

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

Warwickshire Youth Justice Service



# Warwickshire Youth Justice Service Strategic Plan

April 2018 to March 2019



Securing better outcomes for children and young people with special education needs in the youth justice system



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

### (i) GOVERNANCE

Warwickshire Youth Justice Service (WYJS) delivers services to children aged 10 -17 years (and in some cases beyond) involved in the youth criminal justice system. It also provides services to the families of these children and the victims of the crimes committed. It is a statutory multi-agency youth offending team (YOT) as directed by section 39(1) of the Crime & Disorder Act 1998 and is responsible for supervising all court orders imposed on children, whether served in the community or in custody, and out of court disposals imposed by the police.

The engagement of all statutory partners ensures that YOTs are locally designed and deliver a youth justice provision which meets the needs of the local community. The statutory WYJS Chief Officers 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.

The Youth Justice Board for England & Wales (YJB) guidance 'Sustaining the Success' issued in 2004 restated the governance arrangements for YOTs and reinforced the fact that additional partners could be recruited to the "joint strategic effort " of youth justice provision.

YOT Management Boards are required to provide strategic direction to the YOT Manager and monitor the work of the YOT to ensure it meets its statutory aim of preventing offending by children. In Warwickshire this board is named the WYJS Chief Officers' Board and consists of:

- Joint Managing Director of the local authority and Strategic Director for the Communities Group,
- Deputy Director of Public Health,
- Assistant Chief Constable of Warwickshire Police,
- Head of Service, National Probation Service (NPS) Midlands Division; Coventry, Solihull and Warwickshire Cluster.
- Strategic Director for People Group, as the Director of Children's Services,
- Deputy Police & Crime Commissioner
- Designated representative of the three Clinical Commissioning Groups in Warwickshire.

The Board is currently chaired by the Deputy Director of Public Health and the Head of the Midland Business Area for the Youth Justice Board for England attends, providing a national perspective for chief officers to consider.

**The current WYJS Manager is retiring on 31st July, 2018 and the service has successfully appointed a successor who commences on 6th August.**

WYJS is hosted by the local authority which provides infrastructure support such as finance and IT&C: it is located within the Communities Group of the authority. Scrutiny of the service is achieved through regular reporting by the WYJS Manager to elected members, Overview & Scrutiny Committees for Children & Young People and Communities. The WYJS Manager is a full and active member of the Warwickshire Safeguarding Children Board, the Warwickshire Safer Partnership Board and the MAPPA Strategic Management Board, ensuring the WYJS is held to account for its' work in safeguarding children and protecting the public.

Human resources are managed by the WYJS Manager 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. In addition to this the YJB grant supports the employment of posts required to support effective practice, such as the information officers and educational psychologists.

YOTs are unique in their positioning between justice and welfare services and are key in terms of reminding partners that children who offend should be viewed as children first and offender second. As chair of the Local Criminal Justice Board (LCJB) and the Warwickshire Justice Strategic Board (which manages the multi-agency Justice Centres), the WYJS Manager is able to restate this principle influencing local policies with partners such as the courts and the Crown Prosecution Service.

WYJS ensures that partners include the aims and objectives of WYJS in their strategic planning and managers within the service engage partners to consider areas of commonality in order to agree shared objectives. WYJS is actively engaged in the plans of:

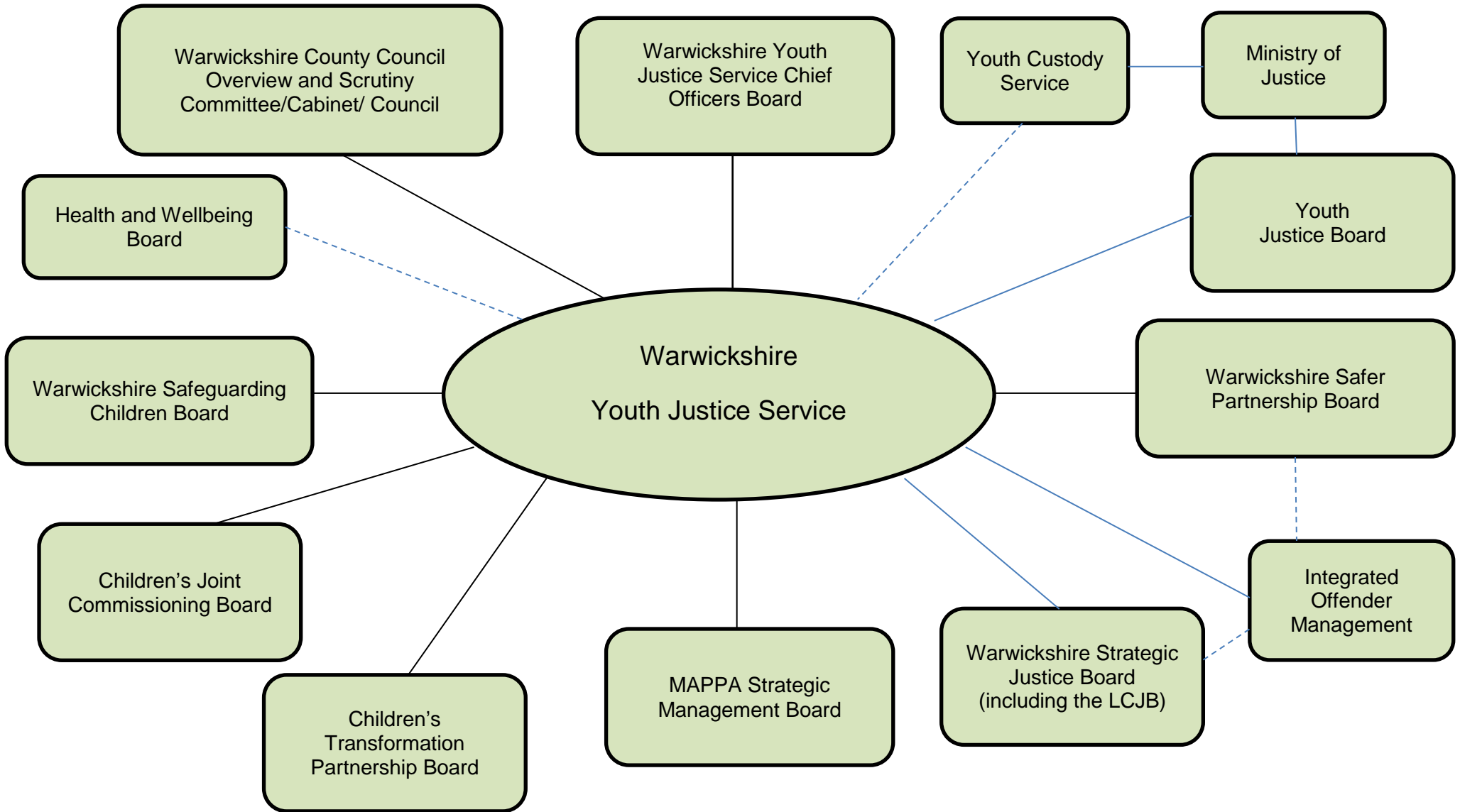
- Warwickshire Health & Wellbeing Board
- Warwickshire Justice Strategic Board (including the LCJB)
- Warwickshire County Council's One Organisational Plan and Children's Transformation Board
- Warwickshire's Joint Strategic Commissioning Board
- Warwickshire Safeguarding Children Board
- Warwickshire's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

