

Council

21 September 2017

Warwickshire Youth Justice Service Strategic Plan

Recommendation from Cabinet

That Council adopt the Warwickshire Youth Justice Service Strategic Plan 2017/18.

1. Introduction

- 1.1 The annual Youth Justice Strategic 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 2016/17 national indicators.
- 1.3 The plan introduces the national objectives and local priorities for WYJS for 2017/18. The key strategic priorities are to improve outcomes for:
 - Children and young people supervised by the service,
 - Victims of offences committed by children in Warwickshire,
 - Parents and families of young people who have offended,
 - Warwickshire local communities.
- 1.4 The Plan outlines the governance and funding arrangements for WYJS and details the 11.7% reduction in funding to the service in 2017/18 compared to 2016/17. It also reports the social return on investment of £12.82 for every £1 spent, as a result of WYJS service delivery.

2. Proposal

- 2.1 The Plan will be implemented throughout 2017/18.
- 2.2 Cabinet considered the Plan at its meeting on 7 September and recommended its adoption by the Council.

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 Officers' Board, the Warwickshire Safer Partnership Board and the Health & Wellbeing Board.

Background Papers

None

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This report was circulated to the following members prior to publication.

Cabinet who considered this on 7 September 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.*



Warwickshire Youth Justice Service

Strategic Plan

April 2017 to March 2018



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1. THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

(i) PERFORMANCE OVERVIEW

Warwickshire Youth Justice Service (WYJS) is a statutory multi-agency youth offending team (YOT) as directed by the Crime & Disorder Act 1998 and 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). 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 out of court disposals imposed by the police, and orders imposed by the courts. WYJS also works with victims of youth crime and the parents/carers of those young people who have offended.

In 2016/17 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.

In 2016/17 WYJS received the Restorative Quality Service Mark award from the national Restorative Justice Council for its work with victims. This award is provided following the review of restorative justice (RJ) work within the service and demonstrates the commitment of the service to work with victims and the effectiveness of RJ interventions delivered by the service. Six victims of youth crime participated in face to face meetings with the young person who had offended against them, this work entails a great deal of preparation and support to all parties and support where necessary following the intervention. In 2016/17 all victims receiving a service from WYJS reported satisfaction with the support offered.

Performance against national objectives:

YOTs are measured nationally for effectiveness in reducing:

- the number of first time entrants to the criminal justice system (FTEs)¹
- the rate of re-offending
- the need for custodial sentences.

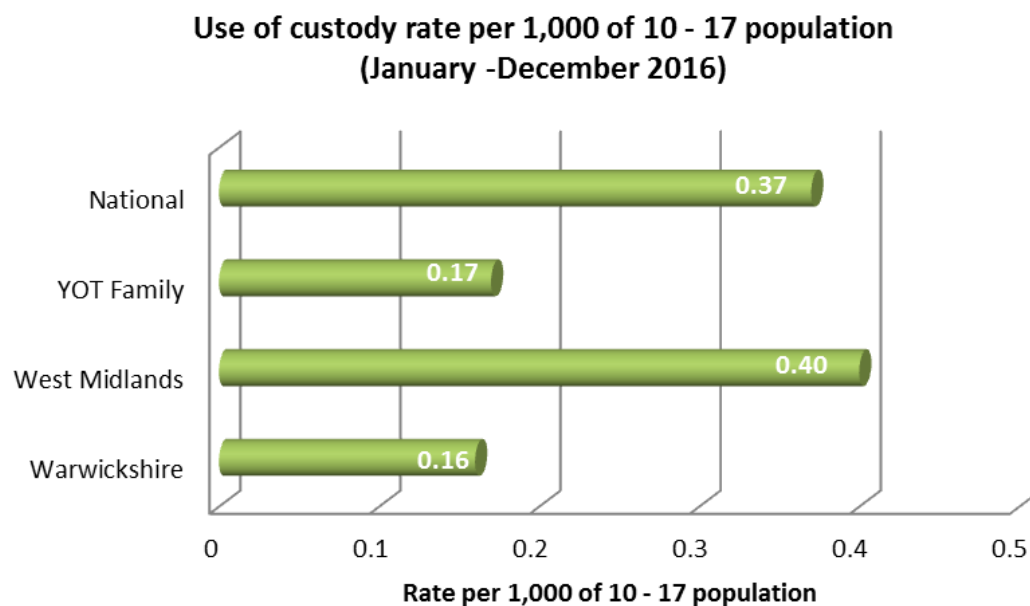
WYJS continues to be a performance leader in delivering youth justice services to young people, however numbers of young people entering the criminal justice system for the first time has increased from 170 in 2015/16 to 181 in 2016/17, returning to a similar level of that in 2014/15 (180). This is the first time since 2007 that FTEs have increased in Warwickshire which reduced by 82.7% in the 8 years between 2007 and last year. This increase is however a national trend and Warwickshire continues to outperform YOTs nationally and within the West Midlands region.

The latest available date for measuring re-offending rates uses the April 14 - March 15 cohort, this shows young people in Warwickshire committed on average 3.38 re-offences per re-offender. In addition, this same cohort shows a frequency rate (average number of re-offences per offender) of 0.94 per person and a binary rate (proportion of offenders who re-offend) of 27.9%. These measures, with the exception of the proportion of offenders who re-offend continue the downward trend which mirrors national performance.

