

Warwickshire Youth Justice Service



Warwickshire Youth Justice Service

Strategic Plan

April 2016 to March 2017

Working in partnership to support young people, families and victims; to prevent offending and reduce re-offending, to build a safer and stronger community.

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1. THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

(i) PERFORMANCE OVERVIEW

Warwickshire is a rural county with some areas of urbanisation and pockets of significant deprivation. It has a total population of 554,002 and a 10-17 year (inclusive) population of 48,989 (8.8%)¹.

Warwickshire Youth Justice Service (WYJS) is a statutory multi-agency youth offending team (YOT) as directed by the Crime & Disorder Act 1998, known locally as the Youth Justice Service; the name reflecting the focus on work with victims of crime as well as young people who have offended and their parents/carers. The service works with children and young people aged 10 -17 years (and in some cases beyond), providing interventions to divert young people from crime and to support orders imposed by the courts, and out of court disposals imposed by the police.

WYJS continues to be a performance leader in delivering youth justice services to young people aged 8 years and over to prevent youth crime, and reduce re-offending by young people aged 10 - 17 years of age in the county. In 2015 only 256 (0.5%) of the 10-17 year old (inclusive) population received a police or court disposal for a criminal offence and only 2.6% of children looked after (CLA) by the local authority were known to WYJS, demonstrating the effectiveness of the service in encouraging the police and carers to take an approach to misbehaviour by young people in a care setting that is commensurate with that of a birth parent, in contrast to other areas where children are criminalised for difficult behaviour in a care setting.

The 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). During 2015/16 it was also recognized as delivering improved outcomes for communities by working effectively with families as part of the Department of Communities and Local Government Troubled Families initiative, providing the greatest evidence for payment by results achieved in this initiative.

The multi-agency composition of YOTs is central to the effectiveness of work to reduce offending, protect communities and in protecting the young people themselves, many of whom have also been victims of crime. WYJS' structure supports this further with practitioners 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. 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. This approach means that few parents are made subject to parenting orders to support their child's order, with the service working with parents helping them develop positive parenting techniques.

¹ Office of National Statistics mid-year 2015 data

Performance against national objectives:

YOTs are measured nationally for effectiveness in reducing:

- the number of first time entrants to the criminal justice system (FTEs)²
- the rate of re-offending
- the need for custodial sentences.

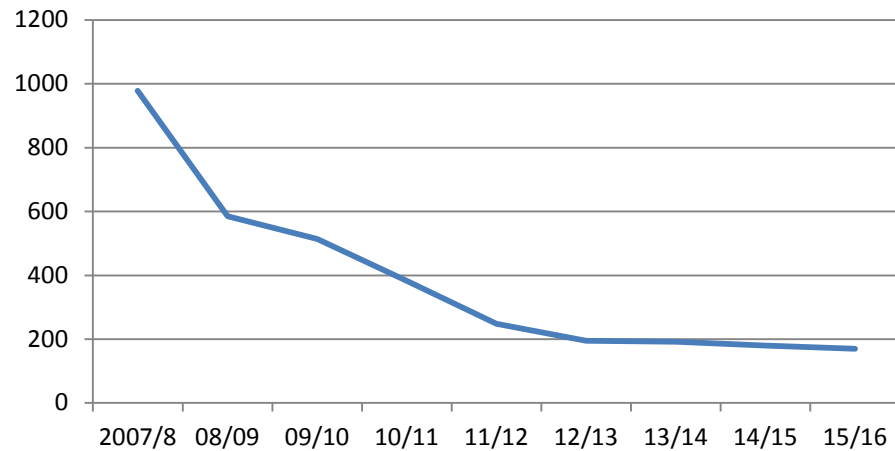
In 2015/16 WYJS achieved a reduction of 5.56% of FTEs compared to 2014/15. This performance demonstrates a continued improvement year on year since 2007; resulting in a 82.7% reduction of young people who have become criminalised over that 8 year period. WYJS outperforms the national average, West Midlands region and its' YOT family group for this measure.

WYJS can also demonstrate a saving to society of £12.82 for every £1 spent on delivering the service.

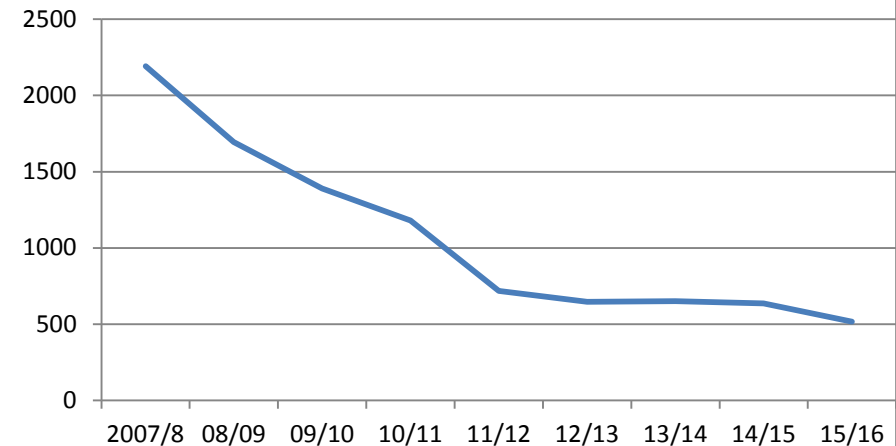
Similarly the number of offences committed by young people in Warwickshire has reduced year on year with 2015/16 showing a 19% reduction in comparison to 2014/15 and a 76.4% reduction since 2007.

