

"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



Warwickshire & West Mercia
Community Rehabilitation Company



Office of the
Police and Crime
Commissioner
for Warwickshire

WARWICKSHIRE YOUTH JUSTICE PLAN 2021/22

1. Introduction, Vision and Strategy

- 1.1 Warwickshire Youth Justice Service (WYJS) is preparing this plan at a time when we are emerging from the lockdown arrangements necessitated by the unprecedented effects of the COVID-19 pandemic. WYJS and partners are proud of the way we have sustained and appropriately modified services during this time, to ensure that our practice is as COVID secure as possible, whilst also focussing on the needs of our service users. We have maintained oversight and contact with young people and have demonstrated timely responses to the work demands generated by both the Out of Court Disposal system and also from our Youth and Crown Courts.
- 1.2 Warwickshire County Council is striving towards the achievement of a Child Friendly Warwickshire approach. In this we seek to ensure that children and young people are at the heart of everything we do, be it through direct practice or in wider decision making about life in our County. This also reflects the ambition of the Youth Justice Board (Strategic Plan 2021-24) to ensure we are a 'Child First' Youth Justice Service. As part of this ambition and as part of the preparation for this plan our Chief Officer Board commissioned dialogue with a variety of our service users so that in addition to our normal service user feedback processes, young people could share their experiences of our services during the pandemic and also assist us shape our vision and planning for our Youth Justice services moving forward.

'You're doing your best, you were still going out to see me, and phoning me'

'COVID hasn't worked for me at school, now I'm always getting into trouble because I didn't work at home and now, I'm behind and not in the top set anymore'

'You get good support, and a good bond with your YJS worker'

'My tag ripped at my hairy legs and was so uncomfortable particularly in the heat'

'Being on police bail I felt in the dark'

'People work for a month for what I can earn in a night, you want things and you can earn and you are not going to get a proper job'

'I'm sick of my order'

'The YJS helped me get my CSCS card, everyone I know doesn't have a job, it's a big problem'

'It's a bit embarrassing when you have to explain your offences'

- 1.3 Within Children and Family Services we have adopted a Restorative Practice approach to our work which is something our YJS has been able to provide leadership with, given the longstanding feature of Restorative Justice in our work. The model of high support and high challenge is something that is well placed in the Youth Justice system. The Youth Justice Board Strategic Plan 2021-24 highlights the importance of relationship based practice and our local initiatives support the ambition to embed this approach to work across the

Sector. Our understanding of trauma informed practice assists us understand the young person's journey, and helps us to focus on the reasons and context of their behaviour, whilst encouraging them to take responsibility for their current situation working WITH them to ensure they have an opportunity to move on into a more constructive lifestyle.

- 1.4 We recognise our work needs to be sensitive and relevant to our whole community. This is also emphasised in the Annual Report of our Inspectorate, HMIP. The 'Black Lives Matter' movement has brought all of these ambitions into sharper relief. We are currently working with our local provider EQUIP to scrutinise our current work and shape a bespoke plan for change that should reflect our increased awareness of the experience of minority service users and drive work for targeted and specific improvements. This will reflect the conclusions of the Lammy report which seeks explanation and actions to address disproportionality .
- 1.5 Our vision for WYJS moving forward is that young people are at the heart of everything we do, and we ensure best possible outcomes with them both in terms of quality of life and the prevention of offending. We recognise that many of our young people have increasingly complex needs and whilst our cohorts may be smaller the level of demand in respect of their risk and need is often greater.
- 1.6 Our strategy will be to work in the strength of our partnership across services to ensure best outcomes , with agreed mutual actions and philosophy. We also recognise that in implementing this strategy we are able to lean on an active and engaged Chief Officer Board to achieve this. All of this emanates out of strong partnership arrangements that exist in Warwickshire . Our 'Standards for Youth Justice' audit highlighted a lot of strengths in our work but also the challenges. Achieving our vision calls for the support and proactivity of the whole partnership in so many ways. One example is supporting the transitions that young people as experience in their lives across the breadth of partnership delivery e.g education, health and Children in Care placements, all of which can so profoundly affect them both now and also in their future life chances.
- 1.7 A draft of this plan and the feedback from our young people was shared and actively considered in our June 2021 Chief Officer Board . The vision, strategy and actions that emanate out of this plan are wholeheartedly endorsed across our whole YJS partnership.

