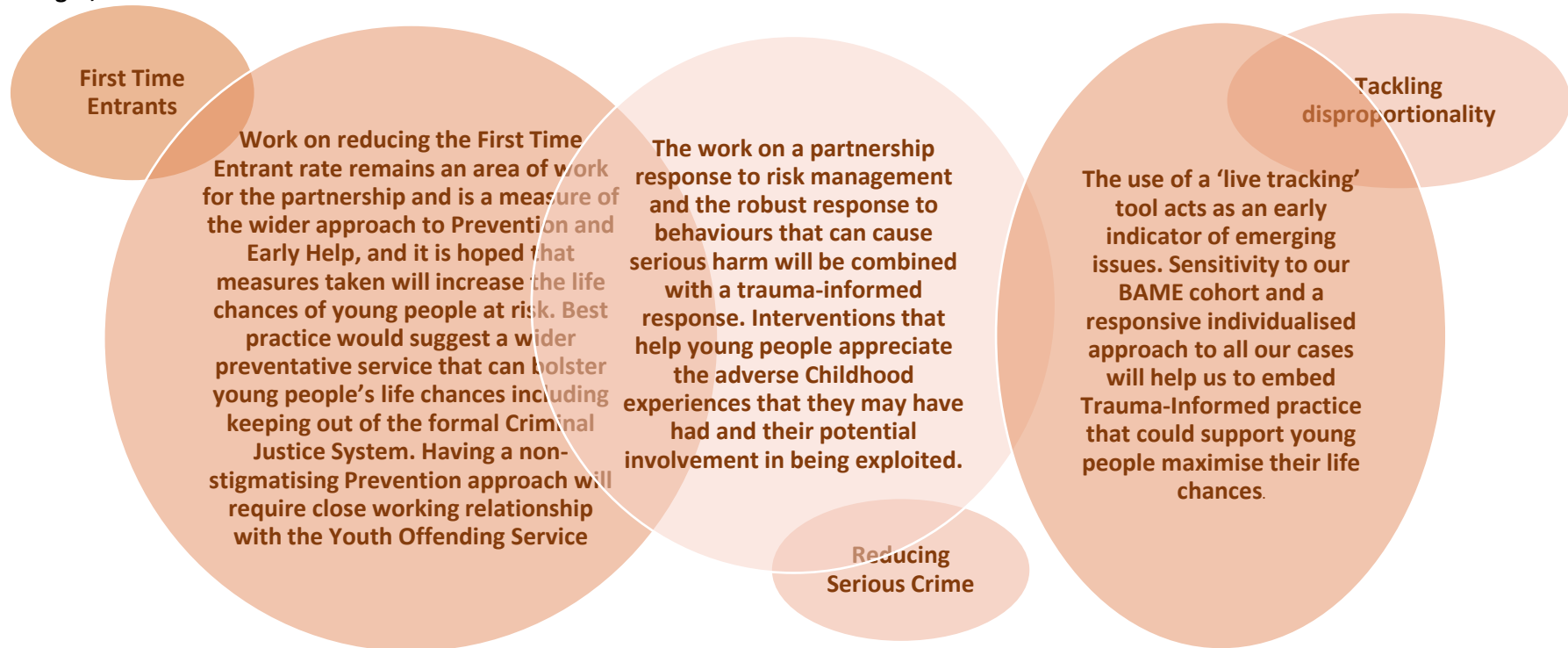
**Standard 3:** A home visit quality assurance exercise was recently completed since the lifting of COVID restrictions. The parenting offer and support has been reviewed and rolled out to the team and work is ongoing to support more caseworker intervention with parents. There is more Trauma informed casework being undertaken



**Standard 4:** The Resettlement guidance has been renewed and rolled out. Custody leaflets have been created. The YOS have started to apply for the SEND quality mark and will progress this over the year. We are awaiting YJB Resettlement plan meeting templates for young people in the custodial estate. Audit work against the revised resettlement guidance will be undertaken.

**Standard 5:** Transitions. The transition that is most relevant is the transition to Probation. Concerted work has been undertaken to identify relevant cases in a timely manner and for planned processes to take place. Some of these efforts were hampered by the absence of a link Probation Officer, although this has more recently been rectified and is proving helpful in the process. Audits will consider transition cases against the guidance, and the YOS notifications for relevant cases coming to the area will be strengthened.