The work of WYJS also contributes to:

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

Nationally the WYJS is well respected and the WYJS manager has continued as Chair of the Association of YOT Managers (AYM) during 2017/18. The AYM represents almost all YOTs in England and following the publication of the report 'Review of the Youth Justice System' undertaken by Charlie Taylor, now Chair of the YJB, and the government response to this review, the WYJS Manager has led on work with the YJB, Ministry of Justice (MoJ) and the new Youth Custody Service, ensuring the Policy Unit leading on the MoJ transformation programme understand the diversity of local provision and the reasons why this should be maintained in order to ensure YOTs are effective in delivering against their stated aims. Leading on such national developments has meant that Warwickshire has continued to be recognized as best practice.

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



## (ii) FINANCIAL RESOURCES – WYJS Budgetary Sources 2018/19

Agency	Staffing Costs	Other Delegated Funds	Total (£000)
Police	170	0	170
Local Authority	1,047	496	1,543
Public Health	98	5	103
Warwickshire Police & Crime Commissioner (PCC)	28	12	40
National Probation Service (NPS)	67.5	7.5	75
Youth Justice Board (YJB)	351	76	427
OTHER – European Social Fund	20	0	20
<b>TOTAL</b>	<b>1,781.5</b>	<b>596.5</b>	<b>2,378</b>

Public Health funding is also committed at the same level as previous years; however the contribution of £98,000 for staffing of health posts in WYJS is now an in-kind contribution where Public Health pay the amount directly into the new children and young people's emotional well-being and mental health contract 'Rise'. There is a £5k cash contribution from Public Health to WYJS.

In 2018/19 the WYJS Manager has been successful in achieving grants once again from the PCC for substance misuse interventions, and from the European Social Fund (ESF) for enabling children to access education and employment.

*WYJS undertakes such a calculation each year and can demonstrate a saving to society of £12.85 for every £1 spent on delivering the service, using Ministry of Justice and Home Office methodologies for measuring the social return on investment. This measurement takes into account the cost of crime to victims, and communities.*

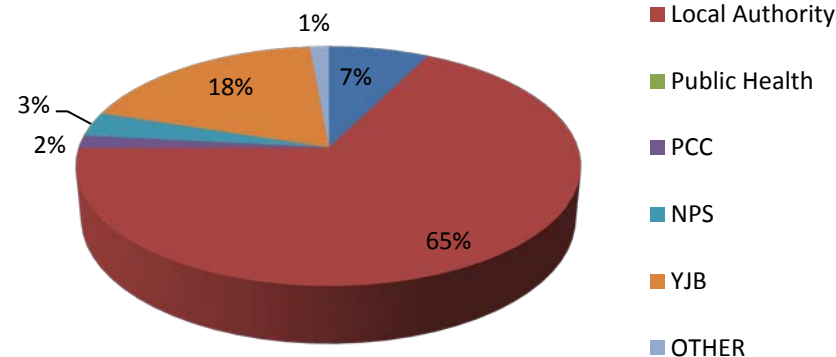
### Changes in Partnership Funding:

The local authority has retained funding at the same level as 2017/18, with inflation of 2% added to inflationary elements. As the only agency increasing funds for inflation the local authority is gradually increasing its proportional funding to WYJS.

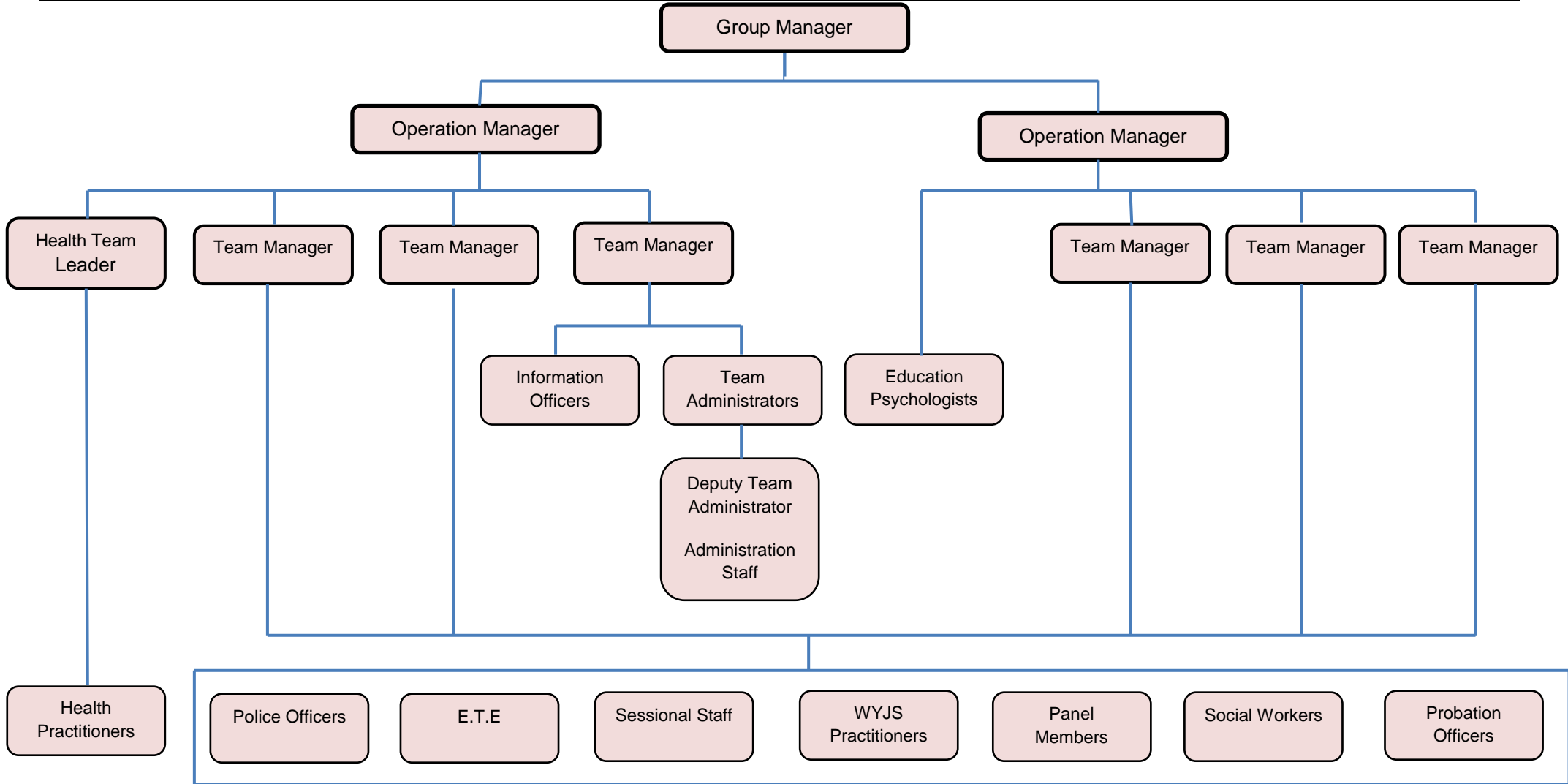
NPS has reviewed workload in WYJS and increased its contribution to the service by 0.5 FTE probation officer and the related cash element (£2.5k), this however remains a reduction on the previous contribution prior to the Ministry of Justice Transforming Rehabilitation Strategy.