¹ Using the measure 'FTE PNC rate per 100,000 of 10 – 17 population'.

Consideration of re-offending rates as absolute numbers helps to contextualise these figures. Since 2009/10 the number of young people in the cohort has reduced by 68%, the number of young people who reoffend reduced by 63% and the number of re-offences reduced by 54%. Warwickshire continues to outperform the national average, West Midlands region and its YOT family group.

Warwickshire continues to provide credible community supervision to young people who offend, many of whom have committed very serious offences. As a result of this the courts imposed only 9 custodial sentences during 2016/17, 4.5% of all court disposals. Using the national indicator measure 'use of custody rate per 1,000 of 10 – 17 population' Warwickshire outperforms the national average, its YOT family and West Midlands region.



Local perspective

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%)². In 2016 only 0.5% (264) of all young people aged 10-17 years and normally resident in Warwickshire committed offences. Of these 90.15% were white young people and 82.9% of offences were committed by males. Few young people (10-12 years) enter the criminal justice system in Warwickshire; in 2016/17 one 11 year old female and five 12 year olds (1 female) received an out of court disposal, one 11 year old female received a fine at youth court: 81.8% of all offences were committed by 15 – 17 year olds.

The most prevalent of offences continues to be violence against the person (32.7%), followed by criminal damage (14.3%) and theft (10.9%); drug offences account for 9.9% of all offences committed.

Evidence shows that maintaining young people in their own home and community is a key factor in reducing reoffending. WYJS actively engages parents and carers in the supervision of their child, where necessary parenting contracts and orders are pursued to encourage parental responsibility. In 2016/17 WYJS offered support to all parents and found no cases where such orders. Where young people commit serious offences and courts are looking to restrict their liberty by remands/sentence to custody, WYJS provides credible alternatives and these include the provision of specialist intensive foster care placements, currently commissioned through Barnardo's. However, some young people commit crimes that mean no community alternative can be considered, in 2016/17 9 young people received a custodial sentence; all were male and aged between 15 and 17 years. The number of young people in youth detention accommodation awaiting trial/sentence increased this year as a result of the seriousness of the crimes committed; accounting for 404 bed nights in total, all these young people later received custodial sentences.

The nature of problems young people who commit crime has been changing over the last few years and WYJS increasingly supervises young people who pose serious risks to others and to themselves. The multi-agency nature of the service is vitally important to the effectiveness of interventions delivered; ensuring young people receive all the support they require to cease offending.

A health needs analysis was undertaken on young people supervised by WYJS in 2016/17 and the final report demonstrates the complex nature of this cohort present with. The report and executive summary which can be found at <http://hwb.warwickshire.gov.uk/jsna-needs-assessments> found that in the annual WYJS cohort:

- 14% and 30% had suffered some type of bereavement or loss,
- 7% and 11% were subject to bullying
- 3% to 4% had been homeless,
- 8% and 12% had been excluded from school,
- 27% and 32% were not in education, employment or training (NEET).

A third of the young people assessed showed evidence of speech, language and communication needs (SCLN), well above the population average of 7- 10%. However, this is the lower than the national average for young people who offend. The service has no SLCN needs specialist and as such the overall prevalence of SLCN could be considerably higher.

² Office of National Statistics mid-year 2015 data

21% of the WYJS had an existing statement of special educational needs and disabilities (SEND) compared to a national average of 2.8% of students, and for Warwickshire 3% of students. At least 30% had attention deficit hyperactivity disorder (ADHD).

The prevalence of mental health problems among young people in contact with is much higher than the general population. Of those assessed:

- 61% had current or previous contact with mental health compared to an estimated prevalence of mental health disorder among 15 to 16 year olds in Warwickshire of 9%,
- 30% had 3 or more indicators of depression, compared to an estimated 3% of young people in Warwickshire,
- 44% had deliberately self-harmed at some point in the past, compared to estimates of 6% - 10% of young people in the general population,
- 19% of the cohort had previously attempted suicide,
- 35% had 3 or more indicators of anxiety, compared to an estimated 3% of young people in Warwickshire,
- 5% of the cohort had 3 or more indicators of PTSD,
- 24% of them displayed symptoms which could indicate a risk of psychosis,
- 30% of the cohort had been previously diagnosed or advised by a doctor that they might have ADHD, which is up to ten times higher than the general population estimate,
- 55% had sustained a traumatic brain injury (TBI), compared to self-reported TBI of 5% - 24% in the general population.

The multi-agency nature of WYJS has continued to enable the delivery of comprehensive interventions to young people who offend which has proved effective in reducing re-offending, protecting communities, and in protecting the young people themselves, many of whom have also been victims of crime. However, managing young people with such complex and often entrenched social and health needs requires substantial professionalism and resilience, during 2016/17 WYJS engaged in action learning research to support staff in their supervision of these young people, many of whom have suffered significant trauma in their childhood. This has enabled practitioners to work more effectively with the young people to achieve future cessation of offending and improvement in their life chances. At the same time this approach has provided support to practitioners who are addressing and managing these very complex issues.