### 10. Challenges, risks and issues





## 11. Service improvement

What	Actions	Success Measures	By When
<b>YJS Board Development</b>			
Develop Board members understanding of the work of the Youth Offending Service.	Refresh National Standards strategic self-assessment with lead Board members participating in self-assessment and feeding back to all Board members for review and agreement of any action plans.	Updated strategic National Standards self -assessment and action plan	Dec 22
	Develop some informal 'open' events in the YJS building for Board members to meet YJS staff	No of Board members that attend 'open' events.  Greater awareness of the work of the YJS for Board members	March 23
	Invite various Staff members to a Board meeting to talk about their role and work. To include a section of how role links with partner organisations and a question-and-answer element to encourage discussion.	No of different staff roles invited to Board meeting.  Greater awareness of the work of the YJS for Board members	June 23
Ensure strong governance of the Youth Offending Service	Agree vision for the service	Vision statement agreed	Dec 22
	Review and revise induction pack with Board members	Induction pack revised ensuring new Board members are aware of roles and expectations.	Sept 22
	Explore ways of ensuring all Board members feed in updates, challenges from own organisation to YJS Board and feedback updates, issues etc from YJS to own organisation.	Greater awareness for all Board members re other organisations issue, challenges and successes as well as key messages to be taken back to partner organisations	Dec 22
Preparation and readiness for HMIP Inspection and/or JTAI re criminal exploitation	Regular Board agenda item on ensuring Board members are clear on requirements and expectations in terms of governance and leadership re HMIP Inspection and understand Reading's strengths and areas for development.	Board members confident re HMIP Inspection process and input.	June 23

