

Communities Overview and Scrutiny Committee 19 September 2012

Warwickshire Youth Justice Plan

Recommendation

That the Communities Overview and Scrutiny Committee consider and comment on the Warwickshire Youth Justice Plan 2012/13.

1. Introduction

- 1.1 The annual Youth Justice Plan and its submission to the Youth Justice Board for England and Wales (YJB) is a statutory requirement under the Crime and Disorder Act 1998. Funding from the YJB to youth offending teams is reliant on this submission and the current format was introduced in 2009.
- 1.2 This plan reflects on the work of the Warwickshire Youth Justice Service (WYJS) throughout last year and performance against the 2011/12 national indicators.
- 1.3 The plan introduces the national objectives and local priorities for WYJS for 2012/13.

2. Proposal

- 2.1 The Plan will be implemented throughout 2012/13.
- 2.2 Cabinet endorsed Warwickshire's Youth Justice Plan 2012/13 on 19 July and recommended that Council adopt it on 25 September.

3. Timescales associated with the decision/Next steps

- 3.1 The objectives within the plan will be reviewed by the WYJS throughout the year on a quarterly basis and performance shared with WYJS Chief Officer's Board, the Safer Warwickshire Partnership Board, and the Children's Trust Executive Board.

Background Papers

Warwickshire Youth Justice Plan

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Warwickshire Youth Justice

Strategic Plan 2012/13

June 2012

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THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE SERVICES

(i) Overview

National

Youth crime continued to fall during 2011/12 and Warwickshire's performance was better in all national indicators (reducing the number of first time entrants to the criminal justice system, reducing the use of custody and reducing re-offending rates) than the national and regional and YOT family average performance.

Offending by young people within Warwickshire during 2011/12 reduced by 40%, and fewer young people committed crime (0.85% of the general population compared to 1.3% in 2010/11). First time entrants to the criminal justice system continued to decrease, with a 35.08% reduction over 2010/11. Only one young person aged under 13 years appeared in court with 87% of those appearing in court aged 15 years and over, a result of the WYJS prevention work with partners.

The number of young people sentenced to custody reduced further during 2011/12 to 11 compared to 12 the previous year; all were imposed as a result of the seriousness of the offence, or failure of the young person to comply with community interventions. The re-offending rate for young people leaving custody is higher than any other disposal, both in Warwickshire and nationally, and this performance demonstrates sentencer's confidence in WYJS community interventions. The overall re-offending rate once again reduced from 0.79 pp to 0.70, compared to 0.80 nationally and 0.84 for the region.

The spread of offending in Warwickshire has changed marginally with offending in the south of the county reducing from 34 – 24% of total youth crime and Rugby reducing from 20% to 19%; offending in the north of the county increased from 46 – 56%.

The proportion of mixed parentage young people committing crime increased during 2011/12 to 3.9%, following an increase the previous year and although the numbers are small this will be an area of focus for WYJS during 2011/13. Females received 22% of pre-court disposals but account for only 13% of court disposals which is a reduction on 2011/12.

The rate of offending by looked after (LAC) children in Warwickshire decreased with a rate of 4.1% compared to the 2010/11 rate 5.3%. The last available national comparator for this was 2009/10 which was 7.9%.

Local

In order to ensure young people continue to receive appropriate services from WYJS and partners which will reduce their likelihood of offending or re-offending WYJS continues to monitor performance against local indicators in addition to the national performance requirements. This performance monitoring allows local policy decisions to be made that take into account the specific needs of young people at risk of entering the criminal justice system, or those that have already entered it. In addition WYJS continues to deliver services to parents/carers of young people who offend, victims of youth crime and the community.

Effective identification and management of risk and safeguarding issues continues to be a priority for WYJS and in particular the work with children's social care aim to reduce the number of looked after young people who offend. Our participation in the integrated offender management scheme and reducing re-offending strategy aims to identify and effectively manage those young people who pose most risk to others.

(ii) The Strategic Aims & Priorities of the Youth Justice System

The key strategic priorities for 2012/13 are therefore to:-

- Reduce the number of young people entering the criminal justice system,
- Ensure custody is only imposed for the most serious of offences, or where the young person cannot be safely managed in the community,
- Reduce the rate of re-offending by young people,
- Support young people to remain in education,
- Ensure young people have suitable accommodation.

We will do this by providing:-

- Quality assessments that allow effective intervention planning ensuring all identified needs of the young people are met,
- Effective supervision which provides appropriate management of young people in order to manage:
 - risk of harm,
 - safeguarding,
- Work with families to support their complex needs and those of their children,
- Effective restorative interventions.

To support these strategic priorities we will:

- Develop the range of our interventions to enable practitioners to effectively reduce the factors which lead to a young person's offending,
- Develop the skills of our workforce,
- Continue to develop methods of evaluation and review of interventions, matching these to emerging need, and to understand the outcomes of our work,
- Maintain and build on our strong performance management and quality assurance arrangements,
- Ensure the work of WYJS including FIP is integrated into the new Troubled Families initiative,
- Working with partners in order to access resources during our contact with young people in preparation for when WYJS interventions cease.

(iii) Governance Arrangements

National

In 2011 the coalition government commenced the abolishment of quangos, including the Youth Justice Board (YJB). However, following strong opposition from the House of Lords, youth offending teams (YOTs) and other interested parties the decision to continue with the Board was made. This means that oversight of YOTs remains with the YJB, within the Ministry of Justice. Changes to the funding arrangements were also made with the YJB grant being provided to YOTs via the local authority.

As a result of the multi-agency work undertaken by YOTs with young people, parents/carers and victims they are subject to a variety of inspections. However, they are also subject to their own inspection framework by Her Majesty's Inspectorate lead by probation but carried out by HMI of probation,

constabulary, Ofsted and CQC. During 2012/13 a new inspection framework will be implemented which will include filter inspections, core case inspections and thematic inspections. The core case inspections are the comprehensive review of services provided and partnership and governance arrangements for the YOT. They will be unannounced inspections giving only one week's notice to the YOT to prepare interview groups and make arrangements for the inspectors to visit the YOT and their partners. The first week will focus on management of cases, the second will consider partnership and governance of the service.

Local

In April 2011 Warwickshire Youth Justice Service (WYJS) moved from the Children & Young People Directorate (now People Group) into the Communities Group and the county council representative on the WYJS Chief Officer Board changed from the Director of Children's Services to the Strategic Director for Communities. As a result of these changes the WYJS manager became a substantive member of the Children's Trust Executive Board, ensuring corporate governance of the WYJS work with children.

In October social care were inspected by Ofsted for their safeguarding services and WYJS, including the Family Intervention Service (FIP), were included in that inspection. The relationship and partnership working between children's social care and WYJS/FIP was found to be excellent in safeguarding young people within Warwickshire.