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

### Funding provision to WYJS (%)

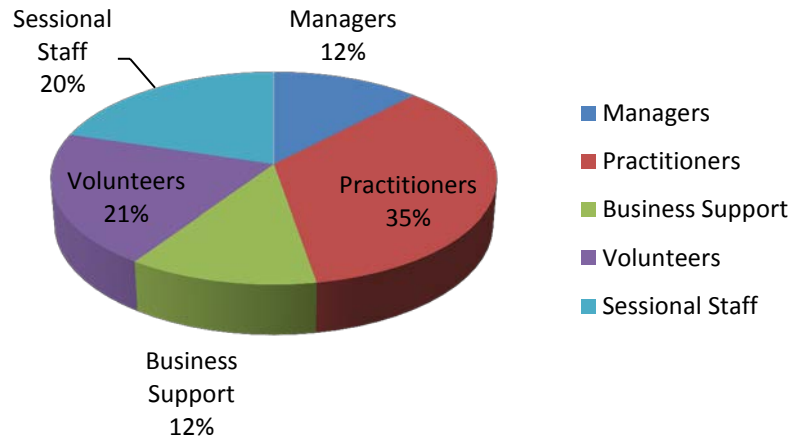


**(iii) ORGANISATIONAL STRUCTURE & STAFFING**

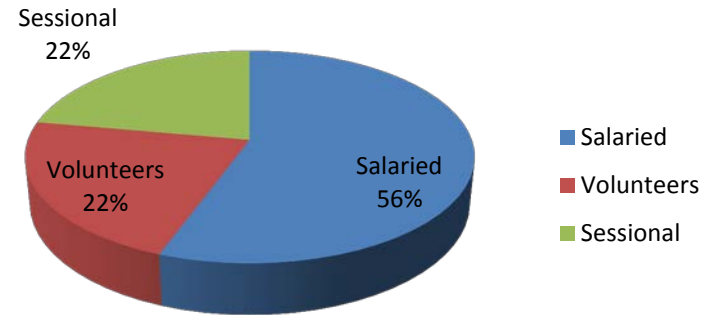


**(iii) ORGANISATIONAL STRUCTURE & STAFFING**

**Chart 1 WYJS Structure by Role**



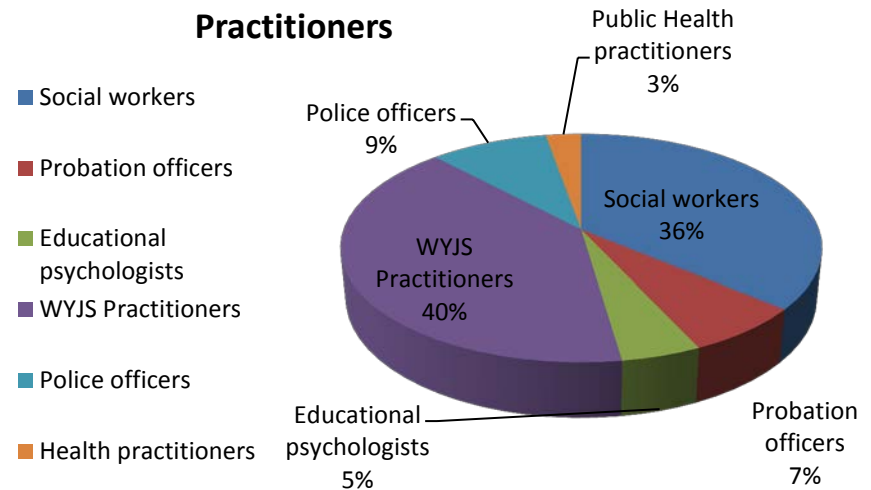
**Chart 2 Staffing Type**



**"You can't underestimate the benefits of working in a multi-agency team – we can do so much more for a young person".**

WYJS Practitioner

**Chart 3 Professional Discipline of Practitioners**





#### (iv) PERFORMANCE OVERVIEW – 2017/18

WYJS continues to be a high performing youth offending service delivering high quality and effective practice to children who offend; their parents and victims of youth crime. During 2017/18 the WYJS has once again be subject to external review and has been nationally recognised for this best practice.