2. Governance, leadership, and partnership arrangements

- 2.1 In line with the Crime and Disorder Act 1998, our Youth Justice Service reports into the Safer Warwickshire Partnership. The line management and oversight of the Service sits within the Local Authority Children and Family Service. The cross cutting agenda of the child and community safety is reflected in our reporting both to Elected Members and the wider

partnership. Our Youth Justice partnership is well represented at our Local Criminal Justice Board (LCJB) and is actively involved in the management of the multiagency Justice Centres located in Nuneaton and Leamington Spa. There is a positive and active connection with the Office of the Local Police and Crime Commissioner, and our Commissioner is an active member of the YJS Chief Officer Board. WYJS regularly attends Youth Court Panel meetings and at recent meetings has provided input in respect of proportionate Out of Court Decision Making, Youth Justice Planning and Youth Crime Prevention. The portfolio of responsibility of our WYJS Service Manager also includes Domestic Abuse and Child Exploitation and this facilitates the joint management of the overlapping aspects of these issues.

- 2.2 As is reflected around the country and highlighted in recent reports by HMIP and also in the YJB Strategic Plan, Warwickshire has experienced increasing prevalence and concern in respect of the growth of Youth Violence, County Lines and associated features. The YJS is a key and active partner in the development of the Warwickshire Violence Prevention Strategy, and the Warwickshire County Council lead officer for Community Safety is a regular attendee and contributor at Chief Officer Board.
- 2.3 In line with national trends, Out of Court Disposals (OOCDD) constitute an increasing portion of our business. The OOCDD Joint Decision Making outcomes are regularly reviewed by the Regional Scrutiny Panel. As we move out of the pandemic we will review and look forward to widening the membership of our weekly Decision Making Panel. Within the Children and Family Service there has been a strong move to develop our Early Help offer including the 'Pathway to Change' assessment where crime prevention and working with young people on the cusp of offending is a key priority. The Targeted Youth Support senior managers sits as part of our OOCDD Panel. In this way we are seeking to address the needs of young people on the cusp of our system before they move into Youth Justice, a concern that is highlighted by HMIP.
- 2.4 The WYJS Chief Officer Board (Strategic Management Board) meets quarterly and is well attended. Meetings have been sustained on a virtual basis throughout the pandemic period. The Director of Children's Services (who is also a lead member of the Warwickshire Safeguarding Board) is Chair of our Chief Officer Board. The five Youth Justice statutory partners which comprise Children's Social Care, Education, Police, Health and Probation are all represented. Our Health membership includes both Commissioner and Provider representatives. The Board also welcomes the renewed attendance from the local Youth Court Panel. In addition, our Police and Crime Commissioner and County Council lead for Community Safety are regular members and contributors. This breadth of membership within the Board ensures that there is linkage and interface with a very wide range of strategic drivers and meetings. Our Service Manager is an active member of

the Safer Warwickshire partnership, the Warwickshire Safeguarding Partnership, and associated subgroups.

- 2.5 Over the last two years we have worked to improve and develop ways to ensure Chief Officer Board members are in touch with WYJS front line work and understand the craft of Youth Justice. Examples of these improvements would include the participation of strategic members of the Board in the YJS Quality Assurance auditing process, as well as a 'Practice Spotlight' presentation at each Board meeting highlighting an aspect of service delivery. This latter feature is presented by frontline staff and recent examples include Court delivery, the ASSETplus assessment document and working to deliver services in the COVID environment. Several Board members have also observed and provided feedback on our Out of Court Disposals Joint Decision Making Panel. The Board receives quarterly performance reports and the associated discussions guide future improvement plans which are also tracked and reported on in Board meetings. All of this contributes to a cycle of continuous improvement. Different Board members are key strategic leads for aspects of our 'Standards for Youth Justice' audit and improvement plan. The Board receives budget and finance reports which guide the shaping of staffing and services. Learning from significant cases that highlight Safeguarding and/or Public Protection issues are shared with the Board to inform strategic thinking and service developments.
- 2.6 Both strategically and operationally we are keen that our user voice is included and impacts upon our planning and work moving forward. We continue to utilise the Viewpoint feedback system and seek other methods of feedback including our recent Black Lives Matter strategic review work and the specific conversations with service users about this plan.
- 2.7 At an operational level there are strong partnership arrangements in place to ensure support for children on the cusp of, or already part of the justice system. We hold regular meetings at an operational level with partnership providers from both the statutory and voluntary sector to ensure our mutual delivery agenda and challenges are addressed. Strong examples of this would be our regular meetings with Police Custody Sergeants, Barnardos, Health and Safety advisers, Local Early Action Partnerships, Area Behaviour Partnerships (education) and Strategy meetings within Children's Social Care. Operational and management staff access training and liaison meetings within Children and Family Support which increasingly eases professional relationships and dialogue about the needs of mutual young people.
- 2.8 There are multiple examples of joint working with Early Help and Targeted Youth Support colleagues to identify and address the needs of young people on the cusp of offending. This has been a strong challenge throughout the pandemic period, and we have worked to divert young people away from involvement in crime, and wherever possible provide constructive alternatives including a Virtual Youth Club to occupy their time and investment in proactive outreach youth work. There is an overlap of Youth Justice young people who