THE WYJS manager is a full member of Warwickshire Safeguarding Children Board (WSCB) and the Multi-Agency Public Protection Strategic Board (MAPPA). Quality assurance arrangements within these Boards enable WYJS to be held to account for its' work in protecting young people and the public. These Boards also receive reports from WYJS on issues such as young people in custody, providing an analysis of the young people, their offending and identified needs which now forms part of the annual agenda of these Boards.

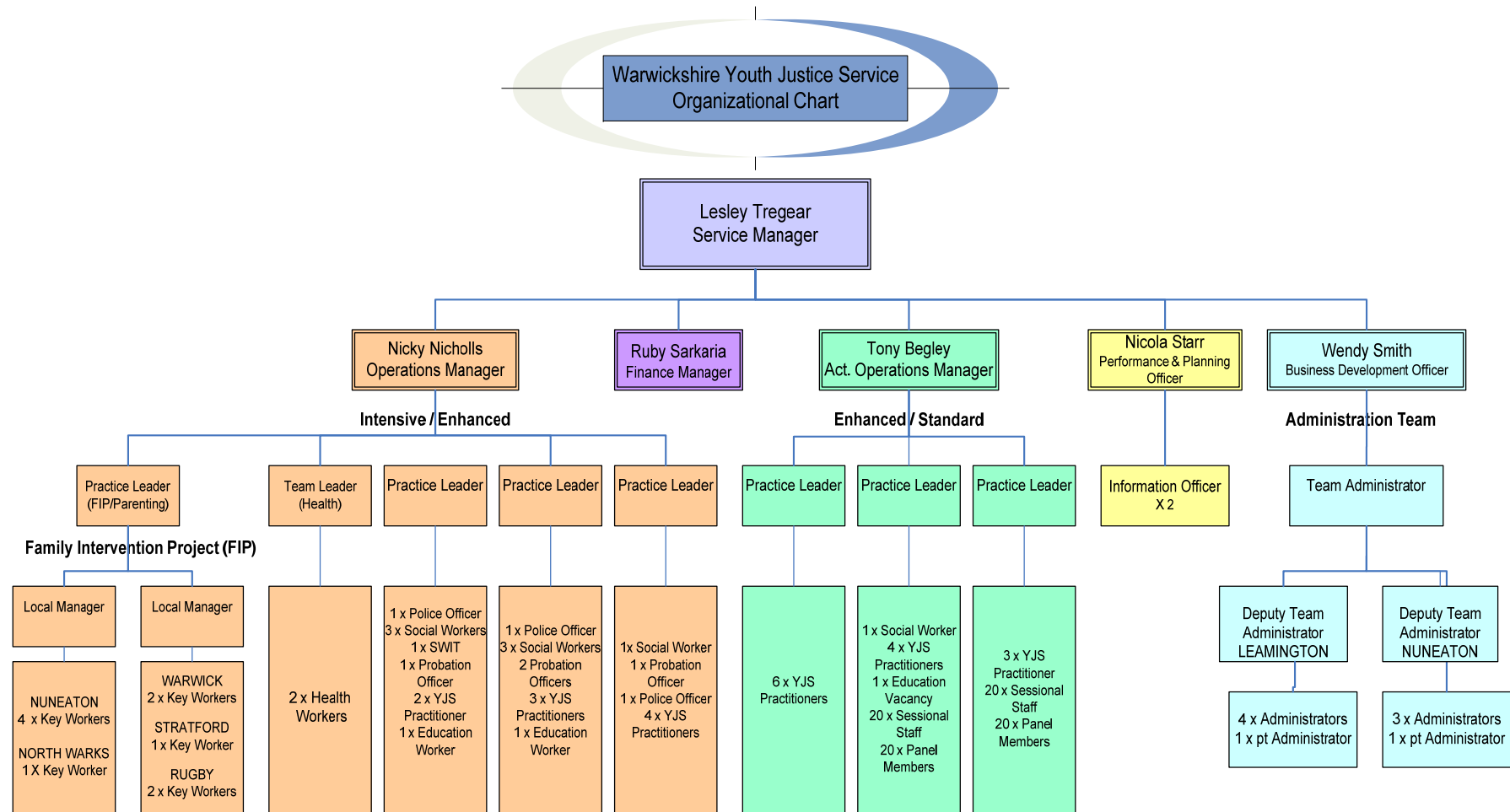
WYJS prevention work, including that of the FIP, contributes to the CAMHS strategy and the Warwickshire Targeted Mental Health in Schools. The WYJS manager is part of the county group developing and implementing the Warwickshire Troubled Families initiative.

WYJS continues to include the Children and Young People's Plan and the Warwickshire Safeguarding Children's Board Plan as part of its' planning environment together with the Warwickshire Community Safety agreement and groups such as the Drug Implementation Plan, the Alcohol Strategy, the MAPPA Business Plan, the Anti-Social Behaviour Action Plan, and the Integrated Offender Management Plan which reports to the Safer Stronger Board, providing a joint strategy for working with High Harm Causers, PPOs and Organized Crime Groups.

The WYJS manager is a member of the Safer Warwickshire Strategic Group and provides regular performance reports to the member group, the Safer and Stronger Communities Board. The WYJS manager also meets regularly with the Lead Member for community safety and provides reports to Communities' Overview & Scrutiny Committee.

As part of the local criminal justice arrangements within the multi-agency Justice Centres in Warwickshire the work of WYJS is also included in the Warwickshire Justice Strategic Board Delivery Plan, enabling WYJS to effect local policies with partners such as the courts and crown prosecution. This Board also oversees the work of the multi-agency Warwickshire Victim and Witness Information Partnership (VIP) which includes WYJS work with victims.

The chart below shows the current organizational structure of the WYJS.



(iv) Financial Resources

WYJS maintains its' full compliment of professional disciplines and, although staffing numbers have decreased to the current level of 66, service restructure has created greater flexibility and resilience within the service. This together with the reduction of young people committing offences has meant that no reduction in services to young people. The service also manages the Family Intervention Project for the county which has a staff complement of 15 and continues to employ approximately 60 volunteers to support referral order panels and reparative programmes with young people.

Youth Justice Service Budgetary Sources 2012/13			
Agency	Staffing Costs	Other Delegated Funds	Total
Police	98,100	60,245	158,345
Police authority	36,901	0	36,901
Probation	79,394	72,322	151,716
Health	WYJS Commissioned service funded by health		102,859
Local Authority	1,153,822	324,993	1,478,815
Ministry of Justice	615,091	58,424	673,515
Supporting People	41,000	0	41,000
Other * - see table below-C/F requested	1,101,213	88,097	1,189,310
Total	3,125,521	604,081	3,832,461

The WYJS is supported by partnership funding and grants from central government. Contributions to service delivery that do not feature in the breakdown of the WYJS budget are the county council's commissioning of remand fostering placements, Warwickshire Probation Trust's provision of unpaid work as a requirement of youth rehabilitation orders (YRO), and staff development opportunities provided by partner agencies. This commitment to provide funding in a difficult climate demonstrates confidence in the Service to deliver effective interventions which reduce re-offending.

