

Working in partnership for safer communities



Warwickshire Youth Justice Service



# **Warwickshire Youth Justice & Family Intervention Service**

## **Strategic Plan**

**April 2015 to March 2016**

	<b>CONTENTS</b>	<b>Page</b>
<b>1</b>	<b>THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE (i) PERFORMANCE OVERVIEW</b>	<b>3-5</b>
	<b>(ii) STRATEGIC AIMS &amp; PRIORITIES</b>	<b>6</b>
	<b>(iii) GOVERNANCE</b>	<b>7-10</b>
	<b>(iv) FINANCIAL RESOURCES</b>	<b>11</b>
<b>2</b>	<b>STRATEGIC AIMS (i) IMPROVING OUTCOMES FOR VICTIMS</b>	<b>12-13</b>
	<b>(ii) IMPROVING OUTCOMES FOR CHILDREN &amp; YOUNG PEOPLE</b>	<b>14-15</b>
	<b>(iii) IMPROVING OUTCOMES FOR PARENTS &amp; FAMILIES</b>	<b>16-17</b>
	<b>(iv) IMPROVING OUTCOMES FOR THE COMMUNITY</b>	<b>18</b>
<b>3</b>	<b>WORKFORCE DEVELOPMENT</b>	<b>19</b>
<b>4</b>	<b>RISK ASSESSMENT</b>	<b>20</b>
<b>5</b>	<b>REVIEW AND SIGN OFF</b>	<b>21</b>
<b>6</b>	<b>GLOSSARY</b>	<b>22</b>

## 1. THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

### (i) PERFORMANCE OVERVIEW

The Warwickshire Youth Justice & Family Intervention Service is a combined service comprising of the statutory multi-agency youth offending team (YOT) known locally as the Youth Justice Service which aims to prevent and reduce offending by children and young people aged 10 -18 years (and in some cases beyond) by the provision of interventions to support court orders and to divert young people from crime, and Family Intervention which provides interventions to support families with complex needs as part of the Troubled Families initiative, known locally as Priority Families. As part of a multi-agency service, Family Intervention has benefited from the ability of practitioners within the service to support the needs of young people beyond that offered as part of a family plan. Youth Justice has also benefitted, adopting a more whole family approach to the work undertaken with young people who have offended. As a result, the whole service is well known nationally as a highly performing service achieving outstanding results against national objectives set by the Youth Justice Board for England and Wales (YJB) and the Department of Communities and Local Government.

#### **Performance against national objectives:**

YOTs are measured for effectiveness in reducing:

- the number of first time entrants to the criminal justice system (FTEs)
- the rate of re-offending
- the need for custodial sentences.

Troubled Families are subject to payment by results for improving outcomes for the families against their assessed needs within criteria set by the DCLG.

In 2014/15 offences committed by young people reduced by 2.15% on the previous year and Warwickshire saw an 11.11% reduction in the number of young people committing those offences. The service also saw a 6.25% reduction in FTEs with performance for WYJFIS remaining lower when compared to the national and regional and YOT Family performance (360, compared to 417, 411 and 410 respectively, per 100,000 10-17 years population). These continued reductions are excellent compared to other authorities as Warwickshire has, unlike others, continued to reduce offending and re-offending consistently since 2007/8. In 2014/15 96% of these young people described their ethnicity as white and 16% were female, which again demonstrates no disproportionality of offending in minority groups and girls.

Latest available data for re-offending rates shows a frequency rate (average number of re-offences per offender) of 0.71 per person and a binary rate (proportion of offenders who re-offend) of 26.4%. The frequency rate shows a slight decline and the binary rate shows a slight improvement compared with the same period last year which mirrors national trends. Nevertheless, Warwickshire continues to outperform the national average, West Midlands region and its YOT family group.

Safeguarding young people is central to the work of the service and reducing the need for a young people to receive a custodial sentence because an alternative is not available is managed effectively in WYJFIS by the provision of credible alternative to custody interventions and by specialist foster care provided in partnership with Barnardo's. As a result of all this only 4 custodial sentences were imposed on young people in Warwickshire during 2014/15

and all were for serious offences, representing 1.8% of all court disposals. This is an improvement on the previous year's performance and using the national measure 'use of custody rate per 1,000 of 10 – 17 population' Warwickshire outperforms the national average, West Midlands region and its YOT family group in this national objective (0.4 compared to 0.43, 0.39 and 0.2 respectively). Additionally, youth detention accommodation reduced with only 6 young people detained during their remand amounting to a total of 264 nights.

222 new court orders were supervised by youth justice practitioners in 2014/15 and the service delivered 192 preventative interventions, including youth restorative disposals (YRDs) where young people are required to meet with their victim or make some recompense at the request of the victim to benefit the victim.

63 young people completed their court orders successfully (many are made for more than 12 months) including 12 orders that were taken back to court for early revocation after demonstrating the young person's good progress, reduced risk to others and reintegration into their communities.

Family intervention key workers supported 53 families through direct interventions with families to reduce offending by children within the family, with 37 families successfully completing their interventions. The service continues to be the greatest provider of evidence for payment by results in Warwickshire. As a result of the excellent performance in Warwickshire it has been approved as an early adopter of Phase 2 for the Troubled Families programme.