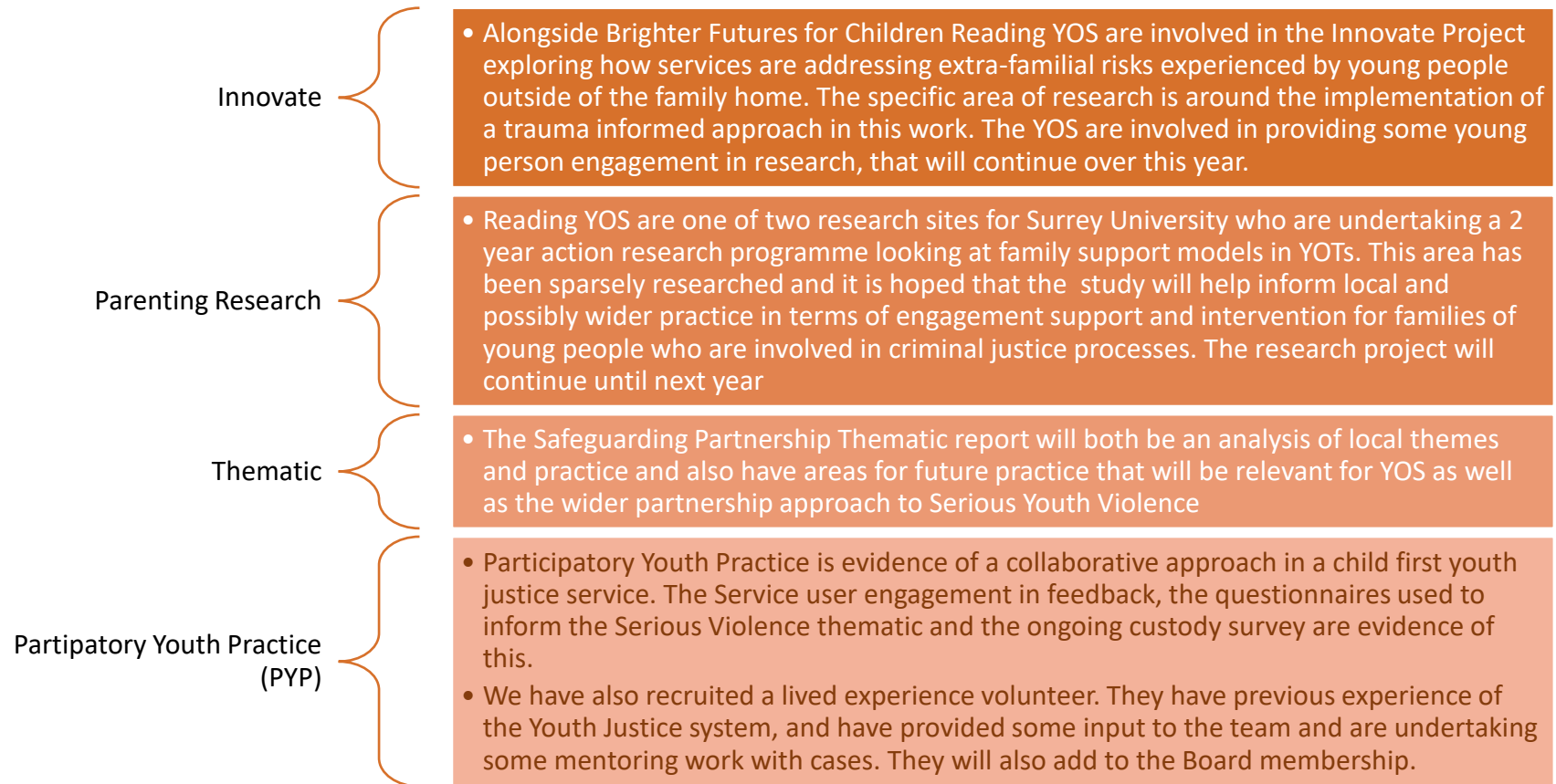


	Board item on JTAI expectations and preparation required.		
<b>YJS Service Development</b>			
Successful move of YJS premises to Waterloo Meadows	Complete practical tasks e.g. Clearing current office space and packing for move, unpacking in new premises – ensuring it's young people friendly.	Move to new premises is completed.	Jan 23
	Communication to YP re move including new location and how to find it – walking, public transport links etc	YP attend YJS appointments and meetings.	Dec 22
Review and refresh National Standards re operational activity	Undertake review and refresh of all National Standards and report to Board on outcomes.	Board aware of performance against National Standards.	June 23
Implement findings from external YOS audit	Develop action plan from any findings or recommendations from external audit.	Action plan is implemented	Sept 22
<b>Workforce Development</b>			
Workshop on girls in criminal spaces	Organise and deliver workshop on girls in criminal spaces	Greater awareness of female offending issues	June 22
Learning slots	Regular learning slots	Staff empowered to contribute more to their learning	June 23
Quality Assurance activities	Regular QA activities at different levels	Consistently better evidenced work with children and families	June 23
Group Supervision	Ongoing group Supervision	More reflective and resilient staff	June 23
BFfc Architecture for Professional Practice – Trama informed to relevant level	All staff trained online to relevant level	Staff delivering trauma informed practice across interactions and cases.	Dec 22





## 12. Evidence-based practice and innovation





### 13 Looking forward

Actions	Measurement of Success	By When
<b>Priority One – Reduce First Time Entrants</b>		
Deliver Rise Up Project	Reduced suspensions and permanent exclusions within Year 8 cohort	July 23
Evaluate project	Evaluation report demonstrating impact of project	July 23
National Standard 1- Pre-court – Repeat self-assessment and ensure compliance with the local Guidance	Self-assessment completed with action plan developed re areas of improvement	Dec 22
Undertake analysis on Community Resolutions including impact on FTE data and disproportionality	Analysis completed with improved understanding of impact on FTE and over representation.	March 23
Monitor and review Youth Diversion Hub criteria and outcomes		Sept 22 and March 23
<b>Priority Two: Address Disproportionality/over representation within YOS cohort</b>		
Deliver workshop on 'girls in criminal spaces'	Greater understanding of young women's risks and vulnerabilities	June 22
Review and revise Diversity assessment and practice	Revised Diversity Assessment completed and practice implemented.	
National Standard 3 – In the Community – Repeat self-assessment and in particular to assess effective responses to disproportionality.	Self-assessment completed with action plan developed re areas of improvement	Dec 22
Participate and contribute to CSP task and finish group re disproportionality re YP at risk of extra familial harm/risk	Agreement re how to tackle disproportionality re YP at risk of EFH as a partnership.	Dec 22
<b>Priority Three: Reduce the impact of serious youth violence</b>		
Participate in Innovate research project with young people at risk of extra familial harm	Innovate Research project highlights strengths and areas for improvement within the YOS re support to YP at risk of extra familial harm.  Innovate Report is published	March 23
Implement recommendations from BWSCP Thematic Child Safeguarding Review: services provided to YP and their families in relation to serious youth violence report	Recommendations are implemented.	Sept 22
National Standard 2 – At court - repeat self-assessment of court work involving observation and case audits around cases of Serious Youth Violence	Self-assessment completed with action plan developed re areas of improvement	Dec 22



Participation and involvement in multi-agency partnership meetings involving serious violence eg CSP sub group, VRU		June 23
<b>Priority Four: Increase opportunities for participation and involvement of young people within YOS</b>		
Involve service experienced volunteer in Management Board	Attendance at Management Board meetings with increased understanding in board members of service users experiences.	June 22
Participate in Surrey research project around familial support for young people in the service	Report published.	March 23
Involve young people in the relocation plans for the YOS	Successful move to new premises which are YP friendly and accessible.	Sept – Dec 22
Involve young people families and partners in the decision regarding renaming the Service	New name approved for Reading YOS agreed by young people, families and partners.	Dec 22