The county council element contains support for remands to secure accommodation, a statutory responsibility of the local authority as these young people are deemed as 'looked after'. This element of funding has been increased for 2012/13 to fund the increased cost to the local authority due to the YJB no longer subsidising two thirds of the costs. This is a demand led provision and estimates based on the previous 4 years were used to forecast an annual budget to support this.

Health funds are used to support the commissioned service which has just completed its' first of three years providing health staff to work within WYJS to support the mental and physical needs of young people supervised by the service.

The probation element of funding has been reduced by 5% due to financial reductions passed to them by the Ministry of Justice.

Funding arrangements for 2012/13 have also been affected as a result of the YJB moving into the Ministry of Justice with 50% of the Home Office element of this grant previously funding to support prevention and substance misuse reduction being provided to the Police Authority. Warwickshire Police Authority has agreed to continue this funding stream to WYJS. The Home Office has notified YOTs that 100% of this funding will be provided to the elected Police & Crime Commissioners from 2013/14 onward.

Family Intervention Project:	
Housing Challenge Fund	90,000
LPSA2	745,810
Borough & District Councils	153,000
Early Intervention Grant	200,500
Total	1,189,310

2010/11 was the first complete year that the WYJS managed the Family Intervention Project (FIP) which started late in 2009 aims to support families with complex needs in order to improve their lives and as a result reduce anti-social behaviour, crime, homelessness and the need to bring children into the care system. The FIP is funded by LPSA2 reward grant, district and borough councils, county council Early Intervention Grant and health. Following its' success in reaching and supporting families in Nuneaton and Bedworth, further funding has been made available from a variety of funding sources to increase the project to cover the county and extend the life of the Project to 31.03.14. It is anticipated that as a result of the recent Troubled Families initiative being implemented by Warwickshire County Council that this invaluable service can be extended further.

The budget shown for this does not include contributions to service delivery made by partners in supporting accommodation costs to the staff in the Justice Centres and the Social Care Rugby Local Delivery Centre.

NATIONAL INDICATORS

(i) PREVENTION

OBJECTIVE TO REDUCE THE NUMBER OF YOUNG PEOPLE ENTERING THE CRIMINAL JUSTICE SYSTEM

WYJS works in partnership with other stakeholders such as partnership agencies, voluntary organisations and communities to prevent young people coming into the criminal justice system. Referrals from these enables WYJS to work with those young people on the 'edge of the system' and, following assessment, to provide interventions to help divert them away from crime or anti-social behaviour. WYJS are members of the multi agency Anti Social Behaviour (ASB) Groups across the county. Young people discussed for ASB that has not entered the criminal justice system are offered a prevention intervention, which could include parenting.

Interventions undertaken by the WYJS practitioners include amongst many, getting young people back into mainstream services such as education or health, work on the consequences of offending, help with accommodation or reducing substance misuse, health issues. These may also include initiating a common assessment under the common assessment framework (CAF) of a Child In Need referral. Careful assessments ensure that where other plans exist WYJS is complimentary to these to avoid duplication of effort.

WYJS ensures all interventions take account of diversity and presenting vulnerabilities and priority is always given to looked after children who are particularly vulnerable. WYJS maintains a close working relationship with social care and this includes working with our shared partnership with Barnardo's to provide sessional support for preventative work.

Since 2006 WYJS has seen a year on year reduction in the number for first time entrants (FTE) into the criminal justice system. 248 young people entered the criminal justice system in 2011/12, representing a 35.08% reduction from the previous year (382).

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) due to be implemented in November 2012 will introduce new out of court disposals - Youth Cautions and Conditional Youth Cautions which will replace reprimands and final warnings. This is designed to promote closer working between YOTs and the police and provide the ability to prosecute young offenders who fail to meet the conditions set out in the Caution. Unlike reprimands and final warning these new disposals can be imposed following a conviction and are dependant on the severity of crime committed.

A joint assessment between the Warwickshire Police and WYJS will be required for all those young people who receive a second out of court disposal, which represents an increase in work for WYJS. Warwickshire Police currently offer youth restorative disposals (YRDs) for minor offences allowing the offender to make reparation to the victim of their offence and these will continue. However, WYJS and the police will review the procedures for these together with the requirements for out of court disposals in order to ensure consistency of approach across the youth criminal justice system.

Warwickshire Fire and Rescue Service (WFRS) are undertaking targeted preventative work with young people who light small fires and WYJS accept referrals to undertake work to divert them from offending.

WYJS has had a successful parenting service known as 'Parents Matter', which takes referrals from other agencies or parents themselves that are struggling to manage difficult behaviour and where the children are at risk of offending. The practitioners use evidenced based programmes such as 'Triple P', 'STEPS' and 'Strengthening Families' and run a number of structured courses each year as well as delivering one to one interventions where a parent is unable to participate in group work. The practitioners also run a 'Lunch Club' in each area which is a self help support group for parents undergoing similar issues. Parents have fed back how valuable this support is and have become actively involved in running these groups.

WYJS also works with victims of youth crime and, where practitioners identify young victims that are at risk of offending due to their experience, one to one work and group work is offered to address their individual needs and risk of offending. WYJS has commissioned three courses by Goals UK to build on self esteem, raise confidence levels and set personal targets for the future. These young people have been victims of serious assaults, robbery and other offences and those that took part in 2010 have not subsequently offended.

Restorative Justice (RJ) is included in all WYJS interventions and following a grant from the YJB WYJS staff have been trained to conferencing level, with a further 6 practitioners and practice leaders being trained as Train the Trainers. RJ is now being considered across the adult criminal justice system and WYJS are integral to this development. WYJS have also carried out RJ training with schools and during 2012/13 this is to be extended and also used with private residential children's homes in order to reduce the number of young people entering the criminal justice system due to relationship breakdowns resulting in violence or criminal damage.

This year the Family Intervention Project (FIP) has been expanded to become a countywide service, offering an intensive supportive intervention that will support:-

- Children's Services in preventing children becoming Looked After or entering into formal child protection procedures,
- Police to reduce the risk of offending and anti social behaviour,
- Education to reduce the risk of exclusion and increase school attendance,
- Housing to reduce the risk of eviction, and
- Work with WYJS practitioners to support programmes to reduce the risk of re/offending.

As with all WYJS work, FIP work with those hard to reach families to re-engage with them with mainstream services. The work of both parts of the service will be enhanced during 2012 onward as the Troubled Families initiative will work closely with WYJS & FIP providing further support to families in Warwickshire who are experiencing the most difficulties and who often pose the most problems to their communities.

In 2012/13 the Service will:-

- Undertake a strategic review of the prevention element of the service to ensure the most effective use of resources,
- Work with safer schools partnerships and social care to ensure all young people at risk are identified and referred to WYJS for support,
- Ensure all families identified by FIP and WYJS are included in the Troubled Families initiative.

(ii) REDUCING REOFFENDING

OBJECTIVE: REDUCING RE-OFFENDING BY YOUNG PEOPLE SUPERVISED BY WYJS.