The multi-agency composition of YOTs is no doubt central to the effectiveness of work to reduce offending. However, WYJFIS structure supports this further with practitioners and key workers sharing the management of young people and families whilst maintaining their professional disciplines, enabling young people to be supported with a comprehensive package of care which focuses on areas of need, whilst enforcing the order of the court, or sanctions applied through family intervention. The service uses a restorative approach with individuals and families, increasing the likelihood of any improvements being sustained when the service completes its work and withdraws.

### **Local perspective**

Ongoing review of cases managed within the service continues to demonstrate the high level of presenting needs of young people and families. For example, those young people who have mental health needs are more complex than those young people seen in mainstream mental health services. What is demonstrated by the performance of WYJFIS compared to other services is that the multi-agency nature of the service ensures that these young people receive quality assessments that result in effective identification of need and that WYJFIS practitioners working with their parent agency can quickly support these young people into more mainstream provision.

Effective identification and management of risk continues to be a priority and WYJFIS is effectively engaged in all areas of risk management including multi-agency public protection arrangements (MAPPA), multi-agency risk assessment conferences (MARAC), integrated offender management (IOM) and the Prevent agenda. Child sexual exploitation has been a focus of work for Warwickshire agencies during 2014 and WYJFIS is leading this area of work; the WYJFIS manager chairs the Warwickshire Safeguarding Children Board Committee for CSE which has developed the multi-agency CSE team. During 2015/16 this work will continue with Warwickshire developing a multi-agency safeguarding hub (MASH) which will address children and adult safeguarding.

During 2014/15 the service has continued to look at what is effective in supporting victims, reducing the likelihood of offending by children and young

people and what interventions have the best outcomes for families. A focus on methods to address violent offending was also undertaken (although the Ministry of Justice Data Lab analysis of WYJFIS interventions undertaken in 2013/14 showed the service to be significantly better at reducing re-offending following a violent offence) because violence continued to be the most prevalent of offences committed by young people in Warwickshire. As a result, the service trained practitioners in the delivery of the CHARM programme ('Coaching Healthy and Respectful Masculinity') and implemented a series of CHARM groups. The aim of CHARM is to promote and develop healthy masculinity, encouraging participants to think critically about societal attitudes and beliefs regarding what it means to be a man. Through a series of 8 sessions, participants are supported in re-defining masculinity, understanding abuse and gender violence and exploring the messages prevalent in British culture. Violence continues to be an issue for young people who offend but is now the second most prevalent of offences. Work in 2015/16 will consider how best to target this resource for prevention of violent offending.

Work with families is effective in improving communities, reducing the looked after (LAC) population and improving outcomes for the individuals within the families. During 2015/16 work with families will include the further development of parenting volunteers recruited from parents who have benefitted from WYJFIS interventions and wish to support others in engaging with the service.

Work with victims understandably continues to be a challenge due to the harm they have experienced. Nevertheless, WYJFIS has successfully engaged with 43% of victims contacted by the service with 50% of those victims agreeing to a direct form of restorative justice (RJ) including conferencing and mediation, with 27% meeting with the young person.

WYJFIS remains effective in ensuring the level of re-offending is reduced across all offence types and demonstrates a continued reduction in the number of young people re-offending. Latest available data (April 2011 – March 2012 cohort) shows Warwickshire outperforming the national average, West Midlands region and youth offending team (YOT) family group with a frequency rate (average number of re-offences per offender) of 0.57 per person and a binary rate (proportion of offenders who re-offend) of 27.4%, compared to the national rates of 0.71 and 35.4% respectively.

An analysis of cases managed by WYJFIS shows that the level of needs young people present to the service with are now significantly greater than in past years, with young people with mental health needs displaying more complex needs than those young people presenting to mainstream mental health services. Nevertheless, every effort is made to manage a young person in the community as these sentences are recognized nationally as the most effective way of reducing the likelihood of offending. However, custodial sentences are imposed on young people who have committed offences serious enough for only custody to be imposed, or where the persistency of the young person's offending offers no alternative. 11 young people in 2013/14 were sentenced to custody compared to 12 in the previous year accounting for 14 sentences (an increase of 2 from the previous year). This performance continues to be excellent compared to other YOTs.

Effective identification and management of risk continues to be a priority for WYJFIS and as a result 9 referrals to the Multi Agency Public Protection Arrangements (MAPPA) were made during the year, again demonstrating the high level of risk some of these young people pose.

Partnership working is integral to both the management of risk and vulnerability and work with children's social care to address the needs of children looked after by the local authority who offend and WYJS participation in the Integrated Offender Management scheme with criminal justice partners is successfully reducing re-offending and identifying and effectively managing those young people who pose most risk to others.

**(ii) STRATEGIC AIMS AND PRIORITIES OF THE WARWICKSHIRE YOUTH JUSTICE & FAMILY INTERVENTION SERVICE****The key strategic priorities for 2015/16 are to improve the outcomes for:****Victims by:**

- Ensuring all victims willing to be contacted by the service are offered a restorative justice intervention
- Evaluating interventions for their effectiveness in improving outcomes for victims
- Ensuring the service adopts a restorative justice culture
- Working with partner's to further develop restorative justice interventions for victims of youth crime.

**Children and young people by:**

- Delivering effective interventions to young people supervised by the service
- Providing young people with opportunities to re-engage with their families and the community
- Providing accreditation to work undertaken in order to improve education and employability
- Safeguarding them and reducing their likelihood of receiving custodial sentences.
- Reducing their need to become LAC.

**Parents and families by:**

- Providing support to improve their parenting skills
- Providing opportunities to re-enter employment.