are also known to the dedicated multiagency Child Exploitation team and we work to continually improve our mutual services to ensure that they are joined up and streamlined so that young people caught in this cycle of behaviour receive the best possible services.

- 2.9 For those organisations with staff who are seconded into the Youth Justice Service, there are working agreements in place to ensure coherent management and regular three way delivery review meetings. All statutory partners have staff in the Service, with WCC funding both Education and Social Care staff.

3. Resources and Services

- 3.1 The grant received from the Youth Justice Board is used for the provision of staff within the Service and this is evidenced in our annual audit certificates. A full breakdown of our partnership financial contributions is provided to the Youth Justice Board as part of our July data set. These contributions are represented both in staffing and cash contributions.

- 3.2 In terms of our key statutory partners we can confirm:

- Children's Social Care provide seven qualified social worker posts to our Youth Justice Service who are also supported in their work by YJS practitioners who come from a variety of professional pathways.
- The National Probation Service second the equivalent of one full time post which comprises both Probation Officer hours and Probation Service Officer time. A small cash contribution is also made towards YJS overheads
- Warwickshire Youth Justice has two seconded police officers as part of the delivery team with an additional cash contribution towards work to prevent offending
- A YJS Practitioner post is dedicated to the delivery of effective education and training liaison services. Youth Justice has retained a budget for the provision of some specific Education Psychology Services
- Services in relation to young people's mental health are provided as part of the WCC commissioned RISE (CAMHS) services. There are two secondees one of whom focusses on statutory work, with the other targeting Out of Court Disposals. We have strong links with the local Liaison and Diversion scheme for young people at the point of apprehension/arrest.
- The YJS has two Substance Misuse secondees from our Voluntary Sector COMPASS partner. These posts are funded by the Office of the Police and Crime Commissioner.

- Other partners who actively contribute time and bespoke effort into our Youth Justice Service include Prospects (careers and training advice); Local Neighbourhood partnerships; Child Exploitation Team (WCC); Targeted Youth Support and Early Help (step downs).
- 3.3 In terms of our building assets, we remain active partners in our two unique Justice Centres. We support the delivery of Youth and Crown Court Services in Coventry but regret the bespoke more local facilities are currently not utilised. We are working to develop our delivery centre in Bloxham to widen its use and reach for the benefit of young people across our community.
- 3.4 The development of flexible working, in part in response to the pandemic has taught us that young people can respond positively to the virtual environment but that this must always be balanced with face to face contact with staff and providers.
- 3.5 We use our YJB grant, partner contributions and other available resources to deliver our YJS and associated prevention and step down services. This is all with the aim of supporting our vision to improve the quality of life of our young people and the wider community by preventing and reducing offending. As will be seen later in this plan the drivers for the use of our resources will be to reinstate full services and target key areas of improvement.

4. Performance and priorities

- 4.1 Our Chief Officer Board receives a quarterly performance report which provides updates on the three national indicators but also details more localised offending information and other areas that contribute towards desistance including the engagement of young offenders in Education, Training and Employment , local safeguarding and risk measurements.

What priorities is our performance information guiding us to?