² Using the measure 'FTE PNC rate per 100,000 of 10 – 17 population'.

Number of FTEs - Trend



Total Number of Offences - Trend



In 2015/16 93.4% of all offences were committed by white young people, 81% of offences were committed by males. No young person under the age of 12 years received a court disposal with 84.8% of all court disposals imposed on 15, 16 and 17 year olds.

In January 2016 the Ministry of Justice (MoJ) changed one of the reoffending measures to be used in its official publications, the focus moving from reporting the average number of re-offences per offender, known as the 'frequency rate' to the average number of re-offences per reoffender. The binary reoffending measure is currently unaffected and is still the official measure of reoffending. Based on the new frequency measure, latest available data (April 13 – March 14) shows young people in Warwickshire commit an average 2.58 re-offences per re-offender; this is an improvement on the same period last year (2.70).

The cohort covering the period April 13 – March 2014 shows a frequency rate of 0.85 per person and a binary rate (proportion of offenders who reoffend) of 33%. This mirrors the downward national trend in performance and is the result of the reduction in the size of YOT cohorts resulting from the reduction of FTEs and the reduction of young people in custody. WYJS continues however to outperform the national average, West Midlands region and its YOT family group for recidivism.

Maintaining young people in their own home and reducing the need for custodial sentences is a known factor in reducing reoffending and WYJS provides credible alternatives to custody for courts remanding and sentencing young people. Specialist intensive foster care placements are provided in partnership with Barnardo's and as a result of this and the provision of appropriate intervention packages, only 6 young people receiving 7 custodial sentences in 2015/16, representing 4.8% of all court disposals. This is a decline on last year's outturn, when 4 young people received a custodial sentence, representing 1.8% of all court disposals. However, all custodial sentences are reviewed to ensure that opportunities to provide alternative

provision within the community have been considered; all custodial sentences were imposed due to the seriousness of the offending. Using the national measure 'use of custody rate per 1,000 of 10–17 population' Warwickshire continues to outperform the national average, West Midland's region and its YOT family group in this national objective (0.14 compared to 0.41, 0.24 and 0.40 respectively). Additionally, youth detention accommodation reduced with only 4 young people detained during their remand amounting to a total of 94 nights (compared to 6 young people for 264 nights in 14/15).

Local perspective

WYJS has a staffing group comprising salaried (55) and sessional staff (20), referral order panel members (12) who are recruited from the community, and parenting volunteers (8) recruited from those parents previously supported by the service making a staff group in total of 95.

The service has been incredibly successful over the past 8 years in reducing the number of offenders and in 2015/16 only 0.52% of the 10-17 year old population committed an offence.

The effectiveness of WYJS in reducing the number of young people who enter the criminal justice system for the first time and the provision of credible alternatives to custodial sentences for young people has however resulted in practitioners within the service managing a cohort of young people who are increasingly vulnerable and who display considerable risks to others. Those young people within the service who have mental health needs effectively demonstrate this pattern, with young people supported by the service presenting with more complex and severe needs than those young people presenting to child and adolescent mental health services (CAMHS). The multi-agency nature of WYJS ensures that these young people receive quality assessments that result in effective identification of need and appropriate sequencing of interventions to affect best outcomes. Health practitioners within the service are able to effect timely and appropriate transition of these young people into mainstream provision where required, often as a precursor to support in other areas of the young person's life; ensuring young people are emotionally and mentally able to cope with work to address the reasons for their offending.

Whilst protecting the public is a primary aim of WYJS, safeguarding young people is equally important and the service is seen as a key player in this work. Confidence in the service was demonstrated in 2015/16 by the abstraction of the WYJS Manager to the role of Implementation Lead for the development of the Warwickshire Multi-Agency Safeguarding Hub (MASH), following the success of her role in developing the multi-agency Child Sexual Exploitation (CSE) team on behalf of partners and the Warwickshire Safeguarding Children Board. Following the implementation of the MASH the manager returned to her post in WYJS and it is a reflection of the excellence of the service that performance of WYJS continued to be achieved throughout her 10 month abstraction during 2015/16.

The work of WYJS in ensuring the community is protected cannot be underestimated. WYJS effectively identifies and manages risks posed by young people supervised by the service; engaging in all areas of risk management including multi-agency public protection arrangements (MAPPA), integrated offender management (IOM), multi-agency risk assessment conferences (MARAC) for managing domestic abuse, and the Prevent agenda by supporting those young people who are vulnerable to radicalisation.

145 new court orders were supervised by youth justice practitioners in 2015/16 which is a reduction on 2014/15 (222), resulting from reduced re/offending, allowing the service to increase the number of preventative interventions to be delivered (332 in 15/16 compared to 192 in 14/15); these included youth restorative disposals (YRDs) where young people are required to meet with their victim and make some recompense at their request.

Violence, theft and handling, criminal damage and drug offences continue to be the most prevalent offences committed by young people in Warwickshire, accounting for 67.7% of all offences. 44 young people completed their court orders successfully, including 9 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. Only 8 young people were prosecuted by WYJS for breaching their orders.

WYJS is support victims of youth crime in overcoming the harm experienced as a result of the offence by offering restorative justice (RJ) opportunities to the victim. 57.1% of victims contacted engaged in a RJ intervention, 27% of which met with the young person and 29% received direct reparation.

Work with families is effective in improving communities, reducing the 'children looked after' (CLA) population and improving outcomes for the individuals within the families. WYJS recognizes the importance of parenting in helping reduce offending and in helping children remain within the family home, where appropriate. At 31st March 2016 the Warwickshire CLA population stood at 765 with only 20 young people known to WYJS, representing 2.6% of all CLA in the county: this is significantly less than the national average of CLA who offend, which was 5% (based on 2014/15 data).