## 14 Plan Signatures

Name	Role	Organisation	Signature
John Ennis	Senior Probation Officer, (Chair)	National Probation Service	
Brian Grady	Director of Education	Brighter Futures for Children	
Gina Carpenter	Service Manager, Early Help, CAT's,	Brighter Futures for Children	
Gill Dunlop	Pupil and School Support Service Manager	Brighter Futures for Children	
Emma Tompkins	Chief Inspector, Deputy Commander – Reading LPA.	Thames Valley Police	Email sent 27.06.22 approving plan
Rachel Spencer/ Victor Koroma	Director	Reading Voluntary Action	Email sent by VK 28.-6.22 approving plan
Vicky Rhodes	Director of Early Intervention and Prevention	Brighter Futures for Children	
Sally Murray/Miranda Walcott	Head of Children's Commissioning,	NHS	
Maria Young	Director for Children's Social Care	Brighter Futures for Children	
Jemma Calver	Sergeant, Youth Justice Unit, Thames Valley Police	Thames Valley Police	
Tony	Lived Experience Volunteer	YOS	
Jo Middlemass	Community Partnerships Service Manager	Reading Borough Council	



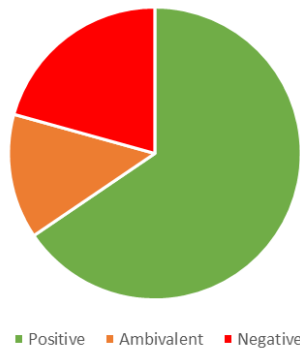
### Appendix i Summary - Service user Feedback

We completed 39 closing assessments in the period 01.04.21 – 31.03.22 77% of these had some feedback captured from young people and /or parents/carers.

The survey responses were graded as:

- Green Wholly good (71%)
- Amber Some good points and some negatives (13%)
- Red Nothing good identified in the feedback (16%)

Children's feedback



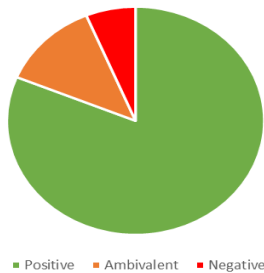
Some of the themes of the positive feedback was the relational support that was offered by the staff and the linking in with other opportunities; some of the areas of dissatisfaction were mainly issues with other support services that were not able to be accessed.

*Sukhmit. She's sick. She's just always there, like I know I'm seeing her every week. She's dependable. Just talking to Sukhmit has been helpful - she really gets it'*

*'Getting the support I needed though I didn't think so at the time'*

*'He's more grounded, he's happier, he's been staying at home more. He's a lot calmer and relaxed in himself. Not necessarily due to coming to YOS but every positive influence helps in the long run.'*

Parents/ Carer's feedback



*'I said to Sukhmit and Amy when they first came to visit me that I wanted x to get help with certain things that she might want to talk about (DV, childhood), and I can tell by the things x says that I know she has had those conversations with Sukhmit and I'm very thankful'*

*'I think I carry myself differently. I realised that I can look angry and aggressive to other people by the way I talk.'*

We also had some independent feedback from a colleague from another agency as part of their training. They completed telephone surveys with current cases (March 22) The findings were:



- Young people appreciated the positive relationships the workers had built with them
- Young people were able to reflect positively on changes they had noticed in themselves
- Young people were able to speak about future aspirations that they had
- Parents felt they were treated fairly and understood what was happening to their children
- Parents were hopeful about ongoing improvements in their situation.
- Families and young people's experience of Multi agency meetings and the involvement of different organisations can be confusing and a little overwhelming.



**Appendix ii - Reading YOS Management Board Members and attendance**

Name	Job Title	Dates and attendance at Board Meetings								
		11.03.20	10.06.20	09.09.20	09.12.20	17.03.21	16.06.21	15.09.21	15.12.21	15.03.22
John Ennis	Senior Probation Officer (YJMB Chair)	Green	Green	Green	Green	Green	Green	Green	Green	Green
Andy Penrith/Ashley Smith	TVP - Deputy Commander Thames Valley LPA	Green	Green	Red	Green	Green	Green	Red	Amber	Green
Sally Murray	CCG - NHS Commissioner	Red	Green	Green	Amber	Green	Red	Red	Green	Red
Gill Dunlop	BFFC - Pupil and School Support Service Manager	Green	Green	Green	Green	Green	Red	Green	Green	Green
Vicky Rhodes	BFFC - Director of Early Help and Prevention	Green	Green	Green	Green	Green	Green	Green	Green	Green
Maria Young	BFFC - Director of Children's Social Care	Green	Amber	Red	Green	Amber	Green	Green	Green	Green
Rachel Spencer/Victor Koroma	Voluntary Sector nominee	Red	Red	Red	Red	Red	Red	Red	Green	Red
Jemma Calver	TVP - Youth Justice Unit Police Sergeant	Red	Green	Green	Green	Green	Green	Green	Green	Green
Cath Marriot	Violence Reduction Unit	Red	Red	Green	Red	Red	Red	Green	Red	Red
Jo Middlemass	RBC - Community Safety Partnership Manager	White	White	White	White	White	White	Red	Green	Green
Gina Carpenter	BFFC - YOS & Early Help Service Manager	Green	Green	Green	Green	Green	Green	Green	Green	Green
Kate Reynolds	BFFC - Director of Education	Green	Red	Red	Red	Green	White	White	White	White
Lindsey Beard	Magistrate	White	White	White	White	White	White	White	White	Green