The work WYJS undertakes with young people in identifying and managing risks they pose ensures Warwickshire residents are protected. The service engages 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. WYJS is also engaged in preventing and reducing child sexual exploitation (CSE), with the WYJS manager having initiated the multi-agency CSE team on behalf of the Warwickshire Safeguarding Children's Board.

111 young people completed their court orders successfully in 2016/17, including 8 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.

(ii) GOVERNANCE ARRANGEMENTS

Chief Officers to the WYJS are:

- Joint Managing Director of the local authority and Strategic Director for the Communities Group,
- Director of Public Health,
- Chief Constable of Warwickshire Police,
- Head of National Probation Service (NPS) Midlands Division Coventry Solihull and Warwickshire Cluster
- Strategic Director for People Group, as the Director of Children's Services,
- Representative of the Clinical Commissioning Groups.

The service is governed by a management board, the WYJS Chief Officers' Board. This Board is currently chaired by the Deputy Director of Public Health and membership consists of funding partners to the statutory partnership at a senior level, attending on behalf of the Chief Officers.

Three clinical commissioning groups (CCGs) exist within Warwickshire and one member attends to represent all three. 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 Chief Officers Board is required to work together as a statutory partnership monitoring the performance of WYJS, ensuring it is appropriately resourced in order to deliver against the national objectives detailed in the Crime and Disorder Act 1998, 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 WYJS that meet this criterion.

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, including financial management is also ensured by the engagement of the WYJS manager with elected members and governing bodies. The WYJS manager meets regularly with the Portfolio Holder for Fire and Community Safety, and provides reports to Overview & Scrutiny Committees for both Communities and for Children, Young People and Families.

WYJS is a substantive member of the multi-agency Warwickshire Safer Partnership Board and the Warwickshire Safeguarding Children's Board and 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.

The WYJS Manager is the chair of the Local Criminal Justice Board (LCJB) and the Warwickshire Justice Strategic Board, both of which support the effective delivery of local criminal

justice within the multi-agency Justice Centres in Warwickshire, the work of WYJS is included in the Delivery Plan of these, enabling WYJS to influence local policies with partners such as the courts and the Crown Prosecution Service.

As a statutory partnership WYJS plays a significant role in enabling partners achieve their stated aims and objectives. The service is unique in its positioning between delivering youth criminal justice and in ensuring children and young people are seen as children first and offender second, safeguarding them throughout and challenging practice where necessary, whilst ensuring that victims and the community are protected throughout.

Strategic drivers for some agencies are often perceived as at variance to that of WYJS, with the focus of those wishing to protect the public not necessarily alive to the high level of vulnerability young people who offend present with. The inclusion of objectives in partner plans enables all parties to remain alert to the particular issues related to youth crime and those young people who commit offences. Managers within the service engage partners to consider areas of commonality in order to agree shared objectives and are members of boards and sub-groups involved in planning. Plans of partners include those of :

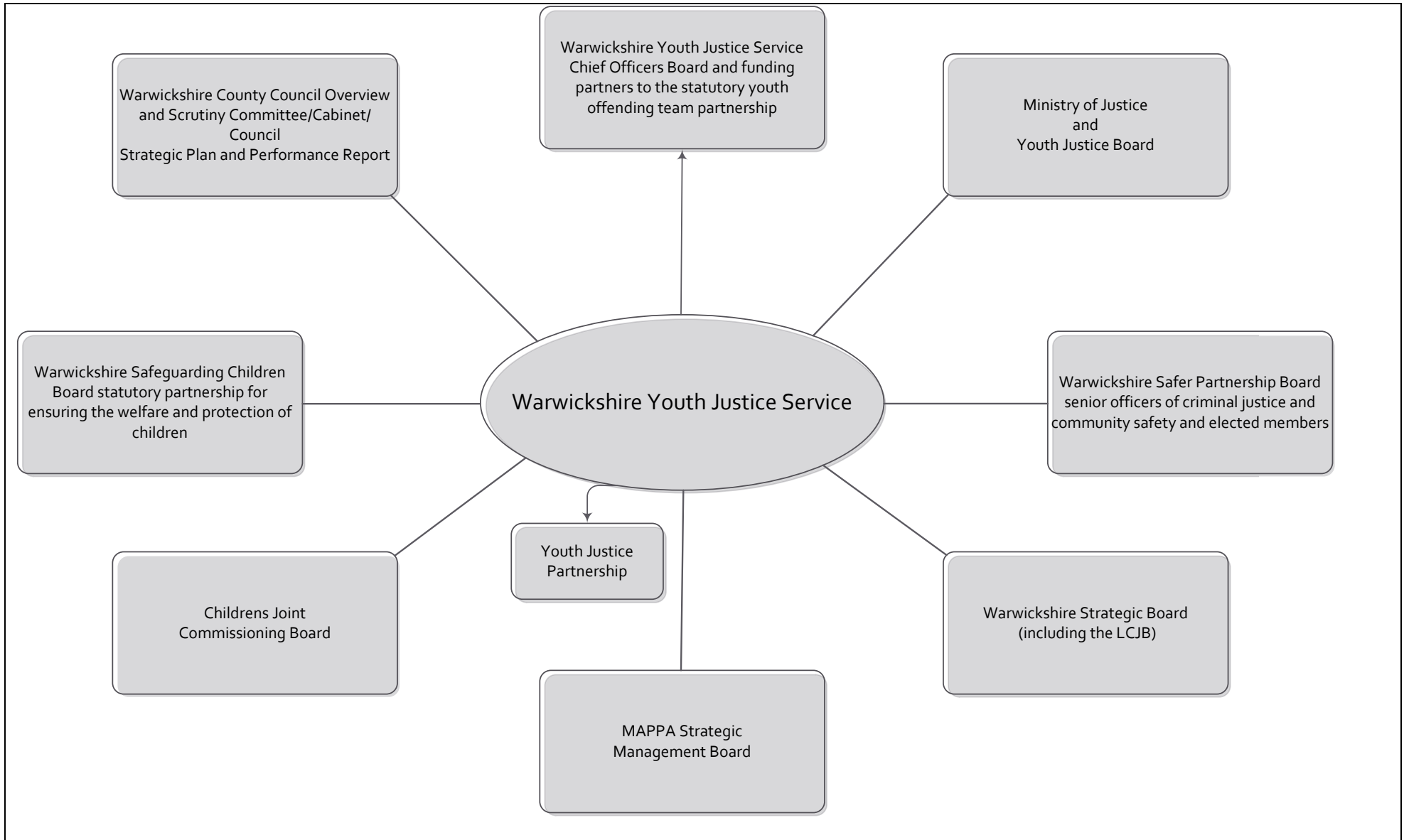
- Warwickshire Health & Wellbeing Board
- Warwickshire Justice Strategic Board (including the LCJB)
- Warwickshire County Council's (One Organisational Plan)
- Warwickshire Safeguarding Children Board
- Warwickshire Police & Crime Commissioner.