During 2015/16 the service developed work with families and established a group of trained 'parent volunteers', recruited from parents who have benefitted from WYJS interventions and who had expressed a wish to support others in engaging with the service to improve their support to their children. No parenting orders were pursued during the year with practitioners engaging with parents on a voluntary basis.

(ii) GOVERNANCE ARRANGEMENTS

YOTs are statutory partnerships as defined by the Crime and Disorder Act 1998 (CDA) and the Chief Executive of the local authority is required to ensure that the YOT is effectively resourced, supported and governed by the statutory partners to the service – local authority, police, probation and health. Management Boards consisting of the statutory partners are required to work together as a statutory partnership monitoring the performance of the YOT and ensuring it is resourced appropriately in order to deliver against the national objectives detailed in the CDA, the Strategic Plan of the service and any local objectives set by the partnership. The Board is also responsible for ensuring that safeguarding and public protection is managed effectively within the service and monitors any community safeguarding and public protection incidents (CSPPI) involving cases supervised by the YOT that meet this criterion.

Locally the Management Board is known as the WYJS Chief Officers' Board which is currently chaired by the Warwickshire Police & Crime Commissioner. Members include funding partners to the service, the Strategic Director for Communities Group (local authority), Director of Public Health, Chief Constable of Warwickshire Police, the Head of National Probation Service (NPS) Midlands Division Coventry Solihull and Warwickshire Cluster. The Strategic Director for People Group (local authority) attends as the Director of Children's Services and the Head of Midland Business Area for the Youth Justice Board for England & Wales also attends, providing a national perspective for chief officers to consider. The service is located within the Communities Group of the local authority and the authority provides infrastructure support such as finance and IT&C to the service; all human resource governance is managed by the WYJS in partnership with the relevant employing body. A number of key posts within the service, including the WYJS Manager, are funded by the partnership to support effective multi-agency collaboration and oversight.

Comprehensive arrangements are in place to 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 children looked after by the local authority. Effective oversight of the service and its' performance is also ensured by the engagement of the WYJS manager with elected members and governing bodies. The WYJS manager meets regularly with the Lead Member for Communities and provides reports to Overview & Scrutiny Committees for both Communities and for Children, Young People and Families. As a substantive member of the multi-agency Warwickshire Safer Partnership Board and the Warwickshire Safeguarding Children's Board, the WYJS manager also provides regular performance and thematic reports to advise elected members and partners of WYJS performance and national and local issues impacting on the service. The WYJS manager is also a full and active member of the MAPPA Strategic Management Board and quality assurance arrangements within this Board enable WYJS to be held to account for its' work in protecting the public.

As part of the local criminal justice arrangements within the multi-agency Justice Centres in Warwickshire, the work of WYJS is included in the Warwickshire Justice Strategic Board Delivery Plan, enabling WYJS to influence local policies with partners such as the courts and the Crown Prosecution Service; the WYJS Manager is the chair of this board.

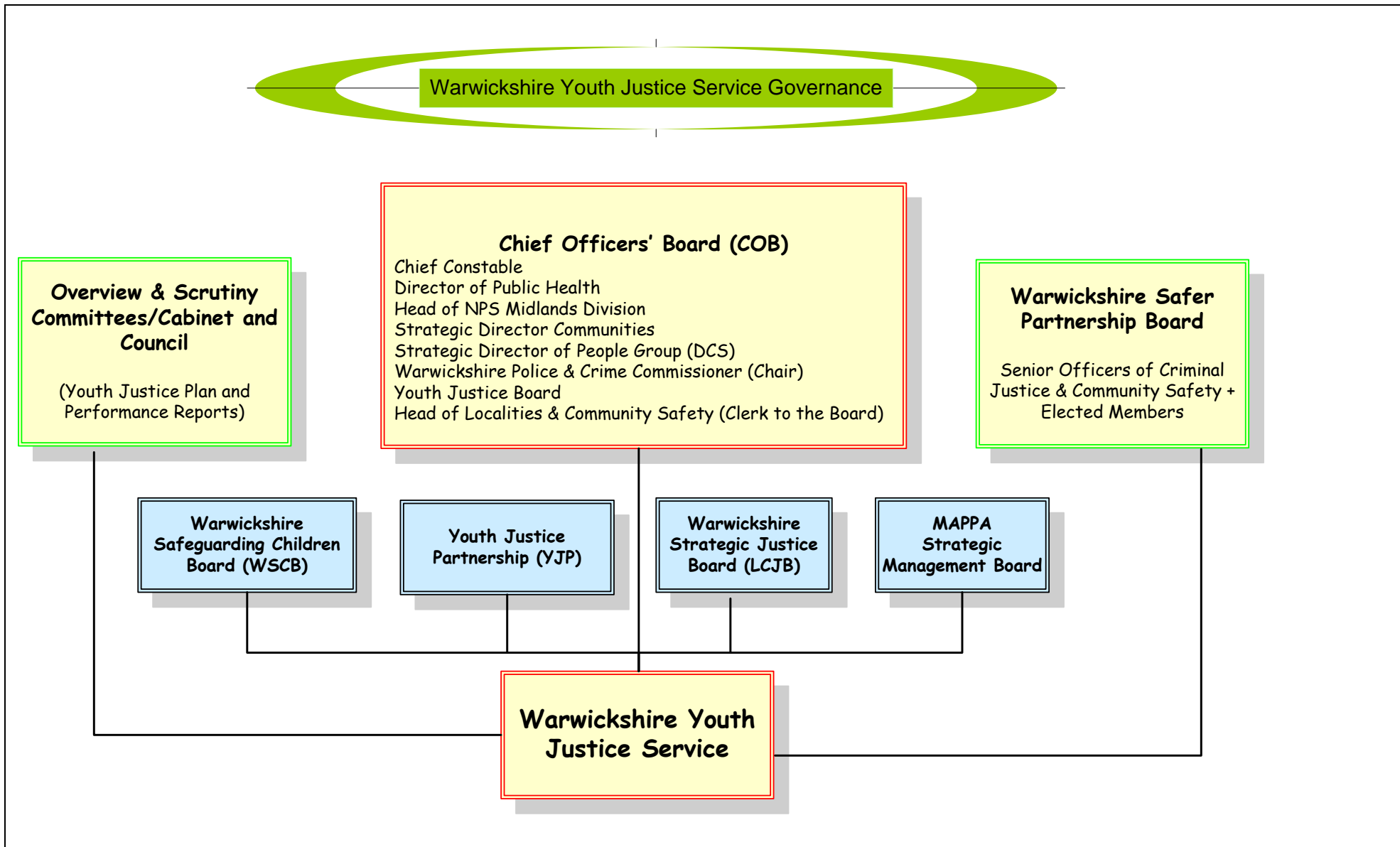
Alignment of planning between WYJS and partners is assured by the inclusion of WYJS objectives in a variety of partner plans. WYJS provides a