**Securing better outcomes for children and young people with special education needs in the youth justice system**

A significant number of children who offend have special educational needs and disabilities (SEND). In 2017/18 Achievement for All, the Association of YOT Managers and Metropolitan University of Manchester 'SEND Project' (funded by the Department of Education) benchmarked professional practice against quality standards in 50 area partnerships spanning 56 Local Authorities; WYJS was able to evidence best practice and received the Quality Mark for SEND and the highest award for 'practice within and beyond the service', the Quality Lead.

Already a nationally accredited service for restorative justice practice, two practitioners within WYJS achieved the Accredited Practitioner Qualification from the National Restorative Justice Council.

Due to the expertise within WYJS a team manager was seconded to Warwickshire Police to the position of Restorative Justice (RJ) Coordinator and received a commendation for work with victims; helping train over 80 police officers and developing the Warwickshire Police offer of restorative justice to victims of crime at all stages of the criminal justice process.



#### Performance against national objectives:

In 2017/18 WYJS continued to perform excellently against national performance indicators, reducing:

- the rate per 100,000 of 10–17 population of 'first time entrants' to the criminal justice system (FTEs) from 180 in 2016/17 to 125,
- the need for custodial sentences for children who offend, reducing from 9 in 2016/17 to 7,
- the rate of re-offending reduced from 35.76% in 2016/17 to 33.23%.

Compared to other YOTs WYJS continues to perform well, particularly with regard to reducing custody. This is a particularly important achievement in light of failings in the secure estate in terms of safeguarding and support of children in their care. In her role as Chair of the AYM the WYJS Manager has been working with the new Youth Custody Service in helping it achieve positive steps in its reform programme with regard to these issues.

Reductions in FTEs since 2007/8 was initially greater in Warwickshire than other areas, due to the effectiveness of WYJS partnership working. As a result the rate of decline is now greater in other YOTs where initial progress was not made. In November 2017 an arrest diversion scheme was introduced by WYJS in partnership with Warwickshire Police to support FTE reduction, diverting all minor first time offenders into a programme of intervention to help them avoid continued offending. In April 2017 the offence of sexual communication with a child came into force and children were at risk of criminalisation due to sexting (texting sexual images of themselves to peers). WYJS has worked with the police and children's services to ensure these children do not enter the criminal justice system, offering them education instead regarding their behaviour.

WYJS outperforms the West Midlands region, the YOT Family and the national average in the number of children who re-offend. However, these children commit a greater number of re-offences. This persistency was predicted, due to the fact that only children with complex and entrenched needs are now entering the criminal justice system in Warwickshire. Their supervision within the community, rather than spending considerable periods in custody provides real opportunities for the practitioners within the service to address those identified needs; far better than secure establishments are able to. Nevertheless, where public protection is required custodial sentences are imposed and supported by WYJS supervision in custody and on licence in the community.

Rates of custody in West Midlands, region and comparative urban force areas, 2013/14 - 2016-17

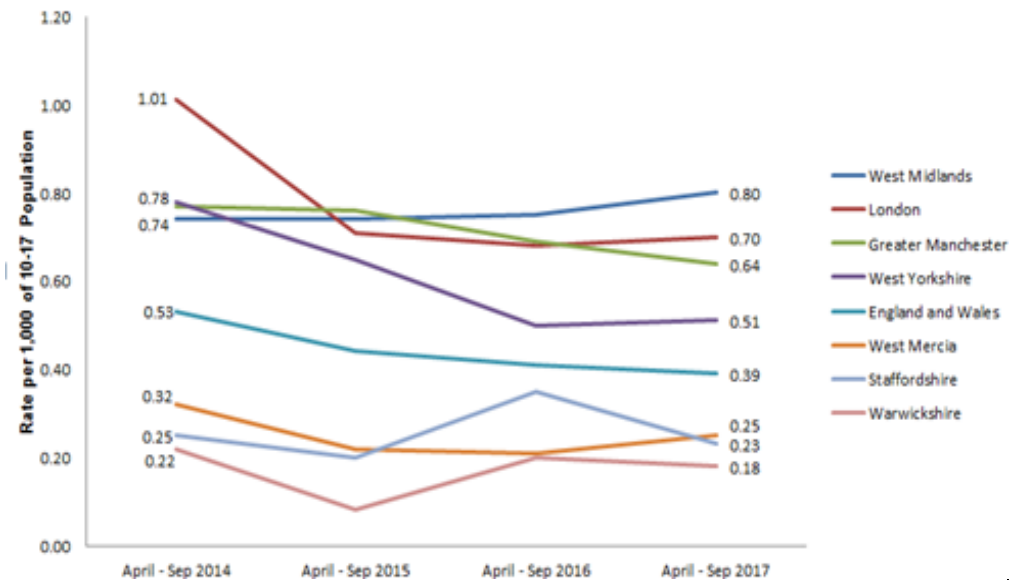
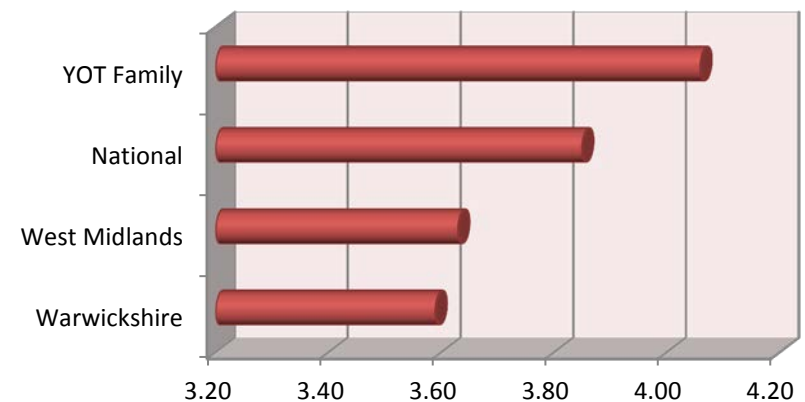


Chart 4 Re-offences committed by re-offenders



## Performance against local objectives:

In addition to the achievements against the national objectives WYJS has been successful in delivering against the local objectives for 2017/18, to improve outcomes for children who offend, their families and the victims of youth crime are evidenced in the improved outcomes for each of these groups, this despite the ongoing closure of youth courts in the purpose built Justice Centres in Warwickshire with youth hearings taking place in Coventry.

Improving the lives of children who offend was achieved through comprehensive assessments and targeted interventions that address the issues which contribute to offending (desistance factors). These include lack of appropriate education, training, employment and accommodation, substance misuse, health difficulties and social factors such as peer influence.