- Small or individual numbers of young people can skew our performance data
- There is a continued concern about the prevalence of violence related offences
- There is an increase in the rate of First Time Entrants into our Youth Justice System which may in part reflect our embedding of an Out of Court Disposal system, but also may reflect issues that arise out of the pandemic
- There has been an increase in Remand bed nights in custody during the pandemic due to delays in the Courts listing systems. We also have evidence of being able to provide high risk alternatives to remands in custody that have kept young people and the community safe.
- We have an increase of young people in custody who are serving sentences for serious crime although numbers remain small

- The partnership has not received regular information from the centre about reoffending rates but is aware that the frequency of the reoffending of those who do reoffend has increased. This may be attributed to a small number of young people who have been found to prolifically reoffend. This reflects national trends recognised by both HMIP and the YJB. We also recognise that the cycle of Exploitation and crime traps young people into a pattern of behaviour
- We make regular referrals to the national NRM system in an effort to address the consequence of exploitation and ensure that prosecution is proportionate and reflective of the level of culpability
- Our engagement levels in Education Training and Employment are low and require remedial action which is outlined later in this plan. This does reflect national trends following the pandemic but is a primary priority for our local partnership.

5. Responding to the pandemic and recovery from COVID-19

5.1 We asked our young people how they had experienced our services during the pandemic :

‘My order finished, and I had missed some sessions because of COVID. I decided with my worker that I needed a few extra sessions and that’s why I am still here.’

‘They (YJS) helped me get my CSCS card, everyone I know doesn’t have a job, it’s a big problem’

‘I wouldn’t have known where to start with it all and the pandemic without X (YJS worker)’

‘I’ve missed the transfer window in football because of COVID and I won’t get the chance to play in the higher league’

5.2 The management of Youth Justice Services during the pandemic required an agile and flexible response to service users and all stakeholders including the Courts, Custody blocks, the Secure estate, and our staff. The issues highlighted in the November HMIP (Her Majesty’s Inspectorate of Probation) thematic report into the impact of the pandemic on services has resonance for the Warwickshire experience. Many of the key issues highlighted there reflected our local challenges and these include relationships with the Secure Estate, the prevalence of child to parent/care abuse, and the Digital Divide.

5.3 Warwickshire Youth Justice was well placed with the introduction of new technology hardware to enable staff to work remotely utilising the ‘Microsoft Teams’ system to engage with partners, young people and the Courts. The Local Authority was also able to be part of the Government issue of computer hardware to eligible young people who were struggling to access education

and other services because of a lack of equipment suitable for remote working.

- 5.4 The provision of Appropriate Adult services in police cells was a particular challenge and the Local Authority moved quickly to ensure the provision of full PPE for relevant staff which also facilitated any other necessary ‘in person’ contacts with young people and their families. We utilised our digital technology to keep in contact with young people in the Secure Estate or appearing in Courts. We also participated in the Public Health led meetings to address the pandemic outbreak in a local Secure Institution.
- 5.5 Many young people have engaged well in the virtual environment and have been able to undertake some reflective offending behaviour work through the use of media and technology. Our experience mirrors that in the thematic HMIP report that there were a variety of responses to our adapted services. We worked hard to address compliance with those young people for whom the virtual world did not fit so well and there is no indication of an increase in enforcement through the Courts. The key learning from this time has been that there are newly recognised benefits of working with young people in the virtual environment, but nothing replaces real time interpersonal contact where we can tailor interventions to match bespoke need. The importance of establishing relationship based practice with a young person whilst agreeing an Intervention plan is reinforced by this whole experience. We have also found effective engagement both with victims and parents was severely hampered by lock down.
- 5.6 In terms of staff care, Youth Justice Staff acquired keyworker status within the Authority and were also prioritised for early vaccination opportunities at their own choice. As indicated in the HMIP thematic report, there has never been a more important time to focus on staff support and supervision, and we have increased virtual team ‘check in’ opportunities and other support mechanisms. We have been particularly mindful of the induction process for new staff in a situation where they have lacked the opportunity to personally meet their colleagues. One such member of staff was part of the presentation to our Chief Officer Board on her experience of working during the pandemic.
- 5.7 Our Referral Order Panel volunteer group largely comprised vulnerable and protected groups which, combined with our large geographical area and limited access to secure technology made the provision of our Panel work a challenge. Substitute Panel arrangements were instigated which sustained the oversight of the very small number of Orders that were imposed by the Courts. This natural break in our normal cycle of Panel work has resulted in a refresh of approach and the introduction of additional technology for our volunteers. We will also undertake a refreshed recruitment drive with the ambition to ensure that moving forward our volunteers represent a more diverse demography whilst also valuing our longer standing Panel Members.