unique perspective to those plans as the agency solely responsible for young people in the criminal justice system. Although the objectives are sometimes seen as discordant WYJS engages partners to consider areas of commonality in order to deliver against shared objectives. Operations managers within the service are key players in sub-groups to many of these Boards ensuring all areas of work consider the impact of policies and practice on young people who offend. Plans include:

- Warwickshire Health & Wellbeing Board
- Warwickshire Justice Strategic Board (including the Local Criminal Justice Board) Strategy and Delivery Plan
- Warwickshire County Council One Organisational Plan
- Warwickshire Safeguarding Children Board Plan
- Warwickshire Aligned Police & Crime Plan
- Warwickshire Community Safety Agreement, including sub plans i.e.:
- MAPPA Strategic Business Plan
- Warwickshire Priority Families Outcome Plan

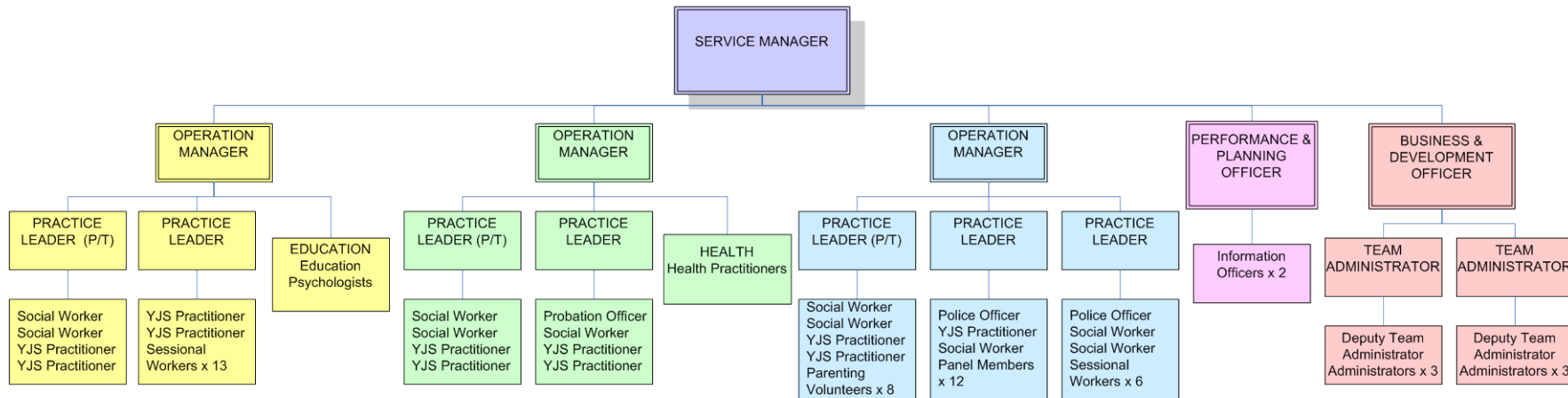
The needs of young people known to WYJS are included in the Joint Strategic Needs Assessment (JSNA) which supports the planning of health and social care provision within Warwickshire.

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





Warwickshire Youth Justice Service Organisational Chart



“Working in partnership to support young people, families and victims to prevent offending and reduce re-offending to build a safer and stronger community”

(iii) FINANCIAL RESOURCES**Warwickshire Youth Justice Service Budgetary Sources 2016/17**

Agency	Staffing Costs	Other Delegated Funds	Total (£000)
Police	104	66	170
Office of the Police & Crime Commissioner (OPCC)	28	9	37
National Probation Service	45	39	84
Public Health	98	5	103
Local Authority	1037	540	1,577
Youth Justice Board (YJB) ³	402	56	458
Other ⁴		17	17
Total	1714	732	2,446

Funding for WYJS has continued to be reduced year on year since 2009. 2016/17 shows a further overall reduction of 11.7% from the partnership settlement for 2015/16, resulting from:

5% reduction from the local authority (including cessation of Supporting People grant),

45% reduction from the NPS as a result of the Ministry of Justice 'Transforming Rehabilitation Strategy',

21% reduction from the YJB (including cessation of the RJ grant), and

50% reduction from the OPCC, previously provided to support substance misuse reduction.