WYJS is committed to continuous improvement in assessment and planning to make further reductions in the rate of re-offending, particularly amongst those leaving custody. We are working closely with a number of agencies to improve support to young people on community orders, leaving custody and to those leaving the supervision of WYJS.

The indicator used for measuring re-offending has changed for 2011/12 and has been replaced with data now being extracted from the Police National Computer (PNC). This examines a rolling cohort of young people who have offended over a year, replacing a fixed 3 month cohort. This performance data is used to inform and improve service delivery and is also shared with all our stakeholders.

Warwickshire	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Jan – Dec 2008	Jan – Dec 2009	Apr 2009 – March 2010	Percentage change 12 months ending March 2009 to 12 months ending March 2010
Proportion of offenders who re-offend (%)	36.5	33.9	30.7	32.0	30.3	29.9	-0.2 pp
Average number of re-offences per re-offender	3.06	3.11	2.76	2.76	2.43	2.33	-14.3%
Average number of re-offences per offender	1.11	1.05	0.85	0.88	0.74	0.70	-14.9%
Number of re-offences	1,412	1,595	1,328	989	652	576	-32.4%
Number of offenders in cohort	1,267	1,513	1,570	1,118	884	827	-20.6%
Average number of previous offences per offender	1.3	1.4	1.5	1.9	2.0	2.0	-2.3%

In addition to this national indicator WYJS are also monitored for the rate of re-offending for Persistent and Prolific Offenders, a measure that is being managed and monitored by the Integrated Offender Management Strategy for the county. The first of these reports shows that Warwickshire's re-offending rate (0.70) is better than the national (0.80), regional (0.87) and YOT family (0.85) average. In percentage terms this represents 29.9% for WYJS compared to 34.1 nationally and 31.9 for both the West Midlands and YOT family.

WYJS regularly evaluates performance of interventions to ensure they are effective and efficient and appropriately targeted to meet need.

Understanding the reduction in re-offending by young people supervised by WYJS is fundamental to demonstrating the effectiveness of the assessments

and interventions delivered by WYJS practitioners. WYJS evaluates the effectiveness of interventions delivered against assessed needs of young people in order to ensure that the right resources are being used in the appropriate circumstances; aiding our understanding of 'what works' and 'why it works'. During 2011/12 the most prevalent offence types remain violence against the person (31%), theft and handling (23%) and criminal damage (12%), although the number of these offences has reduced compared to 2010/11. During 2012/13 interventions to target these offences will be reviewed to ensure reduction of re-offending amongst young people who commit these crimes.

There is a strong and growing evidence base that restorative justice meets the needs of victims and reduces the frequency of re-offending. The Government funded a 7 year research programme reviewing the effectiveness of RJ which, in randomised control trials of RJ with serious offences (robbery, burglary and violent offences) by adult offenders, RJ reduced the frequency of re-offending, leading to £9 savings for every £1 spent on restorative justice. Expert independent criminologists Professor Lawrence Sherman and Dr Heather Strang in reviewing this research found that the reduction in the frequency of re-offending following a RJ intervention was 27% and therefore 27% fewer victims.

In 2011/12 57% of victims participated in a restorative process with WYJS; 10% of whom participated in a face to face meeting with the offender. In order to increase the numbers of victims agreeing to be involved WYJS is working on a participation strategy. WYJS staff undertook a three day RJ Facilitators training programme qualifying them to facilitate effective RJ meetings and to promote this work across WYJS and with partner agencies in order to victim the principles and effectiveness of RJ in reducing re-offending.

WYJS works closely working with partners to deliver the Warwickshire Reducing Re-offending Strategy which involves targeting those young people posing the greatest risk to the community. These individuals are identified and monitored by the Integrated Offender Management (IOM) scheme and the Multi-agency Protection Panel Arrangements (MAPPA).

Reducing re-offending also requires WYJS and FIP to work with families and this work will also contribute to the work of the Troubled Families initiative.

In 2012/13 the Service will:-

- Raise awareness within partner agencies of the effectiveness of RJ interventions in reducing re-offending and support training in RJ for partners,
- Identify and analyse offending behaviour to ensure we have a range of resources to reduce the likelihood of re-offending,
- Evaluate and review the current arrangements we use to gain feedback from stakeholders, including young people giving them an opportunity to inform service delivery.

iii) CUSTODY

OBJECTIVE: DIVERSION OF YOUNG PEOPLE FROM CUSTODY

Diversion of young people from custody is a national target and WYJS has been very successful at reducing the number of young people entering custody by providing credible and effective community disposals that prevent young people re-offending. In 2011/12 there were 11 young people sentenced to custody in the previous year there were 12, during the baseline year 2006/7 38 young people were sentenced to custody.

WYJS has a good relationship with the courts and holds regular seminars with magistrates to inform them of WYJS a priorities and the interventions we deliver. Training for magistrates includes information regarding Intensive Support & Supervision programmes (ISS), specialist fostering placements WYJS outreach facilities and the use of sessional workers to manage young people undertaking reparation in the community.

WYJS recognises that young people's offending behaviour is most effectively managed within the community with support from families. The opportunities to build up networks and positive activities contribute to a reduction in their offending behaviour. These include work clubs which introduce young people to work and training schemes, work with partners to increase appropriate leisure activities and engagement with mainstream education.

WYJS local delivery centre in Rugby offers facilities including a life skills room, dance room, bike repair workshop, computer room and art and woodwork room. The young people have the opportunity not only to pay back to the community but to learn valuable life skills e.g. budgeting, kitchen hygiene, cooking, gardening, washing and ironing. The building is suitable for group work and is used for addressing a wide range of issues such as substance misuse and parenting.

WYJS has an excellent reputation for providing bespoke programmes of intensive work with individuals enabling issues of diversity to be addressed and for ensuring the interventions delivered are appropriately enforced. As a result sentencers consider ISS and other programmes as credible alternatives to custody.

Failure to comply with community sentences can result in a young person being sentenced to custody and for this reason WYJS is introducing engagement panels when a young person is beginning to show signs of non-compliance in order to consider methods for addressing this before the requirement to breach is reached. This process facilitated by managers will ensure the young person is made fully aware of the consequences of further non compliance and the options of the court.

Pre-sentence reports are provided to courts in order for sentences to make informed sentencing decisions. WYJS reports are of high quality, with managers taking responsibility for quality assurance of all reports provided to a court. Fundamental to preparation of these reports is comprehensive assessment of the young person and the reasons/causes of their offending. WYJS ensures that when proposing a community option it is commensurate with the severity of the offence and takes account of the individual needs of the young person in order to maximize the potential for the young person to successfully complete the order and cease offending.

WYJS provides alternatives to custody by the provision of intensive supervision and surveillance programmes as part of a YRO or bail and this includes up to 25 hours of support and supervision by practitioners over a seven day week, including bank holidays.