147 children received support for substance misuse, 28 of these were referred to the specialist substance misuse service Compass, for more intensive support; 7 were supported by WYJS through Drug Treatment and Testing requirements attached to their court order. 82.8% of children provided with a substance misuse intervention by WYJS completed their orders successfully.

96 children received support from WYJS health practitioners for mental and emotional health difficulties. The severity of these difficulties is assessed and in 2017/18 showed once again that children who offend are suffering from mental health issues more complex than those found in the general child and adolescent mental health services.

Improving outcomes for parents and families of offenders was achieved through the provision of individual support programmes for parents and through the delivery of programmes such as systemic training for effective parenting (STEPS). All parents are assessed for the level and type of support they require.

**"I needed advice because I was struggling for money and my YOT worker took me to talk to someone"**

72% of children aged 10-16 years who offended were assisted by WYJS in receiving 25 hours or more education per week. Of those aged 16 years and above, 61% received 16 hours or more education, training or employment.

**"They helped me to find somewhere to live"**

*97.2% of children supervised by WYJS were found suitable accommodation, no child was homeless.*

**"Thank you all for your help, I don't know and don't really want to know where I would've been if you guys didn't help me!"**

**Improving outcomes for victims of youth crime** has been achieved in 2017/18 through the further development of restorative justice practice within the service. As a result of this 2 WYJS practitioners have received the Accredited Practice Qualification from the National Restorative Justice Council. 72% of victims were provided with an opportunity to participate in a restorative intervention; all victims reported satisfaction with the service offered.



**Improving outcomes for the community** - WYJS works to support the community, providing opportunities through engagement of members of the community as panel member volunteers who help determine the intervention plan for children subject to referral orders.

Victims are also invited to these panels where they can discuss the offence with the child and their family and agree an activity that enable the child to repair some of the harm experienced by the victim.

**“In his final panel he presented as a completely different child. He is now working full time – very happily, he is much more communicative, confident. in a mature adult way”**

On the right is a picture of a bird house being built by a young boy who later provided this to a vulnerable person within the local community.

**“I really enjoyed the allotment. I felt good about myself helping the elderly gentleman and it makes you sympathise for him and think again about breaking into an allotment”**

In addition community projects are undertaken where members of the community are either offended against or wish to provide opportunities to children who have offended to repair harm.



## 2. STRATEGIC AIMS AND PRIORITIES 2018-19

WYJS will deliver against the national objectives for youth offending teams, set by the Youth Justice Board for England and Wales - Reducing the number of first time entrants to the youth criminal justice system, reducing re-offending by children supervised by WYJS and reducing the use of custody where a community sentence is appropriate.

WYJS will also deliver against identified local objectives based on analysis of offending patterns of children in Warwickshire, to improve outcomes for:

### **Children supervised by WYJS, through the provision of:**

- Interventions, based on comprehensive assessments, that safeguard children, support them within their family and enable participation in education and employment,
- Credible community programmes that reduce the likelihood of reoffending and the need for custodial remands and sentences,
- Robust public protection, and safeguarding arrangements, including interventions to prevent offending, radicalisation and extremist behaviours,

### **Victims by:**

- Ensuring restorative justice is available throughout the duration of the child's statutory order,
- Providing all victims with equal access to restorative justice if they request it.

### **Parents and families, through the provision of :**

- Interventions based on assessments that take account of the needs of the whole family
- Support to improve their parenting and life skills

### **The community by:**

- Providing opportunities for unpaid work projects and reparation activity that improves the local environment
- Enabling children supervised by WYJS to become better engaged within their community.

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

- Ensure that the best interests of the community and victims are central to the work delivered with children and their families,
- Develop the skills of our workforce through training, supervision, appraisal and effective performance management,
- Ensure that the voice of the children who offend, their families and victims help inform our evaluation of interventions delivered,
- Ensure effective partnership working with partners in the criminal justice system and wider children's services.

## (i) IMPROVE OUTCOMES FOR CHILDREN

### Interventions based on comprehensive assessments

In order to achieve this WYJS ensure children who offend, their parents and, where willing, the victims of the crimes committed are actively engaged in the assessment enabling an intervention to be provided that meet the needs of the child whilst providing support to enable them to avoid future offending. This approach is used to support interventions to both divert children from the criminal justice system and to support them whilst on police or court disposals. In order to achieve this WYJS will actively engage the child and parent, and where compliance is problematic identify potential barriers and adopt proactive solutions to overcome them. WYJS will ensure all contact with a victim complies with the Victim's Code.

### Credible community programmes will be delivered to reduce the likelihood of re-offending and custodial remands or sentences:

A wide range of group work and one to one programmes are utilised within WYJS to support children to cease offending, these include:

- Step-Up, an accredited 8 week programme that challenges unhealthy views of masculinity and relationships with the aim of reducing violence
- AIM assessment and interventions to address harmful sexual behaviour,
- IMPACT and Streetwise resource programmes that support improvements in thinking and behaviour and challenge attitudes to offending,
- Fatal Four, a powerful road safety campaign aimed at children, delivered in partnership with Warwickshire Police and Warwickshire Fire and Rescue Service
- Giving Back Project, WYJS has supported the 'NHS Ex-Armed Forces Project' and the 'Bendrigg Trust' in developing a residential activity for disadvantaged children. Children supervised by WYJS can access this activity to improve confidence; communication; and help children manage anxiety and anger.

In order to enable a child to reduce the likelihood of them re-offending WYJS practitioners support them in developing positive improvements in factors which contribute to committing offences (desistance factors):

- Education, training or employment (ETE) In 2018/19 15-17 year olds will be supported by a WYJS practitioner part funded by the European Social Fund in order to achieve ETE. Due to the significant number of children in the criminal justice system with SEND WYJS will continue to purchase educational psychology sessions from the county council to support these children with engaging in ETE.
- Substance Misuse WYJS practitioners assess the level of misuse by children and provide Tier 1 and 2 interventions to help them reduce this misuse. Where relevant referrals are made to 'Compass' a service which provides targeted and specialist interventions for children aged up to 18 years who are affected by their own, or another's substance misuse. WYJS hosts staff from Compass in both Warwickshire Justice Centres in order to support Compass practitioners contact with the children who are often difficult to engage.
- Health WYJS health practitioners, seconded from Rise (a partnership between Coventry and Warwickshire Mind and Coventry and Warwickshire NHS Partnership Trust providing emotional well-being and mental health services for children in Coventry and Warwickshire) work with children supervised by WYJS to identify and address any health concerns, enabling the child to then address other factors that lead to them offending.

