

Warwickshire Youth Justice Service

Strategic Plan 2023 / 24



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



Probation Service



Office of the Police and Crime Commissioner for Warwickshire

1. Introduction, vision and strategy

1.1. Foreword

Children involved in the youth justice system, whether harmed by others and or as a consequence of their own behaviour are some of the most vulnerable in Warwickshire. Our aim is for Warwickshire to be a Child Friendly County and our Children's Strategy demonstrates how we will work with parents, carers, children, communities, and other agencies to ensure children in Warwickshire can be the best they can be. It sets out how we will create a Child Friendly County and a safe place for children to grow up and reach their full potential.

The Warwickshire Youth Justice Service has the drive and ambition to deliver the best outcomes for children. Children told us that they wanted to be Heard, Safe, Healthy, Skilled and Happy and these are the five outcomes we are striving for.

The partnership has been successful in improving key performance areas including further improvements in the percentage of children engaged in Education, Training and Employment, and a reduction in children being breached. We have seen an increase in weapons-based offences and work is planned by the partnership to increase the prevention offer, whilst recognising the issue is still low compared to other Local Authorities. Our Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children are supported to meet these shared outcomes. Our strategic partners drive initiatives within their own organisations that address the risks and challenges faced by our children. An example from the Coventry and Warwickshire Integrated Care Board is the Positive Directions Trauma Vanguard, investing in additional support for children, and supporting to make a whole partnership approach to trauma informed practice.

Warwickshire Youth Justice Chief Officer Board is pleased to share its Youth Justice Plan for 2023/24.

Nigel Minns
Executive Director - People
Warwickshire County Council
Chair of Warwickshire Youth Justice Chief Officer Board

1.2. Executive summary

This Youth Justice Plan sets our vision for Warwickshire Youth Justice Partnership to deliver great services. The plan has been delivered with partners and board members through a development session to consider the priorities moving forward and to ensure we are meeting our commitments to delivering a Child Friendly County and delivering a Child First approach. Staff have also been consulted through a survey and development session



and are provided with updates post Chief Office Board meetings to ensure that there is a strong connection and shared vision and priorities for the service.

This plan is also the beginning of our new journey as the partnership looks to deliver a new three-year strategy, 2024-2027, with a number of planned engagement sessions with children open to the service as we look to deliver a vision of where the service wants to be in 2027; alongside engagement activities with staff, volunteers and partner agencies.

The plan builds on the progress made in 2022/23 and sets out a commitment to further expand our prevention offer alongside other initiatives such as the Ministry of Justice funded Turnaround Project and the Coventry and Warwickshire Positive Directions Project, funded as the West Midlands Trauma Vanguard (NHS England).

The plan sets out the Partnership's key local priorities:

- Prevention of Serious Youth Violence
- Prevention of and improved intervention for children who present with harmful sexualised behaviours.
- Embedding the ARC Trauma Informed Model and improving the interventions offer for children
- Focusing on Core Good Practice – including reviewing all policies, procedures and agreements

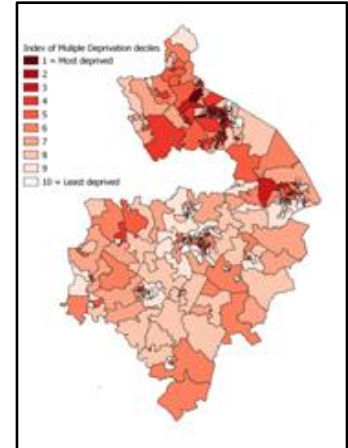
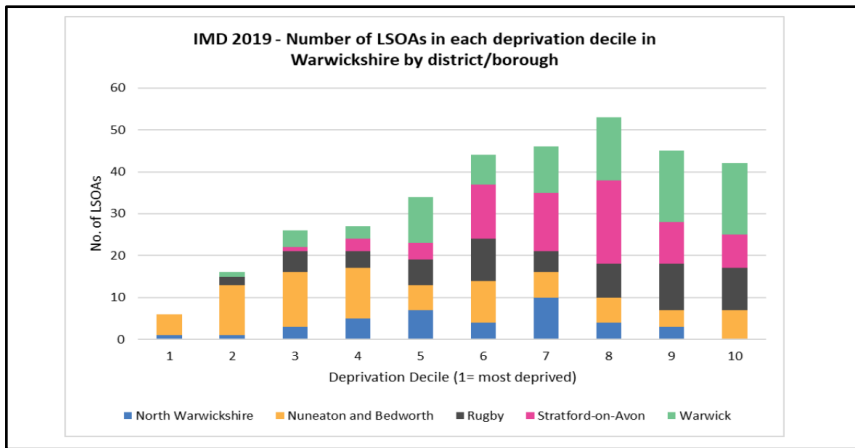
1.3. Local context