Re-offending rates amongst those that receive a custodial sentence are greater than those sentenced within the community. Therefore, WYJS maintains contact with a young person in the secure estate, arranging release programmes with robust licence conditions to continue to protect the public and reduce the risk of further offences. These licence conditions might include drug testing, non association with criminal peers and exclusion zones as well as curfew and supervision. Victims are contacted to ensure their wishes and feelings are taken into consideration when setting licence conditions. To support a resettlement package WYJS will access Release On Temporary Licence (ROTL) in order to arrange education packages or stable accommodation in the community.

WYJS works with multi agency fora to agree licence conditions for those young people sentenced who pose a serious risk in order to protect the public. These include the Integrated Offender Management (IOM) scheme for those that are prolific offenders and the Multi Agency Public Protection

Arrangements (MAPPA) for the more serious offenders.

Practitioners trained in RJ will use these interventions with those at risk of custody and, where appropriate, those already within custody. Further reducing the likelihood of further offending on release into the community.

Whilst reduction of young people detained in police cells following charge is not part of this national indicator WYJS, Emergency out of Hours Team and Warwickshire Police have reviewed current practice and performance against the findings of the HMIC report 'Who's Looking Out for the Children' and identified areas for improvement which will provide better opportunities for ensuring young people are safeguarded and detention is avoided wherever possible.

In 2012/13 the Service will:-

- Evaluate bail options to ensure they are effective in protecting the public,
- Implement engagement panels across the county to improve compliance with community orders, licence conditions and bail packages,
- Work between prisons, education and accommodation providers to increase the use of ROTL,
- Identify appropriate opportunities for joint RJ working within the secure estate and on release.

LOCAL INDICATORS

(i) HEALTH

OBJECTIVE: TO IMPROVE THE HEALTH OF YOUNG PEOPLE KNOWN TO WYJS

The health provision is commissioned by WYJS through a 3 year contract with Coventry & Warwickshire NHS Partnership Trust. Key performance indicators are monitored regularly to ensure the service delivered is comprehensive and effective. The service consists of 3 part time staff including a systemic psychotherapist/mental health nurse, who is also the team leader, a child health nurse and a counsellor.

Young people who offend are a vulnerable group presenting with complex psychological, social and physical needs. The health provision within the WYJS addresses these by offering comprehensive and flexible assessments, interventions and consultation service to individual young people and families known to the service. The aim is to improve emotional and mental health, and to provide basic physical healthcare. A cohort of young people were identified as either currently or previously looked after children (LAC) and as a result work included close liaison with children's services

During 2011/12 health workers exceeded their target of engaging with 80 new contacts. The majority of young people presented with highly complex mental health concerns including self-harm, severe conduct and developmental disorders, anxiety and depressive disorders and post traumatic stress disorder (PTSD). Many were victims and/or perpetrators of domestic violence and sexual abuse. Health interventions included individual and family psychotherapy, cognitive behavioural therapy (CBT), counselling, psycho-educational sessions and medical reviews.

The commissioned health staff:-

- Undertook consultations and direct work with young people in care, care home staff and social workers,
- Worked with WYJS substance misuse practitioners offering joint sessions and consultations regarding young people presenting with co-morbidity concerns,
- Worked closely with the Child and Adolescent Mental Health Service (CAMHS), Adult Mental Health, and GP practices, offering joint sessions and consultations to build effective pathways, improving signposting and transitional arrangements between services.
- Commenced negotiations with primary mental health to further enhance the care pathways between WYJS and other statutory health providers,
- Undertook direct work with young people in custody as well as offering health consultations to professionals within the secure estate to maintain continuity of care,
- Contributed to WYJS risk management meetings where the young people had health related concerns,
- Contributed directly to pre-sentence reports to highlight health issues and possible links to offending behaviour,
- Conducted a number of training sessions including training to MAPPA on mental health issues and to WYJS practitioners in relation to understanding and working with young people who self-harm.

In addition to the commissioned service WYJS also commissioned systemic family therapy for early stage prevention of offending and young victims of crime.

In 2012/13 the Service will:-

- Provide the health element of the planned triage approach to young people entering police custody,
- Improve detection and signposting for young people's physical health needs,
- Participate in the brain injury research project in conjunction with Warwick University,
- Improve pathways to Primary Mental Health.

(ii) EDUCATION, TRAINING & EMPLOYMENT

OBJECTIVE: TO ENSURE YOUNG PEOPLE KNOWN TO WYJS HAVE ACCESS TO EDUCATION, TRAINING & EMPLOYMENT

Research shows that there is significant relationship between poor school/college/employment attendance and offending behaviour. This research supports the work of the YJB, which has made education, training and employment a high priority. Evidence suggests that engagement in education and training is one of the most important factors in reducing offending and re-offending. WYJS work with young people and their parents/carers to ensure

that they understand the importance of remaining in education and where the young person is not in school, or is likely to receive an exclusion for their behaviour, practitioners work alongside the school and the young person in an attempt to keep them in school. Changes to the education system mean that the local authority has fewer powers to ensure that schools maintain young people in their school. During 2011/12 only 62% of those young people known to WYJS receiving 25 hours of education per week compared to the previous year, representing a 14% fall from the previous year. This compares poorly with the national and regional performances which are 79% and 77% respectively.

WYJS has close working relationships with partner agencies include schools, academies and colleges who supply, as part of protocol arrangements, information and statements to assist with assessments of young people in the criminal justice system. The role of WYJS is primarily to advocate and broker access to education, training and employment, both strategically and on behalf of individual young people. . WYJS ensures that the diverse needs of all our young people are met including those young people who require additional support, for example those who have a specialist educational need. The WYJS is represented on the Policy Officer's Forum and the Out of Schools Group where young people who are not in education are discussed and plans agreed to ensure school places are identified. It is hoped this will result in an improvement in access to education for this vulnerable group during 2012/13.

In addition to this WYJS work actively to maintain young people in their school placement and in 2011/12 WYJS worked closely with the safeguarding representative for the education department to ensure that two young people charged with sexual offences and given strict bail conditions were able to continue education with a safeguarding plan in place

Involvement in the criminal justice system places young people at a disadvantage in gaining employment and training and in order to support young people known to the service and increase their chances of gaining employment or training WYJS has developed partnerships with The Opportunities Centre, housing providers, careers advisors and employment and recruitment agencies to set up a work club in Nuneaton. This club meets on a weekly basis to promote a working life style to young people and give them skills to secure opportunities for work.

WYJS has continued to develop programmes designed to ensure that young people are given the maximum opportunity to engage and benefit from education, training and employment through the recruitment of volunteer mentors. These mentors have undertaken training to assist young people who need extra support by providing support with 'Touch, Type , Read and Spell' which helps them in their basic literacy, revision for exams, CV writing and interview skills.

In 2012/13 the Service will:-

- Develop transitional arrangements for young people moving from statutory education provision to college, training and employment,
- Work with young people, parents and families to support plans to improve educational attainment,
- Seek to increase participation with the 'Virtual School', to minimise the impact of school disruption on looked after children who offend,
- Increase the number of work clubs throughout Warwickshire that meet the needs of young people who have, or are at risk of offending,
- Increase the use of common assessments (CAFs) as part of exit strategies from WYJS interventions for those young people who have continued difficulties with engagement in education, training or employment.