³ Includes (33k) to cover the partial cost of transferred responsibility for young people in youth detention accommodation.

⁴ Income resulting from secondment to the OPCC funded RJ Project

2. STRATEGIC AIMS AND PRIORITIES OF THE WARWICKSHIRE YOUTH JUSTICE SERVICE

The key strategic priorities for 2016/17 are to improve outcomes for:

- **Children and young people supervised by WYJS, through the provision of:**
 - Comprehensive assessments which ensure plans and interventions are effective in reducing the likelihood of re/offending,
 - Targeted interventions to safeguard them and reduce their likelihood of receiving custodial sentences,
 - Accredited work to improve their education and employability,
 - Support to help them live with their family, reducing their need to be looked after by the local authority,
 - Opportunities for young people to re-engage with their community,
- **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 partners to further develop restorative justice interventions for victims of youth crime.
- **Parents and families, through the provision of :**
 - Assessments that take account of the needs of the whole family
 - Support to improve their parenting skills
 - Skills and opportunities for them 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 and reducing fear of youth crime.

To support these strategic priorities we will:

- Ensure that the best interests of the community and victims are central to the work delivered with young people and families,
- Develop the skills of our workforce through supervision, appraisal and training,
- Evaluate interventions to ensure they deliver intended outcomes,
- Maintain and build on our strong performance management and quality assurance arrangements.

(i) IMPROVE OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

Assessments - Comprehensive assessments are required to ensure that interventions with the young person are effective in reducing reoffending and safeguarding the young person and the public. During 2015/16 the service implemented the YJB's new assessment tool AssetPlus. This has been a significant development requiring re-training of all staff and changes to the case management system used by WYJS and other YOTs. AssetPlus has been designed to provide a holistic end-to-end assessment and intervention plan, allowing one record to follow a child or young person throughout their time in the youth criminal justice system. Resultant plans are easier to share with other agencies and integration of plans from other agencies and forums, such as child protection plans are supported. The former assessment package was nationally recognised as one of the most effective assessments for young people and AssetPlus bring improvements which help practitioners to identify more easily child sexual exploitation, domestic abuse and other risks.

Desistance from offending - Key factors are known to assist in the desistance of young people from offending; ensuring young people are in suitable accommodation, that they are able to participate in education, employment or training (ETE) opportunities, and that they are healthy, particularly emotionally.

Accommodation - WYJS works with young people to ensure that when they complete their work with the service they are in suitable accommodation, wherever possible within the family home. This is no easy task with young people posing serious behavioural problems and anti-social behaviour. However, in 2015/16 98.6% of young people supervised by WYJS were in suitable accommodation at the end of their order. All young people leaving custody were suitably placed and 38 housing referrals were made.

ETE - WYJS continues to use the previous national measure of suitability for ETE in order to ensure that young people are supported as much as possible. This requires all young people aged 16 years or less to receive 25 hours of ETE and for those aged 17 and 18 years to receive 16 hours provision. Only 69.4% of young people were deemed by the service to be in suitable ETE at the end of WYJS intervention. Difficulties with gaining appropriate level of ETE for young people who offend is a growing concern to YOTs nationally and in WYJS this led to the commissioning of education psychologists to support the service in achieving better outcomes for young people, particularly those with special needs. The service also invests considerable time in delivering specialist interventions aimed to support young people who have difficulties with literacy and numeracy back into education, such as Rapid English.

WYJS has also invested in training staff to deliver accredited programmes with young people in order to ensure they achieve nationally recognised awards whilst working with the service, through the Open College Network (OCN). This has led to young people who have completed unpaid work requirements and reparation to leave the service with a qualification.

Substance misuse – During 2015/16 WYJS reviewed its' work with young people who misuse substances and introduced a new assessment and intervention programme for work with young people. This has provided greater targeting of interventions to support reduction and cessation of substance misuse.

Offence specific interventions - Interventions that directly address particular offences or patterns of behaviour are necessary to ensure that the risks young people present and the likelihood of them reoffending are reduced. During 2015/16 staff received training in a number of identified subjects including, CHARM and SAVRY (to support reduction of violent offending), AIM2 (for work with sexual offenders), 4 Pillars MAPPA (to support effective risk management). Recidivism rates for each of these programmes is being monitored, work within the service to address sexual offending which is well established demonstrates cessation of offending for those that engage with WYJS AIM2 programmes.

Many young people who offend are also in need of safeguarding and support to overcome social and emotional difficulties. WYJS undertook a review of cases in 2015/16 to consider the lifelong experiences of young people who were more persistent offenders and identified a high proportion of young people that had suffered trauma earlier in their lives. As a result of this 'Trauma Training' was introduced and staff that identified trauma in the young people they were working with were supported in delivering interventions that sought to address the effects of this on the young people in order to prepare them better to address other factors in their lives that led to them offending.

Safeguarding & Multi-Agency Work - WYJS has long been recognized its excellent performance as a multi-agency service and for its work in safeguarding young people; reported nationally as the most effective YOT for safeguarding young people in police custody following in depth research a number of years ago. This recognition resulted in the development of services to support young people at risk/or experiencing child sexual exploitation being led by the WYJS Manager on behalf of agencies and the Warwickshire Safeguarding Children Board. In 2015/16 the WYJS Manager was abstracted from her role and asked to lead the implementation of the Warwickshire Multi-Agency Safeguarding Hub (MASH) on behalf of the local authority, police, health and other partners. The MASH went live for children's safeguarding on May 1st 2016 and planning for the inclusion of all adult safeguarding referrals was completed and the launch of this element is due to be complete by 1st September 2016. Two WYJS practitioners (1 FTE) are engaged with the MASH sharing information and helping to determine effective plans for children referred to the MASH requiring safeguarding.