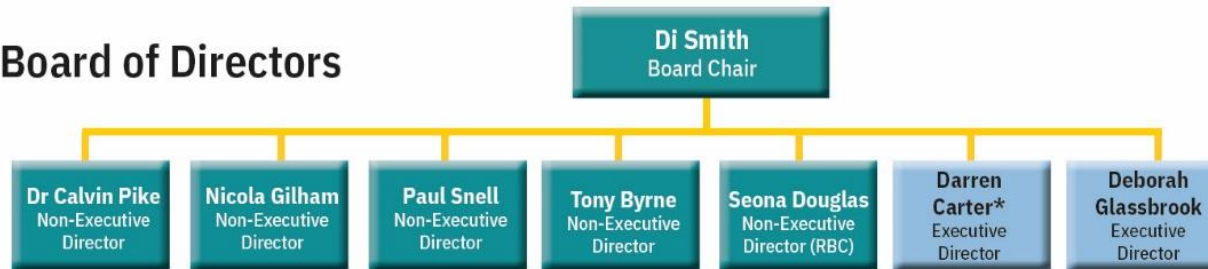
**Key** Red – did not attend, Green – attended, Amber – sent substitution, white – not member of Board at that time

**Appendix iii BFFC Structure**

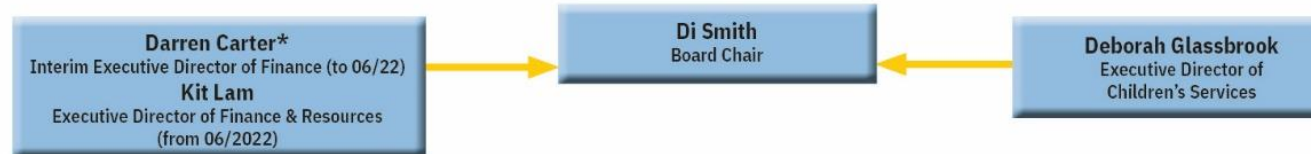