**The community by:**

- Providing opportunities for unpaid work projects that improve the local environment
- Improving integration of young offenders with their community, thereby increasing community cohesion.

**To support these strategic priorities we will:**

Work with victims to deliver effective interventions that reduce their fear of crime

Ensure that work with vulnerable groups of children and young people is appropriately targeted and effective interventions are delivered that meet their needs

Ensure that the best interests of the community and victims are central to the work delivered with young people and families

Ensure all work with families is undertaken within the requirements of the Care Act 2014

Undertake comprehensive assessments and deliver quality interventions with all service users

Develop the skills of our workforce through supervision, appraisal and training

Evaluate interventions to ensure they deliver intended outcome

Maintain and build on our strong performance management and quality assurance arrangements.

**(iii) GOVERNANCE ARRANGEMENTS**

WYJFIS is located within the Communities Group of the local authority and managed by the multi-agency Chief Officers' Board; chaired by the Warwickshire Police & Crime Commissioner. Members include the Strategic Director for Communities Group, Strategic Director for People Group (and Director of Children's Services), Director of Public Health, Deputy Chief Constable of Warwickshire Police, the Head of NPS Midlands Division Coventry Solihull and Warwickshire Cluster. The Head of Midland Business Area for the Youth Justice Board for England & Wales (YJB) also attends, providing a national perspective for chief officers to consider.

The Chief Officers' Board has a statutory responsibility for funding the service appropriately and monitoring the budget, and for ensuring the service is achieving outcomes against the Strategic Youth Justice Plan and national indicators. It is also responsible for ensuring that safeguarding and public protection is managed effectively within the service and monitors any critical incident reviews of cases supervised by WYJFIS that meet this criterion.

The WYJFIS manager meets regularly with the Lead Member for Communities and provides reports to Communities' Overview & Scrutiny Committees for both Communities and Children and Young People. As a substantive member of the multi-agency Warwickshire Safer Partnership Board and the Warwickshire Safeguarding Children's Board, the WYJFIS manager also provides regular performance and thematic reports, such as the annual review of young people sentenced or remanded to custody, to advise elected members and partners of service performance and issues impacting on the service.

The WYJFIS manager is also a full and active member of the MAPPA Strategic Management Board and quality assurance arrangements within this Board enable WYJFIS to be held to account for its work in protecting the public.

These comprehensive arrangements ensure that the work of the service is monitored financially and in terms of achieving outcomes in community safety, public protection and safeguarding of children, including those looked after by the local authority.

The work of Family Intervention contributes to the Troubled Families initiative (known in Warwickshire as 'Priority Families'), reporting to the countywide Priority Families Programme Board which in turn reports to the Warwickshire Safer Partnership Board and the Warwickshire Safeguarding Children Board.

The work of WYJFIS is included in a variety of partner plans, contributing to the effectiveness of those plans by providing a unique perspective on young people and the criminal justice system (often seen as discordant objectives) and delivering against shared objectives. Those plans include, amongst others:

- Warwickshire County Council One Organisational Plan

- Warwickshire Justice Strategic Board (including the Local Criminal Justice Board) Strategy and Delivery Plan

- Warwickshire Safeguarding Children Board Plan

Warwickshire Aligned Police & Crime Plan

Warwickshire Community Safety Agreement, including sub plans i.e.:

- Reducing Re-offending Strategy
- Integrated Offender Management Strategy
- Drug Implementation Plan
- Alcohol Implementation Plan
- Anti-Social Behaviour Plan
- Safer Schools Strategy