The work of WYJS also contributes to:

- Joint Strategic Needs Assessment (JSNA),
- Warwickshire Community Safety Agreement,
- MAPPA Strategy,
- Warwickshire Priority Families (Troubled Families)

Nationally the WYJS is well respected and the WYJS manager is the Chair of the Association of YOT Managers (AYM) which represents more than 80% of YOTS in England. This national position has enabled Warwickshire to be at the forefront of national developments and in particular during 2016/17 following the national review of youth justice undertaken by the government. The WYJS manager is a member of many of the Ministry of Justice and YJB policy unit meetings considering the direction of youth justice work in the future.

The following chart shows the governance of the WYJS and its relationship with partners.



(iii) FINANCIAL RESOURCES - WYJS Budgetary Sources 2017/18

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 (NPS)	45	5	50
Public Health	98	5	103
Warwickshire County Council (WCC)	997	509	1,506
Youth Justice Board (YJB) ³	360	88	448
Other ⁴	49		49
Total	1747	616	2,363

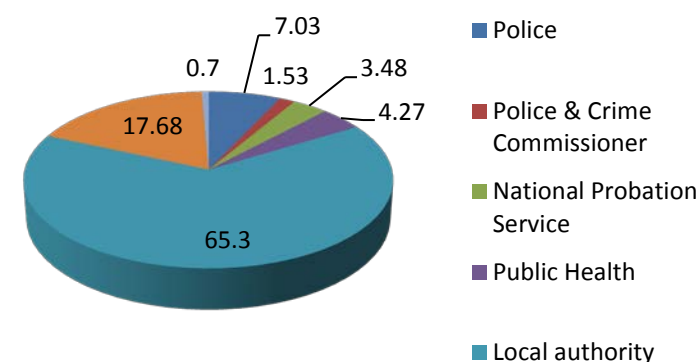
Funding for WYJS has continued to be reduced year on year since 2009, with a further 11.7% reduction from the partnership settlement for 2017/18:

- WCC reduction as part of the One Organisational Plan savings (5%),
- The YJB core grant increased by 0.4% but other grants have been reduced or removed (6%)
- NPS funding will reduce by 43% from 2016-17 to £50,000. This is comprised of a cash contribution of £5,000 to the WYJS budget and the provision of one probation officer.

The remaining partners have committed funds at the same level as previous years, amounting to a gap in funding associated with inflationary costs to the service.

The cost of crime can be calculated using the Ministry of Justice and Home Office methodologies for measuring the social return on investment, which take into account the cost of crime to victims, and communities. WYJS undertakes such a calculation each year and can demonstrate a saving to society of £12.82 for every £1 spent on delivering the service.

Funding Streams (%)



³ Includes (21k) to cover the partial cost of YJB transferred responsibility for young people in youth detention accommodation.

⁴ Income resulting from secondment to the Victim Support RJ Project funded by the OPCC

Due to reductions in funding WYJS has reviewed the service structure and business support and management responsibilities, leaving a much leaner service and a reduced staff group of 79. The current service comprises:

- Salaried staff (44),
- Sessional staff (15),
- Referral order panel members (12) who are recruited from the community, and
- Parenting volunteers (8) recruited from those parents previously supported by the service.