## COMPANY LEADERSHIP STRUCTURE

### Board of Directors



### Executive Directors

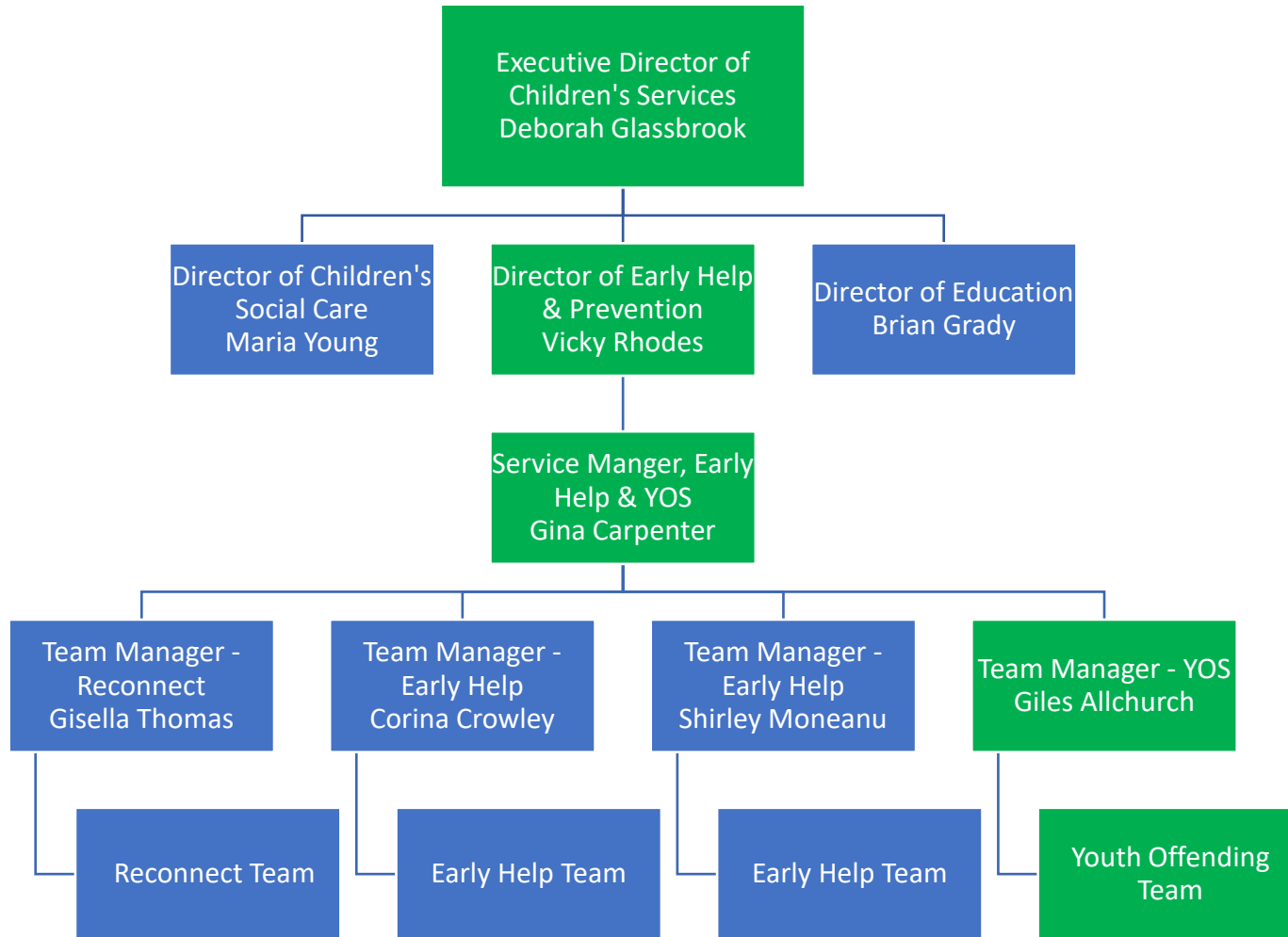


### Senior Leadership Team



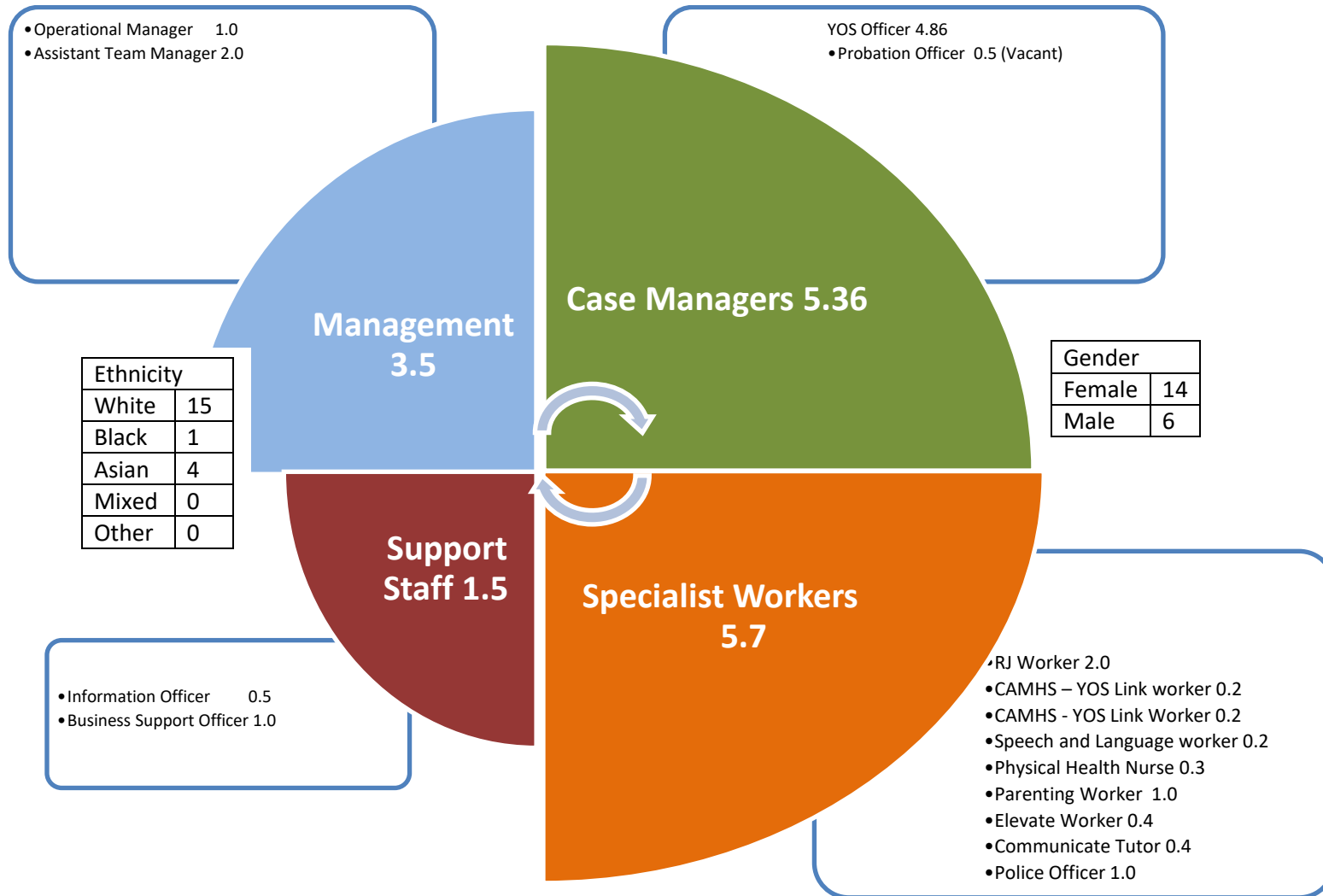
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Appendix iv - Staffing as at 01.04.22