MAPPA Business Plan

Warwickshire Health & Wellbeing Board

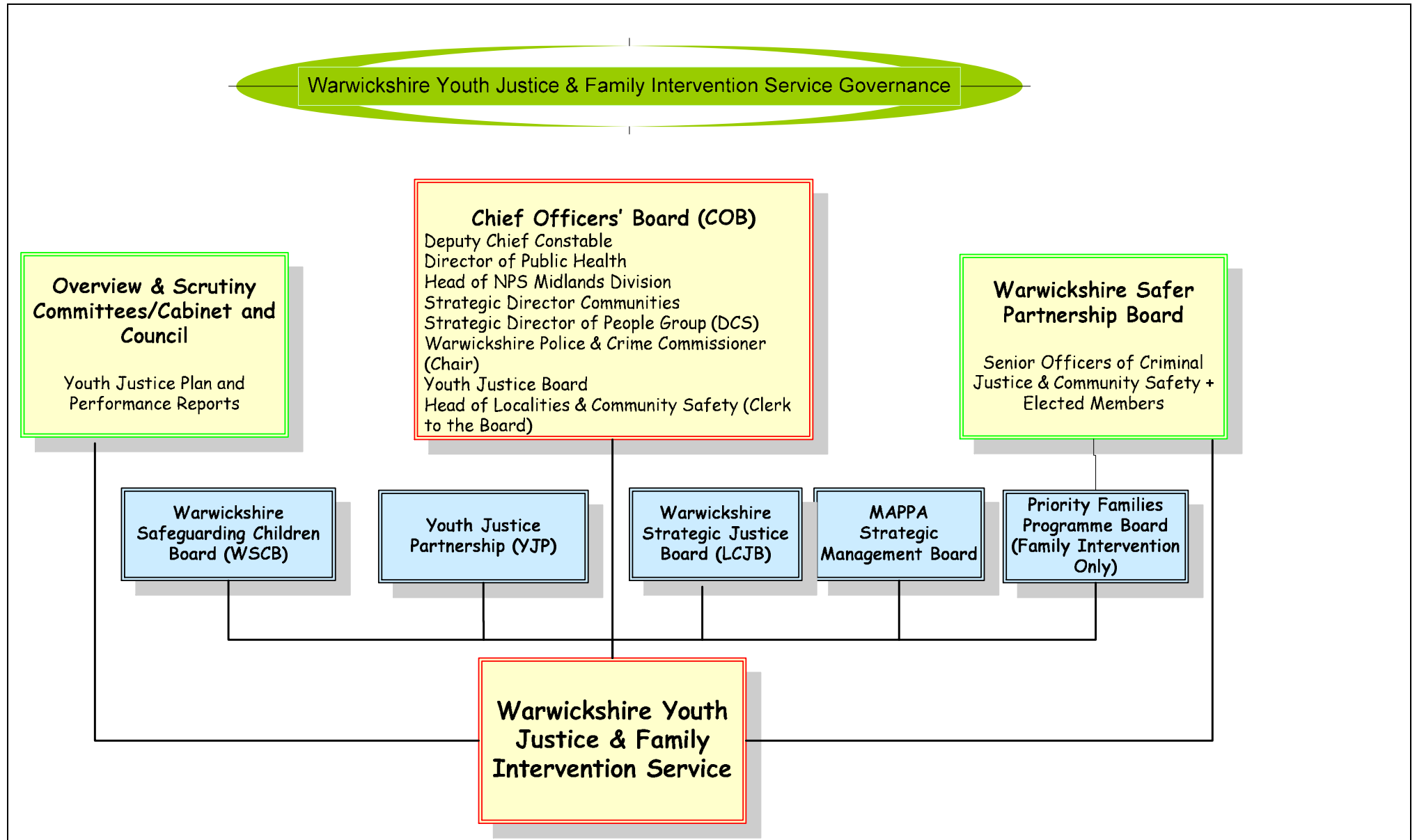
Warwickshire Priority Families Outcome Plan

The health needs of young people known to WYJFIS are also included in the Joint Strategic Needs Assessment (JSNA) which supports the planning of health provision within Warwickshire.

As part of the local criminal justice arrangements within the multi-agency Justice Centres in Warwickshire, the work of WYJFIS is included in the Warwickshire Justice Strategic Board Delivery Plan, enabling WYJS to influence local policies with partners such as the courts and crown prosecution. The WYJFIS manager is the chair of this board and also chairs the sub group for restorative justice developments throughout Warwickshire.

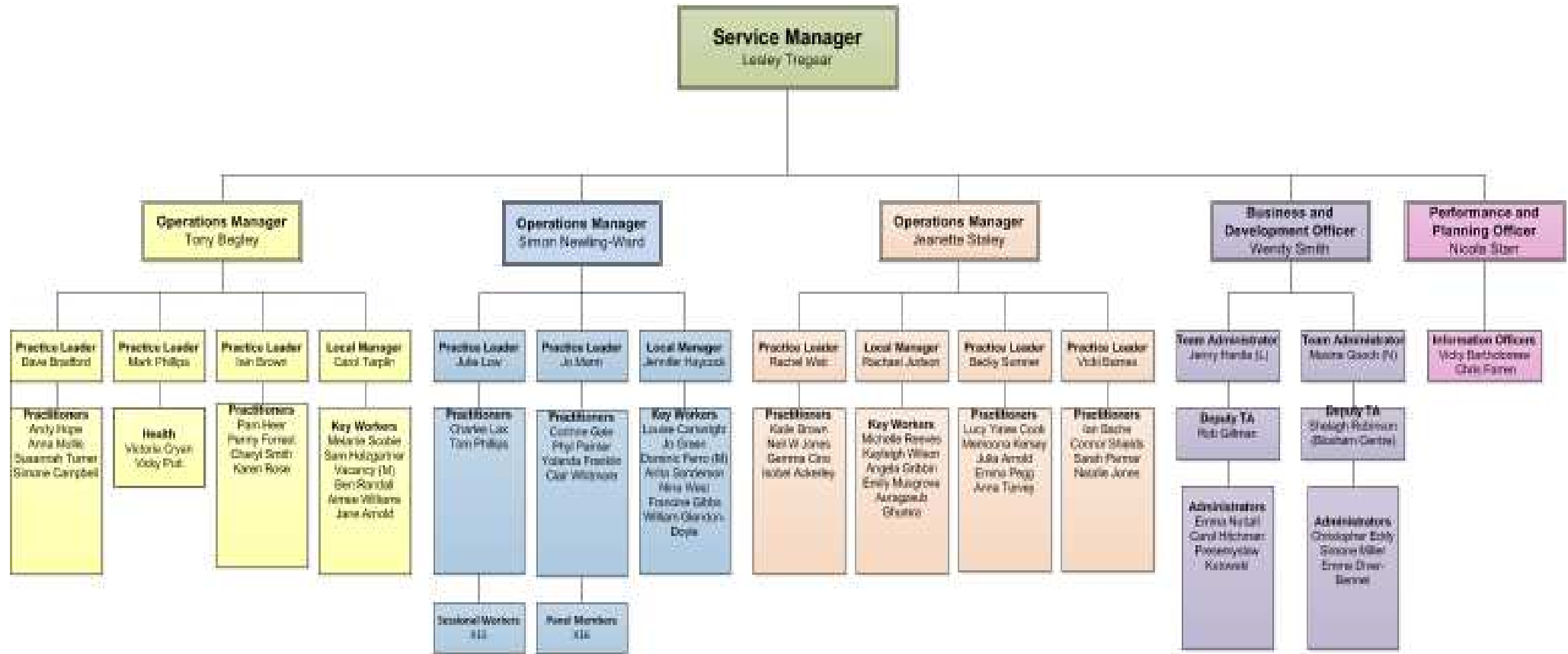
The following charts show the relationship between the relevant boards which form the governance arrangements for WYJFIS and the current organisational structure of the WYJFIS.