Effective supervision and quality assurance processes ensure that the work of practitioners and managers within the service is carefully monitored and is effective in achieving stated aims of safeguarding the child or young person, enabling desistance from offending and protecting the public. Feedback from young people on the supervision they receive and the interventions WYJS use to work with them is undertaken to ensure that the service delivers best outcomes and continues to develop and deliver. In 2015/16 'Viewpoint' an IT enabled evaluation tool was implemented to assist in this.

Objectives	Enablers & Resources
Children and young people supervised by the service are safeguarded.	<p>Enablers</p> <ul style="list-style-type: none"> • AssetPlus • Viewpoint • Reflective supervision • Warwickshire MASH

	Resources <ul style="list-style-type: none"> • RJ accredited practitioners and managers • RJ training.
Young people are supported in effecting change in order to reduce offending.	Enablers <ul style="list-style-type: none"> • Comprehensive assessments, including Trauma Assessment • Engagement panels Resources <ul style="list-style-type: none"> • Individually tailored interventions that take account of diversity of the young person
100% of young people are supported in sustaining or gaining suitable accommodation.	Enablers <ul style="list-style-type: none"> • AssetPlus • Partnership working Resources <ul style="list-style-type: none"> • WYJS practitioners.
90% of Young People to be in suitable ETE at the completion of their order.	Enablers <ul style="list-style-type: none"> • Educational psychology assessments Resources <ul style="list-style-type: none"> • ETE modules, accredited by the Open College Network (OCN)
Young people identified as misusing substances are assessed and offered an intervention to help them cease the misuse.	Enablers <ul style="list-style-type: none"> • Substance misuse screening tools Resources <ul style="list-style-type: none"> • WYJS substance misuse intervention programme.
100% of young people receive appropriate physical and mental health and substance misuse assessment and intervention to address assessed need is delivered.	Enablers <ul style="list-style-type: none"> • Health screening tools Resources <ul style="list-style-type: none"> • WYJS Health practitioners
All young people in a period of transition to be supported with that change.	Enablers <ul style="list-style-type: none"> • Pathway plans and exit strategies • YJB protocol for young people who offend who move out of area Resources <ul style="list-style-type: none"> • Y2A portal for young people transitioning to Probation • WYJS probation officer.

(ii) IMPROVE OUTCOMES FOR VICTIMS

WYJS has a long established practice of working successfully with victims of youth crime. In 2015/16 57% of victims contacted agreed to participate in RJ which compares very favourably with national practice. Staff with responsibility for working with victims have applied to become Accredited Practitioners with the Restorative Justice Council, providing the public with the reassurance that WYJS practice has been assessed against national standards and services are delivered safely, positively and in are truly restorative.

WYJS believes in providing all service users with a voice in the provision they receive and this is particularly important for victims. In 2015/16 WYJS reviewed the way in which victim feedback was collected and the way in which it helped design future provision. This has resulted in the development of an electronic feedback, currently used for young people, which it is hoped will increase the level of feedback. The service is currently developing a victim forum which will also aid this development and ensure that RJ services are delivered in a way that best supports the needs of victims.

Work with the RJ council during 2015/16 has resulted in the agreement to increase the level of referral order panel members trained as RJ facilitators. It is anticipated that this will increase the level of victim engagement in the planning of RJ within referral orders which are provided to the majority of young people who enter the court system for the first time.

During the year WYJS has been a key player in progressing further the alignment of work partners are developing with regard to victims to ensure that citizens in Warwickshire can be assured of consistently good quality responses to crime. Managers within the service have also been engaged with the YJB regional meetings and the WYJS manager is an active member of the Warwickshire & West Mercia Police RJ meeting. RJ is a key value within WYJS which functions as a RJ service. The continued development of RJ in WYJS demonstrates a commitment to meet its duty under the Victim's Code and to achieve the priorities identified in the Ministry of Justice (MoJ) RJ strategy.

As part of these developments WYJS has seconded an experienced RJ manager to a key role in an Office of the Police and Crime Commissioner (OPCC) initiative which is seeking to introduce RJ into the work of the police. The initiative is developing referral routes from front-line policing and increasing the capacity within Safer Neighbourhood Teams to deliver RJ.

Objectives	Enablers & Resources
All victims of youth crime are offered a restorative justice intervention.	<p>Enablers</p> <ul style="list-style-type: none"> • Further development of the protocol with the Sexual Assault Referral Centre (SARC) to enable RJ to be offered to victims of sexual harmful behaviour • Development of a joint strategy with the police for work with young people in the criminal justice system • Increased number of referral order panel members trained as RJ facilitators. <p>Resources</p> <ul style="list-style-type: none"> • National RJ Council • WYJS victim practitioners
All restorative justice interventions are delivered by competent facilitators who deliver against national standards.	
Increase the level of awareness of the public to the benefits of restorative justice.	<p>Enablers</p> <ul style="list-style-type: none"> • WYJS examples of best practice and positive outcomes from RJ • Victims forum <p>Resources</p> <ul style="list-style-type: none"> • WYJS website • National RJ Council

(iii) IMPROVE OUTCOMES FOR PARENTS AND FAMILIES

During 2015/16 the focus of WYJS for parents and families has been to develop further the 'Think Family' agenda, with the aim of making every contact count supporting the approach of the Care Act 2014. This focus culminated in the Think Family Conference in November 2015 which celebrated the family approach of WYJS in working with families to support their child's work toward reduced offending, whilst ensuring the needs of the whole family are considered. Parents/carers are now routinely screened using the risk indicator checklist (RIC) which is used to identify the level of intervention required. The process for offering parenting support to prevention cases has also been established and information to parents to support this offer improved.