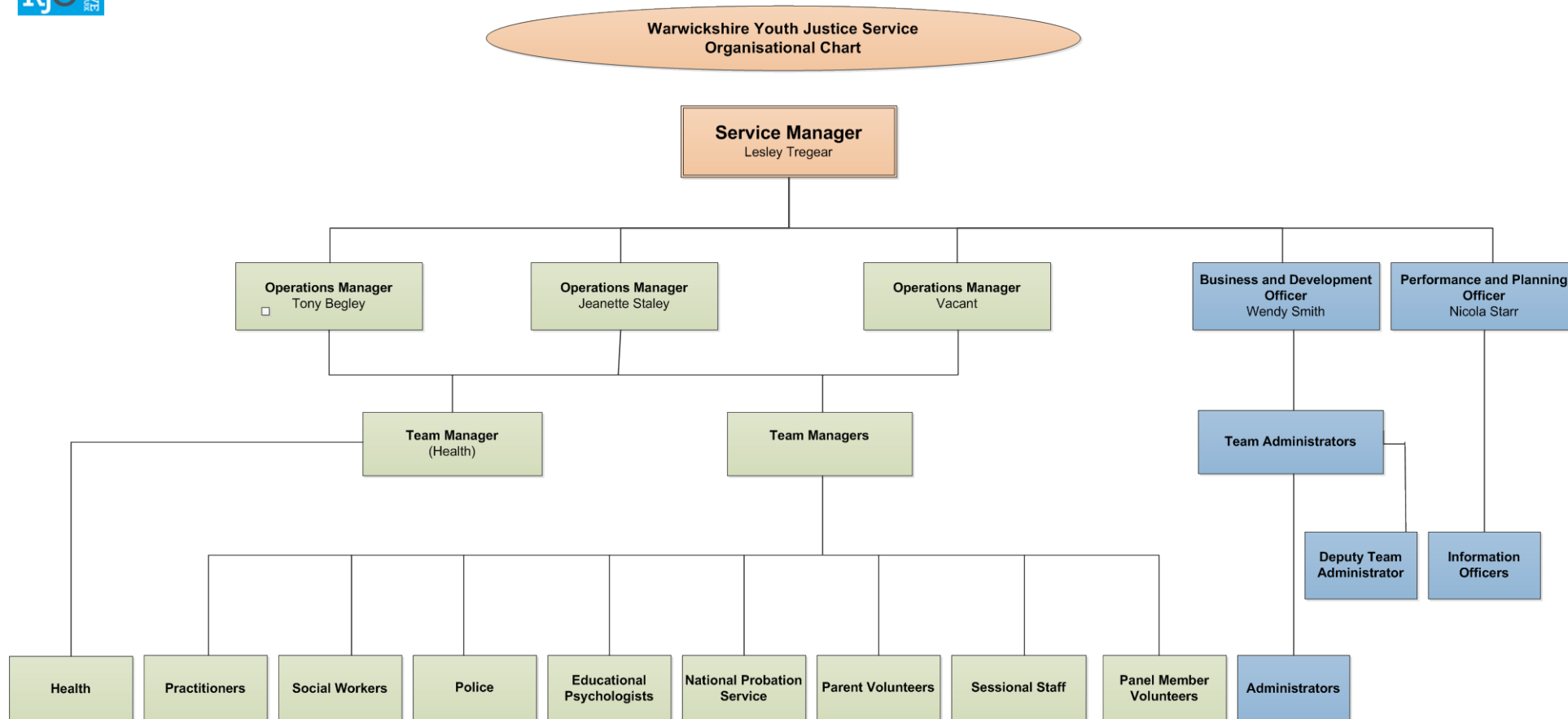
Warwickshire County Council staff will be adopting the 37 hour 6 day week to support weekend service delivery.

Staff from the service are located in the two multi-agency Justice Centres in Warwickshire, providing the best possible service to young people in custody and in court. This also allows practitioners to provide swift and quality services such as mental health and substance misuse assessments to partners managing young people in these settings.

Groupwork programmes and activities to support intervention plans with young people, such as education, life skills training and practical instruction to support for example reparation, are undertaken in the WYJS Delivery Centre in Rugby.

The following chart shows the structure of WYJS.





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

The key strategic priorities for 2017/18 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 address desistance factors in the young person's life
 - 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

Assessment, planning and supervision of young people within WYJS were further improved in 2016/17 as the service embedded the use of the new assessment framework AssetPlus into its work. This continued improvement is evidenced by ongoing quality assurance processes at all stages of the young person's journey. To support this process, a streamlined quality assurance tool has also been developed to ensure that the work practitioners carry out with all service users is of a high standard. In addition to this team managers provide quality supervision which is reflective and constructively challenging. Professional curiosity is encouraged to ensure young people are effectively challenged and causes of crime addressed.

Partnership working including ongoing work with the Educational Psychologist Service has resulted in innovative interventions delivered to young people to support them in their return to education, training and employment. Following the completion of the Health Needs Analysis within the service, the introduction of the Comprehensive Health Assessment Tool for use by the educational psychologists was agreed and has increased the evidence of identified health needs for young people in the service.

Action learning research was undertaken in 2016/17, as a result of WYJS recognizing the complex needs of a significant proportion of young people who present with entrenched challenging behaviours. The aim of this was to establish practice which would result in improved outcomes for those young people assessed as having suffered adverse childhood experiences. The staff group now deliver a different approach to the assessment of these young people and the way in which they deliver interventions, recognizing the trauma experienced throughout the child's life, resulting from a number of factors such as bereavement or being the victim of, or witness to, domestic abuse or serious crimes. The service will continue to develop this approach to the wider WYJS cohort to ensure all young people benefit from an approach which asks young people 'what has happened to you?' as well as 'what has caused you to commit this crime?'.