Warwickshire Youth Justice and Family Intervention Organisational Chart



**(iv) FINANCIAL RESOURCES****Warwickshire Youth Justice & Family Intervention Service Budgetary Sources 2014/15**

<b>Agency</b>	<b>Staffing Costs</b>	<b>Other Delegated Funds</b>	<b>Total (£000)</b>
Police	103	67	170
Police & Crime Commissioner	58	16	74
Probation	85	68	153
Health	98	5	103
Local Authority	1,238	331	1,569
Ministry of Justice	462	123	585
Supporting People	24	7	31
Total	2,069	616	2,685
<b>Other -</b>			
Priority Families – DCLG			848
Total			3,533

**2. STRATEGIC AIMS****(i) IMPROVING OUTCOMES FOR VICTIMS**

WYJFIS is committed to working in partnership with other services to ensure the harm caused to victims of crime is reduced and that staff attempt to engage with all victims of crime or anti-social behaviour. This approach gives victims a 'voice' in a young person's intervention and has helped put victim safety and public protection at the heart of sentence planning. WYJFIS commitment to continual improvement includes restorative justice (RJ) which has always underpinned all services WYJFIS delivers. Training and development in this area was again heavily invested in during 2014 as a result of a YJB grant, and the service also increased the number of resources available for practitioners to use, improving the way the service works with victims, young people and families.

The national 'Victim's Code' has been revised and WYJFIS is compliant with this, offering RJ interventions to 100% of victims who have indicated to the Police they can be contacted by the service. This provides victims with the ability to influence work with the young person and enables the young people to understand the impact of their offending on victims and others. RJ helps restore community confidence and reduces the fear of crime, whilst at the same time reducing the likelihood of re-offending. WYJFIS interventions include direct contact between victim and offender, direct reparation to the victim or indirect reparation with the young person undertaking task/s within the community.

The Restorative Service Quality Mark (RSQM), supported by the Ministry of Justice (MoJ), requires organisations to show that they are consistently meeting six Restorative Service Standards. WYJFIS has conducted a self-assessment against these and will as a result be pursuing accreditation to the RSQM during 2015. The service is currently registered with the National Restorative Justice Council (RJC) as a restorative organisation.

'Viewpoint' is a system for collecting feedback from service users and the software company has worked with many YOTs to develop a range of assessment and consultation tools designed to improve the quality and effectiveness of the work undertaken with individual young people who offend. WYJFIS has embarked on the further development of Viewpoint which will provide evaluation of outcomes for the victims and demonstrate the reduction of fear of crime resulting from RJ. This evaluation will also inform the way in which services are delivered to victims in the future.

The service has been a key player in promoting restorative practice both locally and regionally. This has involved engagement in a number of forums; a practice leader chairs the Midlands Restorative Justice Consortium meetings and the WYJFIS manager chairs the Local Criminal Justice Board's Strategic Restorative Justice Group. As a result of this work WYJFIS has committed to the Restorative Justice Principles alongside the other criminal justice partners (including victim services) and the Office of the Police & Crime Commissioner (OPCC).

Objectives	Enablers and Resources
Evaluation of 100% of all victim interventions.	<p><b>Enablers</b></p> <ul style="list-style-type: none"> <li>• Viewpoint</li> <li>• RJ training</li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• RJ accredited practitioners and managers</li> <li>• Restorative Justice Council</li> <li>• Warwickshire Retail Crime Initiative</li> <li>• ISVA service</li> <li>• UPW and Reparation placements</li> <li>• YJB RJ grant</li> </ul>
100% of victims of sexually harmful behaviour (SHB) will be contacted using a partnership through an Independent Sexual Violence Advisor (ISVA).	
100% of all retail/business victim's will be offered a restorative outcome	
Achievement of the Restorative Service Quality Mark	

**2. STRATEGIC AIMS****(ii) IMPROVING OUTCOMES FOR CHILDREN & YOUNG PEOPLE**Reduction in FTE, re-offending and custodial sentences

WYJFIS strives to improve the outcomes for all young people supervised by the service. WYJFIS has achieved all the national objectives of reducing first time entrants (FTEs), re-offending, reducing the demand of custody and improving the safety of young people whilst protecting the public from harm. WYJFIS has consistently demonstrated the ability to achieve these objectives for many years, outperforming other YOTs nationally and regionally.

Community supervision is more effective in preventing further re-offending than custody and the service is particularly skilled in keeping young people within the community through the use of specialist interventions including specialist fostering in partnership with Barnardo's and alternatives to custody such as the Intensive Supervision and Surveillance programme. As a result of this work Warwickshire saw a further reduction in the use of custody during 2014/15, with 0.08 per 1,000 of the 10 to 17 year old population receiving a custodial sentence. The service outperformed the national average (0.46), the West Midlands region (0.45) and its YOT family (0.22). Only 4 young people received a custodial sentenced compare to 12 in 2013/14; this performance helps to reduce the likelihood of further offending and reduces the disruption to young people's lives within their families.