Warwickshire is an average sized English County covering an area of almost 2000km², its boundaries running some 100km north to south. Warwickshire has a population of 596,773 (Census 2021) with approximately 54,314 children between the ages of 10-17 years. The population of Warwickshire is predicted to increase by 14.7% by 2043, taking the projected population to 684,310.

Despite the majority of the population within the main towns of the county, a third of Warwickshire is rural in nature (19% classed as rural town/fringe and 14% rural village/dispersed).

Warwickshire is a two-tier local authority and comprises five Districts and Boroughs: North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford on Avon and Warwick. The county lies to the south and east of the West Midlands region and established links with Coventry, Birmingham and Solihull within the region.

Warwickshire is comprised of 339 Lower Super Output Areas (LSOAs) of which 6 are in the mode deprived decile; 5 in Nuneaton and Bedworth and 1 in North Warwickshire. A further 16 LSOAs are in the second most deprived decile.



The largest ethnic group of children in Warwickshire is the “White” category and this accounts for 84.9% of the 10–17 population. The 10-17 population is more diverse than the rest of the Warwickshire population where 92.6% of those aged 18+ are recorded as white.

The “Asian or Asian British” ethnic group is the second largest at 6.89% of the 10–17 population. Other low level ethnic groups selected by more than 1% of the 10-17 population were within the “Mixed or Multiple: ethnic groups” at 5.4%, “Black, Black British, Caribbean or African” at 1.64% and “Chinese or other ethnic groups” at 1.12%.

There has been significant growth in global majority groups in Warwickshire in the last twenty years. In the 2001 census, 8.3% reported an ethnic group other than white, compared with 20% in the most recent 2021 census.

Warwickshire has a strong performance for 16- and 17-year-olds in Education, Employment or Training (2021) at 94.71% above both the England and West Midland averages.

Warwickshire Youth Justice Service and its partnership board understand the critical importance of understanding the different contexts across the county and how these should inform and shape services and interventions to children. Our response works in collaborating with wider partners, focused on the county’s levelling up agenda, so that we look to address sometimes inter-generational need to impact on some of the underlying causes of children’s offending.

1.4. Vision

Our collective vision for children in Warwickshire is to be truly a Child Friendly County. As a county we have a collective mission to create opportunities, lasting and positive changes for children, through our Child Friendly Warwickshire Strategy. This can be seen through the commitment of numerous partners from Warwickshire Police, Coventry and Warwickshire Partnership Trust (who deliver the RISE CYP Mental Health Service), District and Borough Councils, South Warwickshire NHS Foundation Trust to local businesses and community organisations.

Children in Warwickshire told us their views and aspirations and both as a Service and as a partnership we want to be a county where the voices, needs, priorities and rights of children are ingrained across the county. Our aim for children is for them to:

- Be Heard – have a voice to shape where they live
- Be Safe – have secure, safe and stable home lives
- Be Healthy – have access to the health services they need
- Be Skilled – enjoy the learning they need to achieve their goals
- Be Happy – enjoy growing up in a county full of opportunities.



1.5. Strategy

The Youth Justice Service sits under the current Children and Young People Strategy 2021-30 which focuses on our Child Friendly Warwickshire aims noted above. The Strategy incorporates the focus on increased participation and engagement with children and young people and on reducing offending.