(iii) SUBSTANCE MISUSE

OBJECTIVE: TO REDUCE THE MISUSE OF SUBSTANCES BY YOUNG PEOPLE KNOWN TO WYJS

The link between substance misuse and offending behaviour is long established, making one of WYJS' main priorities reducing the use of drugs, solvents and alcohol by young people who are involved with the youth criminal justice service. Research has highlighted that young people in the youth justice system use illegal drugs earlier and in larger quantities than other young people. Young people may become involved in crime in order to fund their substance misuse or may have offended and then started misusing substances under the influence of peers. In addition, alcohol consumption by children and young people has become a major concern particularly in relation to antisocial behaviour, offences of violence, injuries and sexual health issues.

Every young person coming to the attention of the WYJS is individually assessed for substance misuse concerns to enable robust and targeted interventions to be delivered which help to reduce the likelihood of re-offending and improve the life chances of the young people.

WYJS categorise the assessment outcomes into three main levels:

- TIER 3: High level of need with specialist substance misuse services provided in partnership with 'Compass, Warwickshire' (the commissioned substance misuse service within the county). 'Compass' provide specialist staff, skilled in motivational interviewing, who work to ensure a young person's motivation is developed to engage with a wide range of provision.
- TIER 2: Problems may be starting with links to offending. Targeted intervention provided by WYJS substance misuse practitioners who deliver structured interventions aimed to reduce the impact and minimise the harm related to the use of drugs and alcohol and, prevent escalation to more serious or high risk drug or alcohol misuse.
- TIER 1: Information and advice to young people carried out by WYJS case managers, with support and advice provided by WYJS substance misuse practitioners.

This approach will be reviewed during 2012/13 to ensure that young people continue to receive the most appropriate service to meet their needs and increase the chances of ensuring the young people are able to address and reduce their level of substance misuse.

WYJS ensure that provision is tailored to meet the individual needs of all the young people supervised by the service and take full account of diversity issues such as ethnicity, gender or learning difficulties when formulating plans. Facilities used to work with young people misusing substances are designed to provide the best opportunity to allow full exploration of the issues the young people present with.

In 2012/13 the WYJS will:-

- Apply triage assessments for all young people on arrival into police custody and a voluntary intervention will be offered to young people thought to be misusing substances.
- Train practitioners within WYJS to ensure substance misuse, including alcohol, is comprehensively assessed and appropriate referrals in all

relevant cases.

- Pilot a new substance misuse intervention to assist with evaluation and a review of 'what works',
- Provide Open University Level 4 Substance Misuse training to two practitioners to enhance service and partnership provision,
- Evaluate offences of violence and identify any links to alcohol consumption,
- Evaluate sexual health concerns of young people known to WYJS and identify links to alcohol consumption.

(iv) LIVING ARRANGEMENTS

OBJECTIVE: TO ENSURE ALL YOUNG PEOPLE KNOWN TO WYJS HAVE SAFE & SUITABLE LIVING ARRANGEMENTS.

The Social Exclusion Unit found that the presence of stable accommodation in a young person's life can mean a reduction of more, than 20% in re-offending rates. Being without stable accommodation makes it extremely difficult for young people who offend to engage in, or benefit from, programmes that are critical to effective rehabilitation, such as, education, training and employment, services to address substance misuse, and interventions to address offending behaviour.

WYJS works with families and partner agencies to try to ensure every young person remains in the most appropriate accommodation available and the FIP key workers have been very successful in enabling the families they work with to avoid eviction ensuring children are able to remain with their family groups. However, some young people involved in the criminal justice system are unable to remain at home for a variety of reasons including the imposition of bail conditions, to reduce their contact with victims, or due to family breakdown. In these circumstances WYJS works in partnership with other agencies to support individually tailored interventions for young people to maintain contacts with their families and identify and secure suitable accommodation.

During 2011/12 WYJS accommodation practitioners have received specialist training in family mediation which has been positive in reducing incidents of family breakdown which result in young people becoming homeless and in minimising the period of time young people need to be accommodated. Where the lack of accommodation has resulted from poor behaviour, rather than a condition of bail or a court order, WYJS will where all parties are in agreement use a restorative approach using family mediation. Such an approach can be delivered in a variety of settings including the family home, children's homes and foster placements. It can also divert children from the criminal justice system by ensuring that the poor behaviour in the home is dealt with restoratively without recourse to the police and further breakdown in familial relationships. Proactive restorative practices also build positive relationships between young people and their carers and equip all with the skills to deal with conflicts and disagreements constructively.

Where such an approach is not suitable and the young person is assessed as appropriate for independent or semi independent living, specialist WYJS accommodation practitioners work closely with 'supporting people' accommodation providers to match young people with available accommodation and help them through the process of securing identified housing.

WYJS also works closely with the Warwickshire Probation Trust to access to national probation hostels where for example an 18 year old is being resettled into the community after a period of detention.

WYJS is also in the unique position to be able to directly allocate a small number of specialist Barnardo's foster placements to young people at risk of being remanded or sentenced into custody. Often this accommodation is supported by an intensive supervision and surveillance programme. This invaluable resource has enabled WYJS to reduce the need for remand and custodial sentences to be used by the courts.

Ensuring suitable and sustainable accommodation is available for Warwickshire children and young people who have offended or are at risk of offending is fundamental to both social inclusion and reducing reoffending. WYJS supports the aims and objectives of Warwickshire Children Services in reducing the need to accommodate children and young people and also provides intensive support those already accommodated.

Children in care are disproportionately more likely to enter the youth criminal justice system and custody. National data indicates that in 2007 looked after children (LAC) aged 10 years or over were more than twice as likely to be convicted or subject to a reprimand or final warning as other children of this age. According to the Children, Schools and Families committee of the House of Commons, LAC are in general more likely to have been exposed to risk factors associated with youth offending, such as lack of parental support, poor attendance at school and inappropriate accommodation. Greater placement stability and measures to reduce the number of out-of-area placements, a known risk factor for offending, reduces the likelihood of offending.

During the last 12 months WYJS has worked closely with partner agencies in both housing and children's teams to implement the statutory guidance of the 'Southwark Ruling' makes it clear that the Children Act 1989 has primacy over the Housing Acts and that the duties of local children's services to accommodate children in need cannot be delegated to the housing authority. Furthermore, where a 16 or 17 year old young person presents as homeless to a local authority and is assessed as requiring accommodation, in all but a few exceptional cases, these young people will meet the criteria for S20 accommodation and therefore will become LAC and receive the support such status provides. Nevertheless, the number of children who become accommodated (LAC) by the WYJS is small and LAC who offended in Warwickshire during 2011/12 was 5.2% compared to 7.9% nationally.

In identifying all avenues available to meet the needs of young people who offend WYJS has also been developing relationships within the community in the form of private landlords. This work has proved to be invaluable in securing accommodation for young people in crisis situations.