During 2014/15 WYJS created an opportunity for parents who have worked with the service to volunteer to support engagement of new parents with the service. These parent volunteers have contributed and participated in a range of activities during 2015/16 including opportunities to support service improvement, recruitment of new staff and support in delivering parenting programmes.

In terms of service development the parent volunteers participated in the health needs analysis, aimed to establish an accurate understanding of the complex needs of young people supervised by the service. They have also contributed to the 'Priority Families' development group.

As part of delivering services, parenting volunteers supported parenting programmes such as 'STEPS' and 'Triple P' and the 'Break 4 Change' course, delivered to parents and young people worked with by WYJS for youth crime prevention, family intervention and youth crime reduction purposes. 12 parents and 7 young people accessed the initial Break 4 Change programme and feedback from participants demonstrates the usefulness of the course. Parents and young people alike reported that they considered it useful, having a positive impact within the family environment; one parent reported after week 3 "*This really works, doesn't it?*"

All parenting practitioners are trained in delivering 'Non-Violence Resistance' (NVR) which is an innovative form of systemic family therapy, which has been developed for aggressive, violent, controlling and self-destructive behaviour, in young people. NVR by nature is a restorative approach which is supported throughout the service.

A parenting practitioner is now available to provide direct support and advice to parents of young people attending court.

During 2016/17 WYJS aims to evaluate the newly implemented 'AIM Families' introduced to support parents of young people who have committed a sexual offence, following on from the success of AIM for young people which has resulted in young people ceasing to commit such crimes.

Work with families on understanding the impact of trauma will also be the focus of work for WYJS in 2016/17 following work to understand the effect of this on entrenched offending behaviour in young people.

Objectives	Enablers & Resources
<p>100% of parents and carers are offered an intervention to improve their parenting skills and relationships to aid their child's compliance with statutory orders, where assessed as necessary.</p>	<p>Enablers</p> <ul style="list-style-type: none"> • RIC assessments for all parents to identify the level of need for a parenting intervention • Family AIM assessment <p>Resources</p> <ul style="list-style-type: none"> • WYJS parenting practitioners • Parenting volunteers • NVR resources • RJ practitioners.
<p>To increase the use of restorative justice practices within the family environment</p>	
<p>The introduction of interventions to support families where trauma is identified as a causal factor in a young person's offending.</p>	<p>Enablers</p> <ul style="list-style-type: none"> • Trauma assessments • Family AIM <p>Resources</p> <ul style="list-style-type: none"> • WYJS parenting practitioners • WYJS AIM practitioners

(iv) IMPROVE OUTCOMES FOR COMMUNITIES IN WARWICKSHIRE

Successes, key achievements and barriers to performance 2015/16:

WYJS is committed to ensuring that young people who commit crimes are able to assimilate better into their local communities. Many young people are disenfranchised from the communities in which they reside and this is evident where criminal damage and public order offences are committed.

WYJS has developed a number of community projects for unpaid work requirements to be undertaken and for young people to repair the damage they have caused (reparation). During 2015/16 the service re-launched its website to include information to the public and to provide them with the opportunity to suggest projects which will improve their local environment and reduce the fear of crime.

With the service commitment to RJ young people who have offended are provided with opportunities to make direct reparation to a victim, reducing their fear of future crimes being committed against them and reducing anxiety within their family. WYJS referral order panel members are recruited from members of the community and they too are encouraged to provide suggestions for reparation that support the communities in which they live. This is achieved through monthly supervision arrangements where panel members are able to share thinking and experiences.

WYJS is actively engaged with the Prevent agenda, safeguarding children and young people and reducing the likelihood of radicalisation and serious organised group offending. WYJS managers attend both the Warwickshire Prevent Group and the Channel Panel which looks to support individuals considered to be particularly vulnerable to such influences.

Objectives	Business Delivery Plan Actions	Success Criteria
The local communities of Warwickshire have confidence in the youth justice system and the work of WYJS	Enablers <ul style="list-style-type: none"> • WYJS website • National Restorative Justice Week and other partnership events 	
The local communities of Warwickshire contribute through nomination of unpaid work and reparation projects.	Resources <ul style="list-style-type: none"> • Parent volunteers • RJ accredited practitioners and managers • Unpaid work programmes • Reparation projects. 	

3. WORKFORCE DEVELOPMENT

In recent years Warwickshire Youth Justice Service has invested heavily in training, ensuring that the workforce has the skills and knowledge needed to deliver high quality provision to our service users. Each year the WYJS 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 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 learning from our quality assurance framework, which include service reviews. Annual appraisals and audits of practice also lead to the identification of individual training, learning and development requirements.

Due to budget constraints the focus for 2016/17, will be to embed the skills and knowledge gained by practitioners and managers. WYJS will utilise the existing skills and knowledge of the workforce to support others and ensure maximisation of the learning attained through recent investment in training.

For 2016/17 WYJS has prioritised the following training to:

Improve outcomes for young people: -

- Embedding the application of the new YJB assessment framework, AssetPlus, of which WYJS is an early adopter,
- Further development of the Trauma training and intervention programme

Improve outcomes for victims: -

- 3 day accredited in-house restorative justice training for new staff and referral order panel members.