Where the potential for a custodial remand or sentence is identified, WYJS provides packages of support to maintain the child in the community. The provision of the Bail, Remand and Intensive Care and Support Service, commissioned by WYJS from Barnardo's, provides intensive fostering and support to children at risk of custodial remand or sentence. These carers also provide support for children posing a significant risk of re-offending, as part of a residential requirement for those on youth rehabilitation orders and post custodial supervision. In some cases courts determine that a child poses a significant risk to others and a remand to youth detention accommodation is made, in these cases WYJS assesses the most appropriate type of placement in the secure estate and advises the Youth Custody Service (YCS) of this, in most cases this assessment is supported and a placement agreed, with the most vulnerable of children placed in either a local authority secure children's home (LASCH) or a secure training centre (STC), as opposed to a young offender institution (YOI). The cost of this accommodation is met by WYJS and the cost is both significant and unpredictable, dependant on the seriousness of the offence committed and number of children involved in the offence.

Enriched case management (ECM) of cases was introduced in 2017/18 following action learning research undertaken by WYJS and Dr. Alex Chard, the findings of the research demonstrated a high level of adverse childhood experiences children and resultant trauma evident in children supervised by WYJS and ECM provides a responsive approach to management of children presenting with such difficulties.

Robust public protection, and safeguarding arrangements, including interventions to prevent offending, radicalisation and extremist behaviours, will be delivered through a range of WYJS interventions and through multi-agency partnership arrangements, such as integrated offender management, the Channel Panel programme and multi-agency arrangements for public protection and domestic abuse (MAPPA and MARAC). Located within the two Justice Centres in Warwickshire, WYJS is well placed to respond quickly to the needs of children who offend and victims, and to support criminal justice partners with whom the service is co-located.

WYJS engagement in partnership working is comprehensive; arrangements with the local authority, district councils and the police will continue to be developed to ensure that civil injunctions and criminal behaviour orders are pursued where such disposals are required.

Safeguarding of children supervised by the service is managed through a variety of means, not least the enriched case management approach which enables WYJS practitioners to address the child's offending whilst taking account of the deep-rooted causes for their behaviour, working at the child's pace as they commence their journey to overcome the adversities they have experienced. WYJS will work with partners involved in the child's care to understand and engage in this approach in order to ensure all parties work in the most effective way and achieve the desired improvements for and by the child.

WYJS continues to work with partners in the police and the county council to ensure that no child is detained in police custody where a transfer to the community or in the case of serious offending, secure accommodation is required. WYJS has encouraged the Warwickshire County Council to become signatories, alongside Warwickshire Police, to the Concordat on Children In Custody which supports such practice.

In 2018/19 WYJS will continue to work with children's homes in Warwickshire, together with Warwickshire Police to ensure that children looked after by the local authority are not unnecessarily criminalised for behaviour within the home. Restorative justice training is offered to staff within these children's homes to support this, all of which supports the recommendations in the report from the Independent Review chaired by Lord Laming 'In Care, Out of Trouble' (2016).

In order to ensure that WYJS is alert to factors that can contribute to offending by children and trends in patterns of offending by children, WYJS undertakes quarterly review of performance, considering all offending in Warwickshire and WYJS response and effectiveness in reducing re-offending. In addition to this work with children in police custody enables practitioners to 'uncover' influences on a child that have resulted in them being arrested. Through this active reflection and engagement with children some emerging themes have been identified by WYJS where other agencies have not:

Modern slavery – like other areas of the country children in Warwickshire are being exploited sexually and for criminal purposes. WYJS continues to be actively engaged with the child sexual exploitation team which was developed as a result of WYJS surfacing this exploitation in Warwickshire. In a similar manner WYJS is now ensuring that children exploited for criminal purposes are being identified as victims of exploitation who need to be safeguarded rather than punished.

County lines – is criminal exploitation and a police term for urban gangs supplying drugs to rural areas. This particular type of exploitation is proving problematic for children from other local authority areas who have crossed the borders into Warwickshire and are arrested. Having identified a child as being exploited in this way WYJS works with the police and the home YOT and safeguarding services to ensure these 'visiting' children are afforded the same safeguards that WYJS would ensure for a Warwickshire child. The WYJS Manager will develop a protocol in 2018/19 for reciprocal management of such cases across the West Midlands YOT region which includes Warwickshire, West Mercia, West Midlands and Staffordshire Police Force Areas.

WYJS risk panels are in place to help identify victims of modern slavery and referrals to the National Referral Mechanism (NRM), a process by which people who may be victims of modern slavery are identified and supported by the UK government. Such children are deemed vulnerable and should be considered for priority re-housing when assessed by the local authority.

Objectives	Enablers & Resources
Children do not enter the criminal justice system for first time minor offences	Arrest diversion scheme Early identification of children as victims of exploitation
Children are safeguarded and risks posed by them managed effectively throughout their supervision by WYJS.	Comprehensive assessments using AssetPlus and WYJS Health and education assessments Enriched case management approach Safeguarding training of staff Multi-agency arrangements for risk management, safeguarding and identification of child exploitation
Reduction in re-offending	Comprehensive assessments using AssetPlus and WYJS Health and education assessments Effective and targeted interventions which address desistance factors ESF funded ETE provision in WYJS Multi-agency nature of service



## (ii) IMPROVE OUTCOMES FOR VICTIMS

WYJS has a statutory duty to work with victims of youth crime, contacting all victims of offences committed by children who receive a criminal conviction or a youth conditional caution, and providing an opportunity to discuss the impact of the offence on themselves and others and the opportunity to participate in RJ. WYJS also ensures victims are signposted to partners where further support and advice is required.

WYJS aspires to be fully compliant with the 'Victims Code of Practice'. The service conducted a review of its practice and compliance against the Code in 2017 has established a new performance framework.

WYJS is a partner agency in the Warwickshire & West Mercia Restorative Justice Service which was recently awarded its Restorative Service Quality Mark (RSQM) and is active in supporting partners to ensure RJ is delivered to victims at all stages of the criminal justice system. Victims are not denied the opportunity to consider RJ options on the basis of the offence committed against them or because the offender is in prison or living outside of the local area.