Engaging young people with the complexity of needs they present with is no easy task and WYJS has reviewed its engagement strategy to consider additional ways to engage and motivate young people. This has included work to develop software for capturing young people's views and it is anticipated this will prove effective in identifying areas for service improvement in future years. Feedback from young people regarding 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. The recent survey of young people receiving WYJS support by Her Majesty's Inspectorate of Probation (HMIP) showed 100% satisfaction with the service.

Performance monitoring within the service has identified an increase in first time entrants and re-offending rates of this particular cohort, for the first time since 2006. First time entrants often receive no intervention from WYJS as a result of the disposal they receive and as such there is no opportunity to address the offences committed or the causes of those offences. As a result the potential to offer diversion from the criminal justice system through engagement with an intervention programme to address the offence/s committed was identified and WYJS engaged with Warwickshire Police to consider implementing such an approach. It is anticipated this 'arrest diversion scheme' will commence late summer of 2017.

Desistance from offending is assisted by practitioners attending to key factors in a young person's life that 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. In 2016/17 all young people released from custody and all but two young people living in the community were in suitable accommodation at the end of their order; one of these was missing, the other was subject to an application by the local authority for a care order application.

ETE continues to be a concern to WYJS, many of the young people have SEND and during 2016/17 34% were not in suitable ETE at the conclusion of their order⁵. All young people not in education are referred to the area support panel for discussion. WYJS has been successful in applying for funding from the European Structural Investment Fund (ESIF) to support young people supervised by the service into employment and training.

Safeguarding and multi-agency co-operation work is central to the work of WYJS which has long been recognized for 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. The manager also led on the implementation of the Warwickshire Multi-Agency Safeguarding Hub (MASH) which went live in May 2016; WYJS seconds two practitioners (1 FTE) to the MASH to support safeguarding investigations regarding children considered at risk and help determine effective plans for children, adults and families requiring support to safeguard them.

Objectives	Enablers & Resources
All young people supervised by WYJS are safeguarded.	Enablers AssetPlus Trauma recovery interventions Resources Safeguarding training RJ training.
Reduction in first time entrants to the youth criminal justice system.	Enablers Arrest diversion scheme AssetPlus Resources WCC staff 37 hour 6 day working Offence specific intervention programmes.
Desistance factors are addressed in all cases to supported young people in effecting change in order to reduce offending.	Enablers AssetPlus Trauma recovery interventions Educational psychology assessments Area support panels Resources Individually tailored interventions that take account of diversity of the young person.
100% of young people receive appropriate physical and mental health and substance misuse assessment and intervention to address assessed need is delivered.	Enablers Health screening tools Resources WYJS health practitioners WYJS educational psychologists

⁵ 25 hours per week for young people aged 16 years or less; 16 hours per week for those aged 17 and 18 years.

(ii) IMPROVE OUTCOMES FOR VICTIMS

The Restorative Service Quality Mark (RSQM) was awarded to WYJS in November 2016 by the Restorative Justice Council which is a significant achievement for the service which has been delivering RJ for many years. This national accreditation demonstrates WYJS achievement against the six Restorative Service Standards, demonstrating safe and effective delivery of restorative services to victims, based on their needs and taking into account their wishes. Practitioners within the service are currently in the process of gaining practitioner accreditation. Whilst WYJS is recognised locally as being a lead agency in restorative practices, it is rewarding to have a nationally recognised award that reflects the hard work of such a dedicated team and both the public and partner agencies can now have an increased level of confidence knowing WYJS has this accreditation.

WYJS provides all victims of youth crime with an opportunity to be involved in RJ. This could be in the format of a receiving a letter of apology, asking the young person to undertake unpaid work in the community on their behalf, or making reparation directly to the victim. Some of the most powerful experiences result from face to face meetings, which take a lot of time and resources to prepare all parties, however the outcome for both victim and offender can be life changing. Unfortunately few victims choose to engage in face to face meetings and as such WYJS continues to look for ways to encourage victims to understand the benefits of such an approach.

Partnership working is central to the work of WYJS and this is also the case for RJ. WYJS has continued to support the secondment of experienced RJ manager to the Restorative Justice Project funded by the Office of the Police and Crime Commissioner (OPCC). This project commissioned through Victim Support aims to deliver RJ through referrals from front line policing.

RJ training to staff (and partners) is delivered regularly to ensure all practitioners are delivering RJ to a quality standard. RJ facilitators are also provided with ongoing supervision as part of a community of practice. This is necessary if the service is to ensure that those who do not deliver RJ regularly continue to maintain their expertise.

Compliance against the Victims' Code is also monitored by the service and with partners. WYJS also works with partners to ensure compliance against the 'Victim's Code'. During 2017/18 the LCJB intends to identify specific measures to monitor compliance against this code. This year WYJS has already achieved an increase in the number of visits to victim's homes to discuss RJ.