Improve outcomes for parents and families: -

- Embedding the AIM Families training

Improve outcomes for the community: -

- Prevent and RAP (communities) – designed to help prevent young people and their families deemed vulnerable to radicalisation

Improve the outcomes for our workforce: -

- Health, safety, wellbeing and security awareness and responsibilities training for staff, including the first aid in the community training for WYJS sessional staff and food hygiene e-learning for those staff working with young people and their families in nutrition and life skills.
- Maximising the use of the new YJB Resources Hub and associated online learning and development resources
- Continued development of management and leadership skills within the service at all levels.

4. RISK ASSESSMENT PLAN






Risks associated with achieving the strategic aims within this plan are identified below with mitigating actions and intended success criteria outlined. The number and type of risks are varied and many are outside the control of the WYJS and its manager. However, in identifying potential risks at this stage of planning chief officers to the service are provided with an opportunity to identify if the resources to the service are appropriate and sufficient to deliver against the strategic aims of the service.

Risk	Action	Success Criteria
<p>Young People</p> <ul style="list-style-type: none"> • A change to policing policy creates increased FTEs. • Children’s homes in Warwickshire (all privately owned) do not apply RJ policies, resulting in inappropriate criminalisation of CLA. 	<p>FTEs are monitored and increases are reported to the LCJB and the police with recommendations if the increase is inappropriately criminalising young people. WYJS will refresh the use of RJ within the children’s home. The relevant local authority will be advised of the inappropriate practice within the children’s home.</p>	<p>FTEs numbers do not increase.</p>
<p>Victims</p> <ul style="list-style-type: none"> • Victims do not engage in RJ offered to them. 	<p>Publicity to provide the public with positive RJ interventions to encourage victims to engage with RJ. Victim volunteers are engaged to support victims considering, but reluctant to engage in RJ.</p>	<p>Victims are less fearful. Victims are not re-victimised.</p>
<p>Parents and Families</p> <ul style="list-style-type: none"> • WYJS parenting practitioners are not able to respond to the increased complexity of families supervised by the service. 	<p>Managers will ensure that families are referred to Priority Families where necessary. Acceptance of referrals to Priority Families is monitored to ensure that support is provided, where referrals are declined this will be reported to chief officers.</p>	<p>Family interventions are effective in delivering desired outcomes for children, families and communities.</p>

<p>Communities</p> <ul style="list-style-type: none"> Negative media coverage of youth crime reduces community engagement with WYJS in order to deliver UPW, reparation and RJ activities. 	<p>Promotion of positive news stories and performance regarding UPW, reparation and RJ. Positive promotion of reduction in youth crime.</p>	<p>Increased victim engagement in RJ Increased suggestions from the community for UPW projects.</p>
<p>WYJS</p> <ul style="list-style-type: none"> The national review of youth justice services results in changes to WYJS that leave the service unable to meet the objectives within this strategic plan. Statutory partner agencies are affected by local and national imperatives resulting in reduced commitment and funding to the service. 	<p>As Chair of the Association of YOT Managers (AYM) the WYJS manager will keep abreast of progress and inform the chief officers. The WYJS Manager will meet with the national reviewer, the YJB and the MoJ to influence thinking, providing them with evidence to ensure they are aware of the implications of their decisions.</p>	<p>Staffing and resources are sufficient to support the delivery of services within this plan. Chief officers are engaged and able to actively address any necessary change programmes that risk WYJS to deliver desired outcomes.</p>

5. REVIEW AND APPROVAL

Signatories :

Name:	Philip Seccombe (Chair of the WYJS Chief Officers' Board)	Job Title	Police & Crime Commissioner	Date	15.09.16
					
Name:	Martin Jelley	Job Title	Chief Constable Warwickshire Police	Date	
Name:	Monica Fogarty	Job Title	Strategic Director, Communities Group	Date	08.09.16
					
Name:	John Linnane	Job Title	Director of Public Health	Date	15.09.16
					
Name:	John Dixon	Job Title	Interim Strategic Director of People Group: Director of Children's Services	Date	25.08.16
					
Name	Andy Wade	Job Title	Head of NPS Midlands Division Coventry Solihull and Warwickshire Cluster	Date	13.09.16
					

6. GLOSSARY

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

AIM & AIM2	'Assessment, Intervention and Moving on': a programme for young people who commit sexually harmful offences
ASB	Anti-social behaviour
AssetPlus	'AssetPlus' is the new assessment framework used with young people at all stages of the youth justice system.
AYM	Association of YOT Managers
CHARM	'Coaching Healthy and Respectful Masculinity': a programme to address violent and oppressive behaviours in males.
CLA	Children looked after (by the local authority)
CDA	Crime & Disorder Act 1998
ETE	Education, training and employment
FTE	First time entrant (to the youth criminal justice system)
IOM	Integrated offender management
LCJB	Local criminal justice board

MAPPA	Multi-agency public protection arrangements
MARAC	Multi-agency risk assessment conferences
MoJ	Ministry of Justice
NPS	National Probation Service
OCN	Open College Network
RJ	Restorative justice
SARC	Sexual Assault Referral Centre.
SAVRY	Structured assessment of violence risk in youth
UPW	Unpaid work (a requirement of the court attached to a youth rehabilitation order)
WSCB	Warwickshire Safeguarding Children Board
WYJS	Warwickshire Youth Justice Service
Y2A	Youth to Adult secure portal: a secure information sharing system for transfer of cases from WYJFIS to the NPS.
YJB	Youth Justice Board for England & Wales