The Local Criminal Justice Board maintains oversight of RJ in Warwickshire and sub-groups of this such as the Victim and Witness Forum ensure practice is quality assured.

WYJS has staff trained to offer restorative support to victims of harmful sexual behaviour and domestic abuse and other complex and sensitive cases including between family members.

Objectives	Enablers & Resources
Victims are updated throughout the criminal justice process to ensure that they can make informed decisions and their voice is heard.	WYJS practitioners
Increase awareness of RJ and its effectiveness in reducing re-offending to the retail establishment.	Good news stories Positive feedback from victims
The public is protected through effective management of risk.	Comprehensive assessments and risk management arrangements

### (iii) IMPROVE OUTCOMES FOR PARENTS AND FAMILIES

WYJS undertakes assessments of all parents of children who are subject to a court or police disposal managed by WYJS, in order to determine the level of support they require from the service to help their child to cease offending. Plans resulting from these assessments take account of the diversity and wider familial and social context of the child and family

Meaningful engagement of parents with their child's order is necessary to support the work of WYJS practitioners,. Where an assessment determines parents need support they are offered support and guidance and if necessary parenting programmes to teach them more appropriate and effective parenting techniques.

Parenting orders are not commonly used however, where a parent's behaviour is detrimental to enabling the child to cease offending, WYJS will apply to the court for such an order to be imposed in order for the child to be properly supported in a family environment, reinforcing the parental responsibilities in caring for their child.

In 2017/18, research undertaken within WYJS to further understand the reasons for the complexity of needs in children who offend has led to the development of parenting interventions that utilise the theory of trauma recovery, supporting parents in helping their child to desist from offending whilst keeping them safe. This approach utilises a team around the child approach in delivering enriched case management and offers an opportunity to build stronger relationships between the parent and child.

During 2018/19 WYJS will continue to develop the enriched case management approach to work with children who offend. The views of parents/carers will be sought to aid the review of this methodology and its effectiveness, alongside other performance monitoring methods.

Objectives	Enablers & Resources
Parents are fully engaged in the WYJS intervention plan for their child.	WYJS practitioners Enriched case management approach
Where a child has experienced adverse childhood experiences, parents will be included in the assessment for Enriched Case Management of their child's supervision.	WYJS practitioners Enriched case management approach
The effect of adoption of the Enriched Case Management approach with children who offend will take account of parents and families views.	WYJS practitioners WYJS team manager (Practice and Performance Improvement) WYJS operations manager

#### (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 the WYJS manager are attendees. This Board formulates and oversees the community safety agreement, setting priorities and plans for partners to work together to deliver against the priorities.

**Supporting children to become better engaged within their local communities** is achieved by engaging children within their own local communities. Children are supported to access local apprenticeships and employment, providing them with opportunities to appreciate being part of a community. Community panel members are members of the community that work with WYJS supporting the planning and oversight of referral orders. This is a unique opportunity for the community to influence work with children who offend, holding them to account for their actions and requiring them to repair the harm they have caused.

**Opportunities for unpaid work and reparation activities** all help children who have offended to improve their local environment. Reparation to the community is undertaken by children on court orders and the WYJS website [www.warwickshire.gov.uk/youthjustice](http://www.warwickshire.gov.uk/youthjustice) offers an opportunity for members of the public to suggest reparation projects. Community panel members also provide suggestions for reparation that support the communities in which they live.

WYJS also provides opportunities for communities to benefit from unpaid work in the community as a result of requirements attached to the court orders of 16 and 17 year olds. In 2017/18 these reparation and unpaid work projects included work with:

- Warwick and Leamington Beekeepers Association,
- George Eliot Hospital,
- Lost the Plot Project in Rugby.

Objectives	Enablers & Resources
Improve local community	Unpaid work projects Reparation activities
Enabling children to gain training and employment opportunities within their local community	ESF grant funding WYJS practitioners Partnership working

### 3. WORKFORCE DEVELOPMENT

Effective practice is achieved when practitioners are equipped with the necessary skills to undertake comprehensive assessments and deliver a range of interventions required to support the diverse needs of the children supervised by the service, parents requiring support and guidance and victims of youth crime. During the past 2 years WYJS has been developing an Enriched Case Management approach to work with children supervised by practitioners as a result of Action Learning Research undertaken on children supported by the service. This research found children supervised by WYJS had suffered significant adverse childhood experiences (ACE) compared to children outside the criminal justice system; many had received services from a number of agencies throughout their childhood, none of which had addressed the trauma resulting from these ACEs. In 2018/19 WYJS will be further embedding this approach into the work of practitioners.

In addition to this a training needs assessment was conducted at the end of 2017/18 to identify further training needs of practitioners with regard to SEND practice, supporting further the work

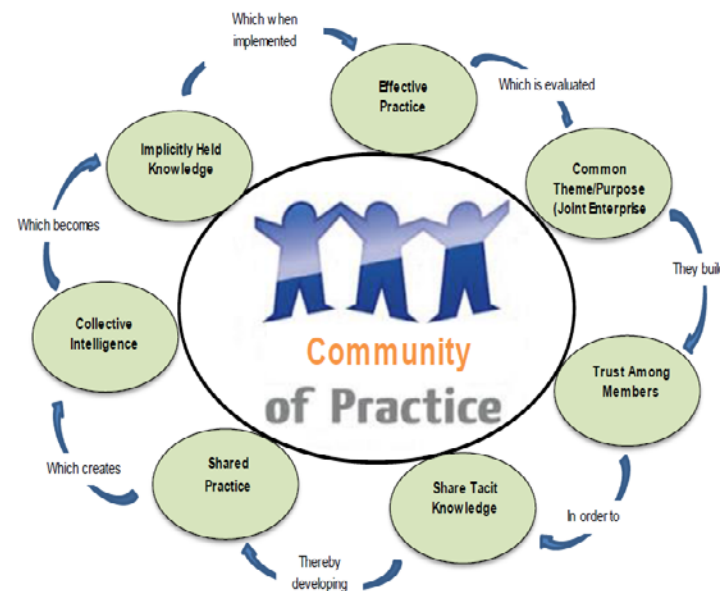
As a result of this educational psychologists within the service will develop further understanding of communication and language disorders, dyslexia and dyspraxia and cognitive and learning impairments, considering working memory and processing speed and its effect on a child's development and behaviour.