**Appendix v Progress on 21-22 Plan**

Actions	Measurement of Success	Progress
<b>Priority 1: Reduce the impact of Serious Youth Violence</b>		
1. Embed new Serious Youth Violence Worker within teams and link with partner services e.g. VRU and Navigators programme	Worker has diverted young people identified as being at risk or involved from serious youth violence, knife crime, gang-related activity, child criminal and sexual exploitation.	0.6 FTE Worker recruited to in Sept 21 and based in the Reconnect Team. COVID restrictions have limited her ability to embed this role, but ongoing work to define role clearly. Young people are being supported.
2. Complete the YJB Serious Youth Violence stocktake toolkit to ascertain the findings	<p>SYV stock take findings presented to the YOS Management Board and action plan will include partnership support</p> <p>Stock take will identify strengths and areas for development in Youth violence to inform plan.</p>	<p>The stock-take has been partially completed, but the Serious violence Strategy is yet to be developed by the CSP.</p> <p>Reading’s strategic needs assessment is currently being drafted which will help to understand the current issues around crime and disorder in Reading and inform a new Community Safety Strategy and plan, and a Serious Violence Strategy and plan.</p>
3. Ensure that there are relevant interventions for serious violence and relevant Pre-Sentence Reports contain a requirement for programme requirement	<p>QA of Pre-Sentence Reports will indicate appropriate proposals.</p> <p>QA of Interventions for serious violence offences will be appropriate and lead to a reduction in re-offending rates for serious violence.</p>	<p>Relevant cases sentenced have incorporated intervention to address violence within the YOS. Early reoffending data is positive, but relevant cases will be tracked. QA activity around Pre Sentence Reports and plans will be incorporated in to the National Standards audit work.</p> <p>External audit of 15 cases included those with serious violence offences.</p>



	QA to include wider partners if involved with YP to ensure robust partnership support	
4 Contribute to Adolescence Risk Strategy and group	Adolescent risk strategy approved.	Completed and approved. Action plan has been developed and is monitored via the Adolescence Risk Strategy Group linked to BWCSPP Independent Scrutiny Chair EH/YOS Service Manager attend both these groups.
5 Contribute to the Innovate Research Project e.g. attendance in focus groups, research fieldwork etc.	YOS staff contribution to research project addressing risk and harm experienced by vulnerable young people.	This project is exploring how organisations are embedding TI approaches with YP where there is EFH. Innovate have attended various YOS and multi-agency meetings and observed focus groups as well as undertaking some case file reviews. An interim internal BfFC briefing has been written which stated “...the work of the YOS (which heavily focusses on EFRH) does appear to be trauma informed to a greater degree than in other parts of the service/partnership involved in response to EFRH.” This research project is ongoing and involving YOS.
	Staff awareness of the latest knowledge on the Trauma-informed Practice approach.	
6 Contribute and respond to the Learning Review/s following serious incidents within Reading involving young people.	Learning review recommendations have been put into practice and embedded within team.	Rapid Reviews were undertaken in connection with the 2 murders in Reading and the BWCSPP agreed that a Thematic Review would be undertaken by an independent Reviewer to focus on a cohort of young people who had been identified as being involved, or at risk of becoming involved in serious youth violence. The purpose of this review is to enable the partnership to better understand the extent and nature of serious youth violence in Reading and to establish where agencies can work together to better support families and children in the future. Reading YOS were closely involved in the selection of the 13 young people to be reviewed and various workshops have been held which YOS have attended.  It is expected that the published report will be available in Summer 22.
<b>Priority 2: Embed Resettlement approach</b>		
1. Embed resettlement guidance and practice within team	Team aware of new resettlement guidance and practice	Complete