Satisfaction of victims with WYJS service delivery is something the service continues to be proud of but a greater understanding of what we could do better is always welcomed. As such WYJS is developing software to collate the views from victims and young people about the restorative processes which can then be used to implement improvements identified.

Objectives	Enablers & Resources	
Victims and survivors considered as paramount and voice is heard.	Enablers Victim impact assessments Feedback from victims RJ training	Resources WYJS RJ practitioners National RJ Council.
Increase awareness of RJ and its effectiveness in reducing re-offending to the retail establishment.	Enablers Good news publicity for RJ Feedback from victims	Resources WYJS RJ practitioners National RJ Council.
Protection of the public through effective management of risk.	Enablers AssetPlus IOM, MAPPA, MARAC arrangements.	Resources WYJS RJ practitioners Local Criminal Justice Board

(iii) IMPROVE OUTCOMES FOR PARENTS AND FAMILIES

The 'think family' approach continued to be embedded within WYJS during 2016/17, ensuring that all parents and carers were offered an intervention to improve their parenting skills and relationships where appropriate. This included the delivery of non-violent resistance (NVR) which WYJS trained a number of practitioners to deliver. One parent reported that implementing the strategies and approach that underpins NVR has brought about significant positive change in relationships in the family. In addition, the profile of restorative justice practice was raised with families, where the parent or carer was the victim of the offence.

WYJS parenting volunteers have helped facilitate support to the delivery of parenting programmes such as 'STEP' (Systemic Training for Effective Parenting) and 'Triple P', both of which are evidenced based practice. However, the loss of one trained facilitator resulted in a reduced capacity to deliver to a larger cohort of parents.

AIM training was commissioned by WYJS for a number of practitioners in 2016/17 to enable them to support parents of young people who have displayed harmful sexual behaviour (HSB) in order to help minimise the risk to communities. Those practitioners are now part of the HSB 'community of practice' which will help develop further WYJS practice with sex offenders.

Engagement with parents of young people attending court has enabled parenting practitioners to provide information and support earlier, facilitating improved engagement with parents in order to explain how WYJS can assist them. Where young people fail to comply with their orders parents are included in 'compliance panels', reinforcing their responsibilities as parents.

A CSE Information Evening for parents was held by WYJS, together with colleagues from Family Intervention, raising awareness of CSE for parents and advising them of the support on offer if they were concerned about their child. This was well received and parents reported that they felt more informed and confident regarding whom to approach with such concerns.

The impact of trauma on young people, resulting from the action learning research undertaken during 2016/17 is being used to support parents in understanding their child's behaviours. During 2017/18 this research will continue to be used to inform the development of practice for both children displaying entrenched offending behaviour, and their parents.

Objectives	Enablers & Resources	
Equip parents with appropriate techniques to enable their child to achieve their potential and be good citizens.	Enablers AssetPlus Compliance panels Parenting orders	Resources WYJS parenting practitioners Accredited intervention programmes
Maintaining children in their own home.	Enablers Joint protocol with social care Compliance panels	Resources WYJS parenting practitioners Accredited intervention programmes
Increase the knowledge of parents of 'modern day risks' to their child.	Enablers Keep Safe Hub	Resources WYJS parenting practitioners

(iv) IMPROVE OUTCOMES FOR COMMUNITIES IN WARWICKSHIRE

WYJS actively participates in the four community safety partnerships (CSPs) of Warwickshire. These partnerships work together to protect the local communities from crime and to help people living within them feel safer. The CSPs identify issues within the communities and decide how best to address those issues, such as anti-social behaviour, drug or alcohol misuse and re-offending. At a county level, community safety is overseen by the Safer Warwickshire Partnership Board of which the CSPs and WYJS are participants. This Board formulates and oversees the community safety agreement, setting priorities and plans for partners to work together to deliver against the priorities.

WYJS is always alert to the wider issues affecting communities. The service actively engages 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.

WYJS actively encourages engagement from communities in its work with young people and victims of youth crime:-

- Referral orders are a unique sentence of the court involving local community volunteers (community panel members) in holding young offenders to account for their actions and repairing the harm they have caused.
- Reparation to the community is undertaken by young people on court orders and the WYJS website www.warwickshire.gov.uk/youthjustice offers an opportunity for members of the public to suggest particular reparation projects. Community panel members also provide suggestions for reparation that support the communities in which they live.
- Some young people are also required to undertake unpaid work as part of a youth rehabilitation order. This order is only available to 16 and 17 year olds. WYJS has developed a number of community projects for these unpaid work requirements to be undertaken, these include work for the Warwick and Leamington Beekeepers Association and the George Eliot Hospital. Local communities can also nominate a project through the WYJS website.

In January 2017, WYJS was accredited with the Restorative Service Quality Mark (RSQM) by the national Restorative Justice Council recognising its work with victims of youth crime. Young people who offend are provided with the opportunity to make direct reparation to the victim, helping to reduce their fear of crime.

Objectives	Enablers and Resources
The local communities of Warwickshire have confidence in the work WYJS undertakes to rehabilitate young people who have offended.	Enablers <ul style="list-style-type: none">• WYJS website• Community panel members Resources <ul style="list-style-type: none">• RJ accredited practitioners and managers• Unpaid work programmes• Reparation projects.
Local communities of Warwickshire contribute to the work of WYJS through the nomination of unpaid work projects and volunteering to become Community Panel Members.	