In order to enable continuous development of staff WYJS has adopted a 'community of practice' approach to enable practitioners to benefit from reflective practice and shared knowledge.

WYJS has used this approach for other WYJS key areas of practice, such as Harmful Sexual Behaviour work. Children's services have been invited to join the WYJS HSB Community of Practice in order to develop their own emerging HSB interventions. This method of working is now being developed to include other agencies involved in the child's life and will also be used to enhance the approach to parenting work within WYJS.

Management oversight is particularly important in ensuring practice is safe and effective and all managers within WYJS are required to achieve management qualifications. Operations managers within WYJS are trained peer reviewers enabling them to participate as reviewers of other YOTs which expose them to the work of other YOTs and enabling them to identify elements of best practice that can be applied in WYJS.

Team managers are encouraged to train as local assessors for HMI Probation YOT inspections, again exposing them to learning from the inspectorate and from YOTs being inspected.



## 4 TECHNOLOGY

WYJS is heavily reliant on technology to assist in:

- the assessment of children and the management of their orders,
- performance reporting and identification or service improvement and development,
- analysis of trends in youth crime in Warwickshire,
- personnel management,
- staff learning and development, and
- financial management within the service.

As with other organisations WYJS is working toward being 'leaner', whilst at the same time maintaining efficiency in the work undertaken. The service relies on a number of IT solutions due to the multi-agency nature of the service, with police officers, probation officers and health practitioners in the service accessing their own agency systems to enable them to carry out their professional functions to assist in the management of cases within WYJS.

WYJS has however embarked on system integration, where information sharing is permitted, and has used 'hub technology' to assist in this. To date the WYJS case management system is able to access relevant education data required to support case managers in assessment and supervision of children and exploration has commenced for a similar approach to be taken for children's social care and police systems.

WYJS is the first service to effectively manage such interoperability between systems and in achieving this the participating agencies can demonstrate savings resulting from this technology.

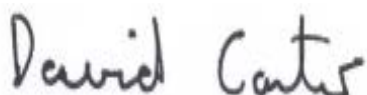



## 5. RISK ASSESSMENT



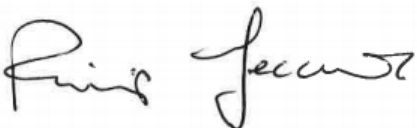

Risks associated with achieving the strategic aims within this plan are identified below with mitigating actions and intended success criteria outlined. The number and type of risks are varied and many are outside the control of the WYJS and its manager.

Risk	Action	Success Criteria
<b>Children</b> <ul style="list-style-type: none"> <li>Changes in policing increases FTEs and recidivism rates</li> <li>Employment opportunities decrease for children in Warwickshire.</li> </ul>	Performance data is used to advise the LCJB with recommendations to the police and CPS to remove this risk WYJS will continue to use the ESF funded post to support children into employment and training, ensuring they are skilled in interviews to support this.	FTE and recidivism rates do not increase.  Children supervised by WYJS are able to access employment or training opportunities.
<b>Victims</b> <ul style="list-style-type: none"> <li>Victims choose not to engage with WYJS RJ interventions.</li> </ul>	Publicity to provide the public with positive RJ interventions. Victim volunteers are engaged to support victims who are considering, but concerned about engaging in RJ.	Victims are less fearful. Victims are not re-victimised.
<b>Parents and families</b> <ul style="list-style-type: none"> <li>Parents of children supervised by WYJS require long term support to enable them to better support their child/ren.</li> </ul>	Parents will be referred to Warwickshire's Priority Families for ongoing support. Referrals will be monitored and where they are not accepted this will be reported to chief officers.	Parents and families receive the services they require to support improvement in their ability to support and safeguard their child/ren.
<b>Communities</b> <ul style="list-style-type: none"> <li>Fear of youth crime leads to children becoming inappropriately criminalised.</li> </ul>	WYJS will provide positive news stories to localities . WYJS staff will re-frame communications with members of the public and other agencies to reduce the negative stereotyping of children who offend.	Improved engagement of children in their local community Increased engagement of communities with WYJS for: <ul style="list-style-type: none"> <li>Unpaid work activities</li> <li>Reparation activities.</li> </ul>
<b>WYJS</b> <ul style="list-style-type: none"> <li>Remands to youth detention accommodation increase placing the budget in jeopardy</li> <li>Changes in partner agency practice impacts on WYJS ability to deliver services within budget.</li> </ul>	The WYJS manager monitors this and will report likely overspend to chief officers in order to determine how the shortfall will be met.  The WYJS manager will advise the chief officers of the risks posed where no local resolution is possible.	WYJS budget is sufficient to maintain required service provision.  Chief officers will negotiate with agencies to remove the risk, or determine how to resource required services delivery.

## 6 REVIEW AND APPROVAL

### Signatories :

Name	Job Title	Date
David Carter	Joint Managing Director of Warwickshire County Council	28.06.18
		
Monica Fogarty	Joint Managing Director of Warwickshire County Council	28.06.18
		
Martin Jelley	Chief Constable Warwickshire Police	25.06.18
		
Helen King (Chair of the Chief Officers' Board)	Deputy Director of Public Health	25.06.18
		

<b>Name</b>	John Linnane	<b>Job Title</b>	Director of Public Health	<b>Date</b>	
					29.06.18
<b>Name</b>	Nigel Minns	<b>Job Title</b>	Strategic Director of People Group: Director of Children's Services	<b>Date</b>	
					28.06.18
<b>Name</b>	Philip Seccombe	<b>Job Title</b>	Police & Crime Commissioner	<b>Date</b>	
					28.06.18
<b>Name</b>	Andy Wade	<b>Job Title</b>	Head of NPS Midlands Division Coventry Solihull and Warwickshire Cluster	<b>Date</b>	
					25.06.18



## 7. GLOSSARY

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 children who commit sexually harmful offences
AssetPlus	'AssetPlus' is the assessment framework used with children at all stages of the youth justice system.
AYM	Association of YOT Managers
ESF	European Structural and Fund
ETE	Education, training and employment
FTE	First time entrant (to the youth criminal justice system)
LCJB	Local criminal justice board
MAPPA	Multi-agency public protection arrangements
MARAC	Multi-agency risk assessment conferences
NPS	National Probation Service
PCC	Police & Crime Commissioner
RJ	Restorative justice
WYJS	Warwickshire Youth Justice Service
YJB	Youth Justice Board for England & Wales