- 5.8 Much is reported about Court backlogs generated by the pandemic situation. Our existing strong and supportive mutual relationship with the Youth Court facilitated a prompt and proactive response to managing Court lists and attendance with a view to addressing the backlog. In this we also worked with our neighbouring YOT, Coventry, with whom we share a Youth Court. It is pleasing to report that this joint partnership effort by Courts and YOTs to address the backlog has resulted in our Youth Court getting back to 'real time' quicker than many comparators.
- 5.9 As part of our Local Authority responsibilities we had prepared a COVID Recovery plan which included the arrangements to ensure COVID secure practice. The existence of a Business Continuity Plan that was pre pandemic assisted us in ensuring our Recovery Plan was comprehensive but also, to plan for the move out of lockdown. Throughout the period of the pandemic we have continued to provide a reception, duty, Court and Appropriate Adult office presence supported by a duty manager. Moving forward, our original COVID Recovery Plan has been modified in accordance with the changing times within the pandemic. In respect of the removal of restrictions, there has been a challenge in the changing government timescales for those plans and we have worked hard to ensure this does not create a start/stop approach to recovery. Presently, YJS is working towards increased office presence and ensuring that routine face to face contact with young people is always the norm, whilst recognising that some young people have thrived in the virtual environment. We have learned that a developed blended approach could well be effective in preventing offending.
- 5.10 The resumption of an 'in person' presence in Court, cells and the Secure Estate assists the reach, effectiveness and Safeguarding within our practice.

6. Challenges, risks, and issues

- 6.1 Warwickshire Youth Justice Service has sustained a realistic resourcing level and has plans to refocus some interventions on the emergence from the pandemic.
- 6.2 A realignment of resources and healthy staff turnover has produced a recruitment campaign with appointed staff awaiting take up post. The induction of new staff in an environment where some COVID related restrictions are still in place is a challenge and the Service is experiencing some capacity pressure. This is seen as short term and the arrival of new staff with new focus is seen as a real opportunity within the Service as we refocus our work on the emergence from lockdown.
- 6.3 With our Court work back in real time, we continue to encounter the challenge of being based in Court buildings that are no longer utilised for Youth Court work and having to provide time and resources for staff to work outside of County when attending Courts.

- 6.4 We have noted in our performance information the increasing use of Out of Court Disposals and at both a strategic and operational level we are seeking to ensure that these Disposals are both proportionate and in accordance with risk and need of the young people involved and the wider community. We need to ensure that our First Time Entrants population is monitored, and we increase the liaison with Targeted Youth support and schools to ensure that young people are diverted from the system before matters escalated. The reflections in the HMIP annual report on Youth Offending Teams in respect of the management of First Time Entrants and ensuring those diverted get services is something that is mirrored locally.
- 6.5 As we emerge from the pandemic, we need to ensure that we re-invigorate our work with Victims ensuring they retain their voice in the Youth Justice system. Our consultation with young people in respect of this Plan has indicated that young people often have a very different perception of risk and levels of victim empathy can be varied. The reinstatement of our Referral Order Panel members will also provide the opportunity to refresh the voice or presence of victims in Panel work.
- 6.6 Our work with EQUIP and action planning to address potential discrimination in our system is a real opportunity to drive forward on these issues which is welcomed both by our strategic partnership and the operational staff group.
- 6.7 A key performance challenge is the area of engagement in Education Training and Employment of our young people, again a concern that is identified in the HMIP Annual report. We are re-aligning our resources to create a dedicated YJS practitioner post, change the role of the EP (Educational Psychologist) Service in our work. There are also plans to receive part-time Speech and Language support for our young people. All of this combined with increased performance drill down is intended to improve our performance levels over the period of this planning cycle.
- 6.8 Recent involvements in a cross border (but out of area) Serious Case Review highlighted the need for quality communication and information sharing. We are confident that our business support and data responses are fit to respond to fulfil this ambition. The issue of young people who move across local government borders as part of County Lines or exploitation activity remains a challenge, but Warwickshire now has a cross border agreement in place with our neighbours to the West.
- 6.9 Our Youth Justice data is now managed within a centralised Corporate department and much work has been undertaken to ensure that the training and data quality functions remain as strong as has been historically the case. Given the current unreliability and historical nature of centrally generated PNC reoffending data, Warwickshire is exploring the potential to implement a more up to date reoffending toolkit that over time will plan to measure reoffending of those subject to Community Resolution which is a current gap highlighted in the HMIP Annual Report.