3. WORKFORCE DEVELOPMENT

Warwickshire Youth Justice Service (WYJS) invests time and resources in to its workforce to ensure the service has the appropriate balance of skills and knowledge needed to deliver high quality and safe provision to its service users. WYJS offers a comprehensive induction for all new starters, with a tailored approach taking into account the needs of the role and the individual's level of experience. Each year 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, MAPPA and Prevent. Other identified priorities within the service are informed by legislative change or service improvements resulting from the learning from our quality assurance framework and service reviews. Annual appraisals and audits of practice also lead to the identification of individual training, learning and development requirements.

Due to ongoing budget constraints the focus for 2017/18, will be to continue to embed the skills and knowledge gained by practitioners and managers in recent years and share best practice across the service.

During 2017/18 WYJS has prioritised the following training to:

Improve outcomes for young people: -

- Training to support the introduction of the 'Enhanced Case Management Model' for the hardest to reach young people.
- Continued investment in CHARM (Coaching for Healthy and Respectful Masculinity) for young males and WAVE (We are Valued and Equal) for young females.

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: -

- Break4Change training to help parents and families deal with child to parent violence.

Improve outcomes for the community: -

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






Improve the outcomes for our workforce: -


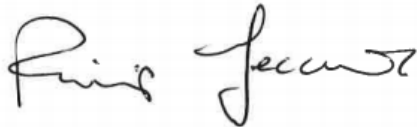
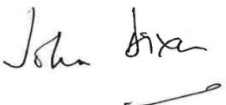
- Completion of all mandatory e-learning
- First aid in the community training for all WYJS staff that comes in to direct contact with service users.
- Food hygiene e-learning for those staff working with young people and their families in nutrition and life skills.
- Maximising the use of the new YJB Resources Hub and associated online learning and development resources
- Continued development of management and leadership skills within the service at all levels through the application of the Warwickshire County Council's new Leadership and Development Programme.

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
Young People <ul style="list-style-type: none"> A change to policing policy creates increased FTEs and increased recidivism. Children's homes in Warwickshire (all privately owned) do not apply RJ policies, resulting in inappropriate criminalisation of CLA. 	<p>Increases are reported to the LCJB and the police with recommendations if the increase is due to inappropriate criminalisation of young people.</p> <p>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>Recidivism rates do not increase</p>
Victims <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.</p> <p>Victim volunteers are engaged to support victims considering, but reluctant to engage in RJ.</p>	<p>Victims are less fearful.</p> <p>Victims are not re-victimised.</p>
Parents and Families <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>Referral of families to Priority Families where necessary.</p> <p>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>
Communities <ul style="list-style-type: none"> Negative media coverage of youth crime reduces community engagement with WYJS and encourages negative attitude to young people. 	<p>Promotion of positive news stories and performance regarding the work of the service and RJ.</p> <p>Positive promotion of reduction in youth crime.</p>	<p>Increased victim engagement in RJ</p> <p>Increased engagement of young people in their communities.</p>
WYJS <ul style="list-style-type: none"> The transformation of youth justice provision nationally results in reduction in partnership commitment to the service. Regionalisation of criminal justice agencies impacts upon the work of WYJS. 	<p>As Chair of the Association of YOT Managers (AYM) the WYJS manager will keep abreast of progress and inform the chief officers.</p> <p>The WYJS Manager will ensure the WYJS chief officers and the Local Criminal Justice Board are advised of any adverse effects such transformational change will have on WYJS service delivery.</p>	<p>Staffing and resources are sufficient to support the delivery of services within this plan.</p> <p>Chief officers actively address any necessary change programmes that risk the ability of WYJS to deliver desired outcomes.</p>

5. REVIEW AND APPROVAL					
Signatories :					
Name	David Carter	Job Title	Joint Managing Director of Warwickshire County Council	Date	
				19.07.17	
Name	Monica Fogarty	Job Title	Joint Managing Director of Warwickshire County Council	Date	
				11.07.17	
Name	Karen Manners	Job Title	Deputy Chief Constable Warwickshire Police, on behalf of Martin Jelley, Chief Constable Warwickshire Police	Date	
				10.07.17	
Name	John Linnane	Job Title	Director of Public Health	Date	
				21.07.17	
Name	Helen King (Chair of the Chief Officers' Board)	Job Title	Deputy Director of Public Health	Date	
				19.07.17	
Name	Andy Wade	Job Title	Head of NPS Midlands Division Coventry Solihull and Warwickshire Cluster	Date	

				25.07.17	
Name	Philip Secombe	Job Title	Police & Crime Commissioner	Date	
				14.07.17	
Name	John Dixon	Job Title	Interim Strategic Director of People Group: Director of Children's Services	Date	
				20.07.17	

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
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)
ESIF	European Structural and Investment Fund
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
NPS	National Probation Service
OPCC	Office of the Police & Crime Commissioner
RJ	Restorative justice
WAVE	'We Are Valued and Equal': an intervention programme to support young women who have suffered violence.
WRAP	Workshop to Raise Awareness of Prevent
WYJS	Warwickshire Youth Justice Service
YJB	Youth Justice Board for England & Wales