WYJS works closely with the local housing providers, police and the family intervention (FIP) key workers to prevent evictions of young people and their families due to anti-social behaviour.

WYJS has completed the Quality Assurance Framework (QAF) for Supporting People which is a requirement to secure ongoing funding. This ensures that we are providing young people in Warwickshire with appropriate accommodation. During 2011/12 246 of the 258 young people with interventions closing were deemed to be in suitable accommodation. This represented 95%, a 2% improvement on previous year.

In 2012/13 WYJS will:-

- Explore further accommodation to be used in emergency crisis situations.
- Increase the use of restorative justice to maintain young people in their homes and reduce those entering the criminal justice system as a result of breakdown in relationships.

STAKEHOLDER ENGAGEMENT

OBJECTIVE: TO IMPROVE SERVICES TO YOUNG PEOPLE, PARENTS AND VICTIMS.

WYJS provides interventions and support to a diverse range of service users including young people, their parents/families, and victims of youth crime. All young people supervised by the service complete a self-assessment at the beginning of an intervention and a further one at the closure stage providing an evaluation of what has improved in their lives and their changed attitude to offending. Young people have the opportunity to reflect on the benefit of each meeting with practitioners as well as at the end of their order. This provides valuable information to WYJS in terms of service development and improvement.

WYJS practitioners trained to work with victims of youth crime offer opportunities for victims to participate in restorative processes, meeting with the young person who committed crime/s against them. All those who participate are asked to feedback on their experiences and to offer suggestions for improvements. In 2011/12 the interventions offered to victims included opportunities for:-

- Young victims of violent crime to participate in the Tall Ships sailing project,
- Young victims to attend a 'Goals UK' motivational training course,
- One young man and his father to meet face-to-face with the offender who assaulted him.

The victims were invited by WYJS to address WJYS staff at a practitioners events and the Annual WYJS Event and in the case of the young man and his father to present to other youth offending teams (YOTs) and the Youth Justice Board (YJB) in their Regional Restorative Justice Conference in Birmingham.

Whilst WYJS has a high satisfaction rate of over 95% for the last five years with regards to services to victims of youth crime, the number of victims who participate in a restorative process remains relatively static and disappointingly low at 30%. This is a national problem experienced by all YOTs and in an attempt to address this YJB provided funding to all YOTs for staff training in facilitation of restorative justice processes. WJYS joined with 10 of the local YOTs to form the West Midlands Restorative Justice Consortium and between February and March 2012 trained 8 WYJS staff to facilitator level; 6 continued on to complete the Train the Trainer course.

In addition to this WYJS has commissioned a local media company to work with WYJS and victims in order to produce a DVD explaining WYJS' approach to restorative justice and how this can benefit local victims of youth crime as well as the wider community. Featured in this DVD are a young victim of a violent assault and his father and the young man who attacked him and his mother. Word of mouth is particularly important in a victim's engagement in restorative justice and WYJS intends to use the DVD to encourage victims to participate in restorative justice by hearing directly from victims their experience of engagement with WYJS. We will also use the film in a wider publicity campaign.

WYJS undertakes an annual telephone survey with parents and families who have participated in parenting or family intervention programmes enabling them to offer feedback regarding services provided to them, this approach has proven informative and constructive in terms of service improvements.

WYJS intends to increase this level of engagement across all service user groups by creating representative groups who can meet with managers to discuss programmes offered are as effective and appropriate as possible.

Feedback from the community partners we work with, in particular those who provide reparation placements is also invaluable and is sought after every session from the worker supervising the reparation and by practitioners arranging placements ensuring commissioned work has been carried out to a satisfactory standard.

Youth justice is an area of interest for many people, especially students and is constantly receiving requests for participation as a volunteer. We currently have a diverse pool of 22 volunteers representing a good cross section of the local population and undertaking a wide variety of roles with young people. We provided placements for several work experience students in addition to the usual social work students. In March 2012 we facilitated a 2 day residential training weekend to launch our mentoring project and we envisage recruiting more volunteers to this project over the coming months. WYJS expects to have at least 15 trained mentors operating across the county by 31.12.12.

During 2011/12 WYJS commissioned a review of current opportunities for engagement measured against the Youth Service and other YOTs know to perform well in this area, and provided proposals for improving participation by young people in service development. WYJS is using this as a basis for increasing participation for all WYJS service users. WYJS includes young people on their interview panels and in 2011/12 this was extended to include victims and parents of young offenders.

In 2012/13 WYJS will:-

- Increase participation in restorative justice interventions,
- Identify and implement an engagement strategy which increases participation of service users in service development.

SAFEGUARDING & RISK MANAGEMENT

OBJECTIVE: TO ENSURE ALL YOUNG PEOPLE ARE SAFEGUARDED AND THE COMMUNITY ARE PROTECTED.

Safeguarding

WYJS has a duty under Section 11 of the Children Act 2004 to safeguard and promote the welfare of children and young people. All WYJS staff, including administration and volunteers have an enhanced CRB clearance and undertake safeguarding and child protection training. In addition, WYJS have an agreement that all probation officers managing the unpaid work scheme have an enhanced CRB clearance. Social work staff are regularly trained to Level 2 in Child Protection procedures and, domestic violence training has been identified as mandatory for all case managers.

The HMIP inspection of WYJS in January 2011 found that with a score of 77% only minimum improvement (the highest rating achievable within this inspection regime) was required of WYJS with regard to safeguarding young people and victims of youth crime. WYJS was praised in the effectiveness of its' partnership working and this is also demonstrated in WYJS contribution to a range of overarching strategies such as teenage pregnancy, in addition to corporate strategies such as those of alcohol and substance misuse, parenting, accommodation, and community safety.

The practice of Warwickshire Children's Services with regard to safeguarding and looked after children, was inspected by Ofsted in October 2011 and as a result of WYJS led focus groups and interviews with young people supervised by WYJS areas of strength included 'low levels of offending by looked after children' and 'strong partnership links between children's social care and WYJS.

In 2011, the government published their formal response to Eileen Munro's review of child protection, commissioned the previous year. One of the key areas highlighted was the supervision of social workers. WYJS commissioned 3 days supervision training for the whole management team via the Children's Workforce Development Council (CWDC) to support this.

An analysis of the needs of young people entering custody is reported annually to the Warwickshire Safeguarding Children's Board (WSCB) and any reports of serious incidents are examined by the WSCB serious case review sub-committee. WYJS reported one serious incident to the Youth Justice Board (YJB) under the safeguarding category, which was a death in the community; an action plan was agreed and was monitored to completion by WYJS and the YJB.

Warwickshire Adults Safeguarding Board undertook a Serious Case Review (SCR) on the murder of a young woman murdered. WYJS were included on the review panel as four of the offenders were known to the service with one offender being subject to a court order at the time of the offence. The SCR did not highlight any concerns with WYJS practice.

WYJS also looked beyond local enquiries and responses, subsequently the management team are in the process of reviewing 'lessons learned' nationally. Papers including national serious case reviews, the Monroe Report and HMIP thematic inspections are being reviewed by the management team against current practice to identify any potential areas for service improvement.