Effective assessments and planning - Interventions within WYJFIS are based on rigorous assessments and plans that meet identified need. All resources used within these plans are internally approved using a WYJFIS tool based on the YJB Key Elements of Effective Practice. This all ensures that the needs of the young person are met and criminogenic factors addressed, resulting in a reduced likelihood of re-offending and amelioration of welfare problems the young person is experiencing. The effectiveness of this holistic approach is demonstrated by the performance of the service in all national objectives. Evaluation of effectiveness of intervention programmes and resources was introduced in 2014/15 and will continue in 2015/16.

Education, training and employment (ETE) are key factors in helping young people desist from offending and improving their life chances. WYJFIS continues to deliver interventions that increase a young person's engagement with ETE. In June 2014 the responsibility for delivering 'unpaid work requirements' was transferred to YOTs from the former Probation Trusts as a result of the implementation of the Ministry of Justice 'Transforming Rehabilitation Framework'. Unlike the former Probation Trusts, YOTs are required to ensure young people receive national accreditation for 20% of the hours of work undertaken. WYJFIS has designed programmes which will be accredited by the Open College Network West Midlands Region (OCNWMR), improving the life chances for the young people undertaking them.

During 2014/15 WYJFIS identified the need for Education Psychology interventions for young people supervised by the service and as a result Youth Justice Board (YJB) resources will be used to provide 0.6 full time equivalent provision within the service which will ensure appropriate assessments will be undertaken to aid planning and support for the young people in order to improve the young people's chances of achieving within education.

Substance misuse is a key issue for many young people and practitioners introduced a programme for young people to work on to effectively address this issue and reduce or cease their usage.

Keeping young people safe - Young people who offend are nationally recognized as being the most vulnerable young people in society and WYJFIS

seeks to safeguard them whilst they are subject to supervision. Staff are trained in identifying and responding to domestic abuse and to child sexual exploitation (CSE), with two practitioners working as part of the newly formed multi-agency CSE Team. The WYJFIS manager, a social worker, is a full and active member of the Warwickshire Safeguarding Children Board (WSCB) and on behalf of this board leads on CSE, chairing the multi-agency committee. Looked after children are managed by social workers within the service who work closely with Children’s Teams to ensure plans are integrated.

Moving to independence WYJFIS works with young people to keep them with their families wherever possible but where necessary floating support practitioners within the service will assist in ensuring appropriate accommodation is secured for them. Those young people moving into adult supervision are supported by seconded probation officers in the service to facilitate their transition to the National Probation Service, ensuring any special needs are identified and effectively managed. During 2015/16 the Youth to Adult secure portal (Y2A) will be implemented to support this process further.

Objectives	Enablers and Resources
Children and young people supervised by the service are safeguarded.	<p><b>Enablers</b></p> <ul style="list-style-type: none"> <li>● Quality assessments, planning of interventions and supervision (APIS) through the introduction</li> <li>● Quality assurance processes</li> <li>● Multi-agency partnerships and risk management forums</li> <li>● Child protection referrals, CSE assessments and vulnerability management planning</li> <li>● Mental and physical health and substance misuse screenings for all young people</li> <li>● Compliance and engagement panels.</li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>● Multi-agency staff group</li> <li>● Appropriately trained and supervised staff</li> <li>● Youth forum - ‘Your Choice, Your Voice’</li> <li>● AssetPlus</li> <li>● ChildView 2 (case management system)</li> <li>● Internally approved resources; appropriately diverse to meet the needs of individuals</li> <li>● Viewpoint (service user feedback system), ‘What Do You Think’ assessments.</li> </ul>
100% of young people subject to unpaid work, and involved in the Youth Forum complete an OCN accredited citizenship module.	
100% of young people to be in suitable accommodation at end of intervention.	
100% of young people receive appropriate physical and mental health and substance misuse provision where this is assessed as necessary.	
100% of young people undertaking unpaid work will achieve OCN accreditation for 20% of their required hours.	

**2. STRATEGIC AIMS****(iii) IMPROVING OUTCOMES FOR PARENTS AND FAMILIES**

WYJFIS considers children and young people to be best placed within their families, unless there is evidence that this is not the best option. As such the service has adopted a 'think family' approach which also supports the Troubled Families initiative, locally known as Priority Families. This central government initiative is now in Phase 2 and Warwickshire has been identified as an early adopter of this phase due to the achievement of Phase 1 targets, significantly supported by the work of WYJFIS which works with the families with complex needs. 79% of families in Phase 1 were offered and accepted support from Family Intervention; in 2015/16 the intention is to increase engagement with these families to 85%.

Phase 2 broadens the criteria for consideration as a Priority Family and will increase the number of families referred to Family Intervention, including those with younger children. This will provide WYJFIS with an opportunity to provide earlier intervention and work with families regarding staying safe; raising awareness for parents in relation to child sexual exploitation and cybercrime often associated with young people's use of information technology. The 'think family' culture adopted by the service naturally lends itself to the implementation of the Care Act 2014, which will be implemented on 1<sup>st</sup> April 2015, ensuring all contacts with families and individuals within it, subject to supervision or not, are 'made to count'.