2. Undertake QA of relevant cases and ensure a partnership approach to this	QA findings	QA will be undertaken with Board involvement to assess impact of ongoing resettlement work.
3. Review policy as a result of findings within the QA activities.	Policy reviewed and revised	
<b>Priority 3: Continue with COVID 19 Recovery</b>		
1. Update recovery planning in line with local and national changes	Positive feedback from Service Users as to approaches over lockdown	Building has gradually re-opened throughout the year as COVID restrictions have lifted. Young people are being seen face to face with workers back in the building. Court proceedings are now more or less back to normal.  Feedback from young people was relatively positive re contact through first lock down.
2. Fully open all of YOS building for staff and young people usage (C19 guidance permitting)	YOS building fully open and functioning for staff and YP.	
<b>Priority 4: Reduce First Time Entrant rate</b>		
1. Implement and embed new preventative youth team ensuring close links with YOS	Team established with clear referral processes and links with YOS.	Reconnect Team established in Sept 21 with learning gained from the Transformation Community Adolescence Support Team. The team is a multi-professional team with Key Workers, Specialist Youth Worker, Serious violence Worker and a Systemic Therapist. This team works with young people aged 10+ where there is risk/harm coming from the community such as exploitation, substance misuse, missing, crime and youth violence. Plan is to co-locate with YOS, but COVID restrictions have limited that, although long term plans are for co-location. The Team will work closely with children’s Social Care and the new EFH Social Worker and Missing & Exploitation Team.  An Adolescent Steering group has been developed to review the development of the Reconnect Team and its relationship with the Extra Familial Harm SW and Missing and Exploitation Team.
	Clear offer for YP to prevent and respond to extra familial risk/harm	
2. Ensure YP are identified and referred to the Youth Diversion Hub meetings	Number of referrals to YDH meetings	The YOS have attended all the YDH meetings. The group discussed 82 young people between April 20 – March 21. 15 (18%) of the 82 became FTE’s after discussion. The group have revised the ToR recently to ensure that the right people are being discussed.
	Reduction in First Time Entrant rate	



3. Embed and evaluate the Rise Up Project	Project fully established and supporting YP and families	This Project began in Jan 21, but had a shaky start and following the resignations of the 2 x staff members in September 21, the Project was paused. Two new members of staff have been recruited and will start in April 22. Their contract is until Aug 23. Further discussions have been held with the school to learn from some of the previous challenges and agree operational details. It has also been agreed that an EP will support the project and work primarily with the school to develop a systems approach to behaviour challenges within the school.
	Evaluation report written	
4. Evaluate Drug Diversion Scheme across the Thames Valley (If VRU YEF submission successful)	Evaluation Report	The VRU YEF submission was not successful. Referrals via the DDS are slow and we would have expected more YP to have been referred. Contact has been made with TVP to understand further the reasons for low referrals.
<b>Priority 5: Address disproportionality with YOS</b>		
1. Provide opportunity for Magistrates to receive some input from the YOS around disproportionality	Case file audits evidence awareness of diversity in assessment, planning and reviews.	Not yet undertaken, though magistrates can now have face – face training opportunities
2. Research into interventions that are evidenced to be effective with BAME YP – in particular with the issue of re-offending and implement as appropriate.	Evidence based interventions used with BAME YP	The YOS are redeveloping engagement activities around identity. We have undertaken team training around work with travellers
3. Develop ‘girls and offending’ task & finish group to consider best practice in this area.	Task & finish group findings	YOS have assisted in female offending research.
4. Arrange small feedback activity with young women	Feedback report	Not yet completed.
5. Deliver training session for staff – girls and offending	Staff feedback from training session	YOS are hosting a workshop on the issue for local YOTs with the VRU.
<b>Priority 6: Improve understanding and response for YP with SEND within YOS cohort.</b>		



1. Identify and track YP with SEN/EHCP within YOS cohort.	Analysis of SEND YP within YOS cohort	YOS can identify and track YP who have SEN/EHCP within their cohort.
2. Increase working together with SEN team to ensure robust support for SEND YP	Number of joint meetings held with increased understanding of support	More regular meetings have taken place between YOS and SEND
3. Apply to Achievement for ALL SEND quality mark. Undertake benchmarking meeting with AfA to agree scores	Benchmarking meeting held with scores agreed	Meeting held with AfA to agree benchmark scores. Action plan has been developed and is progressing. Action plan has been seen and discussed at Board meeting.
4. Develop action plan and progress actions, collect evidence	Action Plan developed	AfA went into administration in Oct 21. However in April 22 Microlink PC wer ratified as the new Quality Mark accreditation partner. The team are progressing actions to ensure improved working relationships with SEND team and to improve the benchmark scores.
5. Review meeting held to agree progress and new scores	Revised scores which meet benchmark for quality mark Award of Quality Mark	