Following a review of the HMIC report 'Who's looking out for the children' of young people detained after charge a triage assessment is being introduced ensuring all young people brought into custody without a parent during office hours will be assessed by a WYJS practitioner. Their individual needs and vulnerabilities will be dealt through appropriate sign posting or immediate action.

All programmes in WYJS address the safeguarding needs of young people and in 2011/12 WYJS commissioned an external health specialist to offer support specifically for young victims who were undertaking a programme to look at the impact of offending on their lives and reduce the likelihood of they themselves becoming offenders.

of a focus on helping them feel safe following

Risk Management

The latest inspection of WYJS by HMIP in January 2011 found risk management in the service to be of a sufficiently high level of quality (73% rating) and as within other parts of the inspection WYJS performed well above the national and West Midlands average. A Core Case Inspection (CCI) Improvement Plan was put in place and all objectives were completed by January 2012.

WYJS was praised in the effectiveness of our partnership working and this is particularly pertinent with regard to management of risk. WYJS has full membership to Multi-Agency Public Protection Arrangements (MAPPA) forums, the WYJS Manager is an active member of the MAPPA Strategic Management Board and an operations manager attends all MAPPA level 2 meetings.

There are processes in place to ensure that all young people who present a medium risk of harm are discussed in a risk panel. Where assessments identify a young person as a medium or high risk of harm these cases are discussed as a management team in fortnightly meetings. All of which are discussed in other multi-agency forums including MAPPA or as part of the Integrated Offender Management; other forums include amongst others the Multi-Agency Risk Assessment Conference (MARAC).

WYJS is a multi-disciplinary and multi-agency service and has a number of specialist practitioners within the service working with sex offenders using the AIM2 interventions, and similarly for violent offenders using the 'Structured Assessment of Violent Risk in Youth' (SAVRY) assessment. WYJS also has a member of staff trained in the use of the police and probation VISOR system ensuring effective sharing of information and management of risk.

Since 2011 WYJS have made six referrals to MAPPA, five of which were accepted and one for which we await a response. Arrangements have worked well and as a result there has either been a reduction in risk or where there has been an increase in concerns to public safety recall to custody procedures were successfully applied.

The Service has reported one serious incident to the YJB during 2011/12 for safeguarding. The review completed by the YJB indicates no serious concerns with WYJS practice and the YJB concluded that the incident could not have been predicted.

In 2012/13 WYJS will:-

- Introduce triage assessment to ensure every young person is assessed on their arrival into custody and that appropriate referrals are made in a timely manner,
- Provide appropriate adult training to all staff to ensure young people are safeguarded in custody and that the length of time young people spend in police custody is reduced,
- Review the effectiveness of vulnerability and risk management to ensure that local policy is current and effective.

WORKFORCE DEVELOPMENT

2011/12 Performance

During 2011/12 WYJS undertook a significant service restructure, moving to a single role of 'practitioner' with specialist work streams based on skills, experience and qualifications. To underpin this restructure WYJS commissioned a wide range of training to increase the services' capacity, capability and resilience in delivering a quality service to all of our service users. This included: -

- Management team development,
- Improving capability in both violent and sexually inappropriate behaviour assessments through relevant staff undertaking SAVRY and AIM2 training,

- Motivational interview training,
- Restorative justice training, both training for practitioners and train the trainers training,
- Increasing the tools used by our parenting workers, through their attendance on 'Strengthening Families Strengthening Communities' and , STEPS for young people,
- Increasing our pool of trained first aiders to support our new Bloxham delivery centre.

WYJS remains committed to the County Council Children's Services agenda of improving the quality of social work provision within children's services. WYJS will adopt the approach of children's services in developing training, recruitment and professional pathways for social workers within the service. Changes in training and within the social work profession subsequent to the Munro Report will be adopted within WYJS as part of the wider social work discipline within the county council. In addition to this WYJS remains committed to developing its social care workforce; during 2011/12 we sponsored two new 'Social Worker in Training' degree placements with the Open University.

We also work collaboratively with partners to ensure that WYJS staff acquire core skills and knowledge such as safeguarding, sexual health, equality and diversity, and where necessary staff receive additional training to ensure they are appropriately equipped to undertake their specific youth justice roles.

The annual Learning & Development Plan ensures all core and induction training to new staff is managed effectively. It also identifies training for particular staff groups, either as a result of professional discipline or role within the Service. In addition to this training identified through the appraisal process is captured.

In 2012/13 the Service will provide training and development for:-

- Childview (case management system),
- Pre-sentence report training (focusing on analytical skills and risk),
- Court skills training,
- Appropriate adult training,
- Information governance,
- Group work practice,
- Embedding restorative justice training with staff, panel members and relevant partner agencies,
- Domestic abuse.

REVIEW AND SIGN OFF**Signatories :**

Name:		Job Title		Date	
	Liz Stafford (chair of Chief Officer's Board)		Chief Executive, Warwickshire Probation Trust		June 2012
Name:	Neil Brunton	Job Title	Director of Operations, Warwickshire Police	Date	June 2012
Name:	Monica Fogarty	Job Title	Strategic Director, Communities	Date	June 2012
Name:	John Linnane	Job Title	Director of Public Health	Date	June 2012

GLOSSARY

Note: This is not a definitive or official glossary used by the YJB as a whole. This table is intended for use only in relation to the tables above where, due to the amount of information displayed, some abbreviations have been necessary.

APIS	Assessment, planning, interventions and supervision
ASB	Anti-social behaviour
Asset	Asset is the standard assessment framework used with young people at all stages of the youth justice system from Final Warning onwards.
C&C	Capacity and capability
CAF	Common Assessment Framework
CDRP	Crime and Disorder Reduction Partnership
CSP	Community Safety Partnership
CYP	Children and young people
ETE	Education, training and employment
FIP	Family intervention programme
FTE	First-time entrant
ILP	Individual learning plan
ISSP	Intensive Supervision and Surveillance Programme
KEEP	Key elements of effective practice
LA	Local Authority
LAC	Looked-after children
LCJB	Local criminal justice board
LMR	Local management review
LSCB	Local safeguarding children board
MAPPA	Multi agency public protection arrangements
NI	National Indicators

NS	National standards
OCJR	Office for criminal justice reform
Onset	<i>Onset</i> is an assessment tool designed to identify the risk factors and protective factors associated with the behaviour of those young people at risk of offending (i.e. on a prevention programme).
OU	Open University
PACE	Police and Criminal Evidence Act
PDP	Personal Development Plan
PPO	Prolific and priority offender
PSR	Pre-sentence report
PVE	Preventing violent extremism
QA	quality assurance
RJ	Restorative justice
ROSH	Risk of serious harm
SEN	Special education needs
SIFA	Screening interview for adolescents
SLA	Service level agreement
SQUIFA	Screening questionnaire interview for adolescents
YCAP	Youth Crime Action Plan
YIP	Youth Inclusion Programme