WYJFIS has recently introduced the 'level of intervention matrix' to the Priority Families programme which is a scaled approach (based on that used by youth justice practice) for identifying families for single agency, moderate, and intensive levels of intervention.

RJ principles are embraced throughout WYJFIS and in 2015 training for RJ with parents and families will be commissioned. This will develop further the enabling and challenging culture by implementation of the 'high support and high accountability model'. Youth Justice will also review its use of parenting orders to increase young people's compliance with court orders.

During 2014/15 WYJFIS initiated a programme designed to enable parents who have worked successfully with the service to address their needs to become parenting volunteers for the service, helping other parents appreciate that engaging with the service will be beneficial to them and their families. This approach also aims to improve the retention of families throughout the intervention. The volunteer programme will continue in 2015/16 increasing participation and, by the delivery of adult education, raising parents' aspirations, particularly toward achievement in education and employment.

Family and parenting interventions used within WYJFIS such as Triple P, Steps and Protective Behaviours are evidenced based. During 2015/16 WYJFIS will develop further programmes such as 'Step Up' which aims to prevent and reduce child to parent domestic abuse. The impact of parent/family programmes on delivering improvements will be evaluated alongside those of other service users through the development of 'Viewpoint'.



Objectives	Enablers and Resources
100% of families will be screened and interventions provided, based on the outcomes of the screening.	<p><b>Enablers:</b></p> <ul style="list-style-type: none"> <li>• Appropriately trained practitioners and keyworkers, including RJ with families</li> <li>• Think family approach to work with families</li> <li>• Level of intervention matrix</li> <li>• Parenting orders</li> <li>• Screening tool and assessment.</li> </ul> <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Parenting programmes</li> <li>• Parent volunteers</li> <li>• Priority Families funding.</li> </ul>
Increase the engagement of hard to reach families from 79% to 85% to facilitate the successful completion of orders and interventions for children, young people and families.	
Making every contact count by giving consideration to the wellbeing of everyone in the household.	
To ensure the Care Act principles are included in the family screening and assessment.	

2. STRATEGIC AIMS	(iv) IMPROVING OUTCOMES FOR THE LOCAL COMMUNITY
<p>Changes imposed as a result of the Transforming Rehabilitation Framework requires WYJFIS to make information available to the community regarding unpaid work projects undertaken by young people. During 2015/16 the WYJFIS website will be re-launched and will include this information and the ability for the public to suggest future projects which will improve their environment and reduce the fear of crime. RJ within the service also offers the young person to make direct reparation to a victim and this has the effect of reducing their fear of crime and the fear and anxiety of their family. WYJFIS referral order panel members also provide suggestions for reparation that supports the local communities.</p> <p>During 2015/16 WYJFIS will work closely with partners such as the police and the community safety officers in the district and borough councils to engage early with children and young people at risk of offending, thereby reducing the likelihood of them becoming FTEs. To further reduce the fear of crime and improve the perception of young people, WYJFIS will continue promoting the work undertaken with victims, young people and their parents' families. Young people will undertake an accredited citizenship module with the OCNWMR and parent volunteers will assist with engaging families in their communities that are reluctant to engage with the service. During 2015/16 these volunteers will also support community projects and assist in parenting projects.</p> <p>The Care Act 2014 introduces the need for professionals to ensure they consider the whole family when working with individuals within it and WYJFIS is keen to develop this approach and work with other partners to ensure communities are safeguarded.</p> <p>WYJFIS is engaged with the Prevent agenda, safeguarding children and young people and reducing the likelihood of radicalisation and serious organised group offending. The WYJFIS manager is a member of both the Warwickshire Prevent Group and the Channel Panel which looks to support individuals at risk of committing serious organized offences.</p> <p>The WYJFIS Youth Forum 'Your Choice: Your Voice' will be engaged to help the service consider how better to target early intervention in localities.</p>	
Objectives	Enablers and Resources
<p>Increase the number of unpaid work projects across Warwickshire.</p>	<p><b>Enablers:</b></p> <ul style="list-style-type: none"> <li>• Your Choice: Your Voice</li> <li>• Website</li> <li>• Publicity, good news stories.</li> </ul> <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Partner agencies, ASB groups</li> <li>• Panel members.</li> </ul>
<p>Development of the WYJFIS website to promote the effectiveness of work undertaken by the service.</p>	

### 3. WORKFORCE DEVELOPMENT

As a multi-agency service it is important that staff receive training relevant to their professional discipline. Each year the WYJFIS offers a range of core training to ensure staff retain their competencies in the key requirements of their role; this includes areas such as safeguarding, court skills, the role of the appropriate adult, Multi-agency Public Protection Arrangements (MAPPA).

Other identified priorities within the service are informed by legislative change or service improvements resulting from the WYJFIS quality assurance framework, which include service reviews. Annual appraisals and audits of practice lead to the identification of individual training, learning and development requirements. For 2015/16 WYJFIS has prioritised the following training:

#### **Improving outcomes for young people: -**

- Identification and work with young people who may have been sexually exploited
- AIM2
- SAVRY
- Communications Needs
- Training on the use of the new YJB assessment framework, AssetPlus, of which WYJFIS is an early adopter
- Special Educational Needs and Disability.

#### **Improving outcomes for victims: -**

- Accredited Restorative Justice training
- Open College Training Accreditation verification training
- Pro-social modelling for sessional staff delivering unpaid work.

#### **Improving outcomes for parents and families: -**

- Care Act 2014.