- 6.10 During the pandemic period WYJS has refreshed its approach to Quality Assurance of our work and is looking to ensure that lessons learned from audit cycles are cascaded to staff and produce changes for process but also in outcomes for children.
- 6.11 We are aware that we have a higher number of children serving sentences in custody than has recently been the case, although numbers remain small. Custody reviews are undertaken on all cases and our Chief Officer Board receives explanation and reassurance that those committed into the Secure Estate reflect a proportionate response to risk and offending.
- 6.12 Warwickshire continues to track and drive changes generated by our Standards for Youth Justice Audit, in particular concerns about transitions for young people be it as placements for Children in Care, changes in education provision, changes in health status, or the transition to adulthood via services from Probation.
- 7. How are we contributing to and learning from wider Youth Justice sector improvements?**
- 7.1 Three of our senior managers have been involved in the work of the national YJSIP providing coaching and mentoring, management training and participating in Peer Reviews (when pandemic restrictions permit)
- 7.2 We have also appreciated advice and guidance in respect of our Out of Court disposal processes from YJSIP including proportionate Youth Justice focussed assessments.
- 8. Service improvement plan and the ambition for what we will achieve**
- 8.1 Improvements for 2021/22 will focus upon:
- Engagement of young offenders in Education, Training and Employment
 - Concerns about the prevalence of Youth Violence and the development of a Prevention Strategy
 - Continuous improvement in our Out of Court Disposal processes and the rise in First Time Entrants into our system.
 - Cycle of continuous improvement in practice and recording, supported by our improving Quality Assurance processes
 - Development of a bespoke parenting approach with direct links but distinct from our work with young people.
 - Provision of improved technology for sessional and volunteer staff
 - Induction and training of new and existing Staff. We have an ambitious training and development programme including a focus on the trauma informed approach, Restorative Practice, practice improvements following audit findings, AIM (Harmful Sexual Behaviour), refresh of Anti discriminatory practice training and development for staff

List of Acronyms and Local Organisations

AIM	licenced model of work utilised to address Harmful Sexual Behaviour
ASSETplus	nationally prescribed core assessment for Youth Justice in respect of risk and need factors
Barnardo's	Voluntary sector provided utilised by YJS to provide intensive remand accommodation and support
COB	Chief Officer Board (local equivalent of YOT Management Board)
COMPASS	Local substance misuse service for young people
EQUIP	Local Equalities provider/consultancy approved by WCC
HMIP	Her Majesty's Inspectorate of Probation (government body with mandate to inspect Youth Offending Teams)
LCJB	Local Criminal Justice Board
OOCD	Out of Court Disposals (work in the pre Court space with lower risk offending)
OPCC	Office of the Police and Crime Commissioner
RISE	Local Child and Adolescent Mental Health (CAMHS) provider
SFYJ	Standards for Youth Justice, nationally prescribed standards of work for YJ delivery
SWP	Safer Warwickshire Partnership
Viewpoint	Provider of bespoke software for Youth Justice customer feedback
WCC	Warwickshire County Council
WSB	Warwickshire Safeguarding Board
WYJS	Warwickshire Youth Justice Service
YJB	Youth Justice Board
YJS	Youth Justice Service
YOT	Youth Offending Team

Reports referenced in this report

- **Child First Justice:**
[https://repository.lboro.ac.uk/articles/report/Child First Justice the research evidencebase Summary report /14153162](https://repository.lboro.ac.uk/articles/report/Child_First_Justice_the_research_evidencebase_Summary_report_/14153162)
- **YJB Strategic Plan 2021-2024 :**
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB Strategic Plan 2021 - 2024.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB_Strategic_Plan_2021_-_2024.pdf)
- **A thematic review of the work of youth offending services during the COVID-19 pandemic can be viewed online here:**
<https://www.justiceinspectorates.gov.uk/hmiprobation/wpcontent/uploads/sites/5/2020/11/201110-A-thematic-review-of-the-work-of-youth-offendingservices-during-the-COVID-19-pandemic.pdf>
- **Ethnic disproportionality in remand and sentencing in the youth justice system:**
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/952483/Ethnic disproportionality in remand and sentencing in the youth justice system.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/952483/Ethnic_disproportionality_in_remand_and_sentencing_in_the_youth_justice_system.pdf)
- **HMIP Annual Report: Inspection of youth offending services (2019-2020) :**
<https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/yar2020/>
- **The Lammy Review :**
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf
- **2020 Update :** <https://www.gov.uk/government/publications/tackling-racial-disparity-in-the-criminal-justice-system-2020>