#### **Improving outcomes for the community: -**







- Prevent and RAP (communities)
- Anti-social Behaviour, Crime and Policing Act 2014

#### **Improving the outcomes for our workforce: -**

- IT&C - ChildView case management system extended to cover prevention and priority families, Viewpoint, WYJFIS website
- Health, safety, wellbeing and security awareness and responsibilities
- Continued development of management and leadership skills within the service at all levels.

4. RISK ASSESSMENT PLAN		
Risk	Action	Success Criteria
<b>Victims</b> <ul style="list-style-type: none"> <li>Re-victimisation.</li> </ul>	All staff undertaking restorative justice are appropriately trained.	Victims do not become re-victimised.
<b>Young People</b> <ul style="list-style-type: none"> <li>A change to policing policy creates increased FTEs.</li> <li>Cessation of Supporting People Grant (guaranteed for two quarters).</li> <li>Sentencer's confidence in unpaid work activities results in number of orders exceeding capacity of the service to deliver OCN accreditation.</li> <li>Policing Strategies.</li> </ul>	FTEs are monitored and increases are reported to the LCJB and the Police. Funding is sought to support this work. Reports are quality assured to ensure proposals to the court recommend UPW where it is appropriate. Costs are monitored and further funding sought if required.	FTEs numbers do not increase. All young people are in suitable accommodation.  UPW is accredited as required and national indicators continue to be met.
<b>Parents and Families</b> <ul style="list-style-type: none"> <li>Excessive pressure on WYJFIS to work with additional families as a result of an increase in the number of families eligible in Troubled Families Phase 2.</li> </ul>	Referral criteria for Family Intervention are communicated effectively to Troubled Families Co-ordinator. Allocation policy and level of intervention matrix is applied to ensure key workers hold appropriate cases.	Family interventions are effective in delivering desired outcomes.
<b>Communities</b> <ul style="list-style-type: none"> <li>Negative media coverage of youth crime reducing victims' willingness to engage with restorative justice interventions.</li> <li>Public demand for unpaid work projects cannot be met.</li> </ul>	Promotion of positive news stories and performance regarding restorative justice. Criteria for unpaid work communicated on the WYJFIS website.	Increased victim engagement with restorative justice. Demand for unpaid work projects is met.
<b>WYJFIS</b> <ul style="list-style-type: none"> <li>Poor staff retention due to uncertainty of short term funding streams.</li> <li>Uncertainty regarding the outcome of the Ministry of Justice 'Transforming Youth Justice' ('Stocktake').</li> <li>Statutory partner agencies are affected by local and national imperatives that result in commitment and funding to the service.</li> </ul>	Ongoing communication with staff and funders to increase confidence and sustain staffing. As Vice Chair of the Association of YOT Managers (AYM) the WYJFIS manager will keep abreast of progress and inform the chief officers.	Staff retention is maintained. Chief officers are able to address any necessary change programmes. Funding to the service is maintained.

**5. REVIEW AND APPROVAL****Signatories :**

<b>Name:</b>	Ron Ball (Chair of the Chief Officers' Board)	<b>Job Title</b>	Warwickshire Police Crime Commissioner	<b>Date</b>	June 2015
					
<b>Name:</b>	Karen Manners (on behalf of the Chief Constable)	<b>Job Title</b>	Deputy Chief Constable Warwickshire Police	<b>Date</b>	June 2015
					
<b>Name:</b>	Monica Fogarty	<b>Job Title</b>	Strategic Director, Communities Group	<b>Date</b>	June 2015
					
<b>Name:</b>	John Linnane	<b>Job Title</b>	Director of Public Health	<b>Date</b>	June 2015
					
<b>Name:</b>	John Dixon	<b>Job Title</b>	Interim Strategic Director of People Group: Director of Children's Services	<b>Date</b>	June 2015
					
<b>Name</b>	Andy Wade	<b>Job Title</b>	Head of NPS Midlands Division Coventry Solihull and Warwickshire Cluster	<b>Date</b>	June 2015
					

## 6. GLOSSARY

Note: This is not a definitive or official glossary used by the WYJFIS; the 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.

<b>AIM</b>	'Assessment, Intervention and Moving on': a programme for young people who commit sexually harmful offences
<b>APIS</b>	Assessment, planning intervention, and supervision
<b>ASB</b>	Anti-social behaviour
<b>AssetPlus</b>	'Asset' is the new assessment framework used with young people at all stages of the youth justice system.
<b>CHARM</b>	'Coaching Healthy and Respectful Masculinity': a programme to address violent and oppressive behaviours in males.
<b>ETE</b>	Education, training and employment
<b>FTE</b>	First time entrant
<b>IOM</b>	Integrated offender management
<b>LAC</b>	Looked after children
<b>LCJB</b>	Local criminal justice board
<b>MAPPA</b>	Multi-agency public protection arrangements
<b>MARAC</b>	Multi-agency risk assessment conferences
<b>NPS</b>	National Probation Service
<b>RJ</b>	Restorative justice
<b>SAVRY</b>	Structured assessment of violence risk in youth
<b>WSCB</b>	Warwickshire Safeguarding Children Board
<b>WYJFIS</b>	Warwickshire Youth Justice & Family Intervention Service
<b>Y2A</b>	Youth to Adult secure portal: a secure information sharing system for transfer of cases from WYJFIS to the NPS.
<b>YJB</b>	Youth Justice Board for England & Wales