As a Youth Justice Partnership, we have begun our journey to have a dedicated three-year Youth Justice Strategy, 2024 – 2027. Work on this has so far included consultation with Youth Justice Service colleagues via a survey and development session, a development day with the Youth Justice Chief Officer's Board and increased engagement with children open to the Service with several key consultation activities taking place in 2023. Further work is also planned with parents of children supported by the service, to hear the voice of our service's volunteers alongside the triangulation with our local contextual information and our place within other local strategies. These include our County Serious Violence Prevention Strategy, Local Criminal Justice Board Priorities and the Police and Crime Plan.



The triangle details the main strategies across the County Council and partner agencies particularly relevant to the Youth Justice Partnership.

2. Child First

The Service is committed to the principle of child first and whole family working as part of its service delivery, ensuring the Youth Justice Board's (YJB) Child First four tenet's principles are at the heart of service delivery:

- **See children as children:** Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused and developmentally informed
- **Develop pro-social identity for positive child outcomes:** Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society
- **Collaboration with children:** Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers
- **Promote diversion:** Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

The work of the Youth Justice Service is underpinned by a relational and restorative practice model not just with how we work with children and families but as our approach to working across the partnership and with each other. The commitment to this approach is seen not just

across Children and Family Services but across the whole council and with our partner agencies.

The Service's practice model is underpinned by 3 areas:

- Restorative Practice
- Motivational Interviewing
- ARC Trauma Informed Model

Warwickshire Youth Justice Service has long been a champion of these three areas; however, the most notable change has been the introduction of a model for our trauma informed practice in March 2023 and is now being embedded across both our Youth Justice Service and co-located Family and Adolescent Support Service. Warwickshire were previously the first Youth Justice Service in this Youth Justice Board region to pilot the ACEs (adverse childhood experiences) research to assist in an understanding of serious offending behaviour and this led to a roll out across the wider West Midlands region. The new ARC model is supporting staff to really embed their Trauma Informed Practice in all areas of work and will shortly be supported by a Trauma Lead Practitioner who will work across both Service areas to really drive this approach and then support it being embedded across all of Children and Family Services over the coming years.

Warwickshire Youth Justice Service and the Family and Adolescent Support Service, alongside Coventry Edge of Care Service, have received funding from the Coventry and Warwickshire Integrated Care Board as the West Midland's Trauma Vanguard. This has not only seen the introduction of additional roles within the Service but is leading to a whole system awareness of Trauma Informed Practice across partner agencies in Warwickshire.

3. Voice of the child

Warwickshire Youth Justice Service has used a number of formal and less formal mechanisms to ascertain the voice of the child, with a view to ensuring that their voice is heard and acted upon to shape services wherever possible. It is acknowledged however this is an area that the Service and Board are committed to further strengthening in 2023/24 and beyond.

Warwickshire Children and Families has a particular strength with the participation work that it completes with children, including Children in Care, Children with SEND and leading on areas such as the Youth Council programme. This has continued to develop over the last few years and Voice, Influence and Change Team was launched at the end of 2022 to further develop this critical area of work. With funding from the Trauma Vanguard (NHS England) a Participation Officer was recruited and started in January 2023 and alongside, further Youth Justice funding will be in place at least the next few years to focus on work with children open to the Service.

A Development Plan was confirmed in March 23 with a 12-month plan of work currently in place. Work has included meeting with children open to the Service, development of YP led information such as the Turnaround Information Leaflets and organising workshops for the service to embed this practice across the Service. An example of this is young advocates from Leaders Unlocked will be facilitating a training session with the Service in July. Leaders

Unlocked as an organisation enable children to have a stronger voice and influence over the issues that affect their lives. The young advocate project established in partnership with the alliance of youth justice are a group of 12–21-year-olds that have experience of the youth justice system. The aim of the session will be to inspire practitioners and hear the voice of those who have lived experience of the criminal justice system. The session will enable further reflection on the many ways in which the service can support children's participation in the service and how they can influence service delivery and change. The young advocates are also advising us on how best to capture feedback from children, so that this is authentic, asks the right questions and maximises opportunities for children to provide feedback.

4. Governance, leadership and partnership arrangements

4.1. Introduction

The Crime and Disorder Act 1998 set out the establishment of Youth Offending Teams and the duties on some key agencies for both the delivery and governance of the service, through often termed Youth Justice Management or Partnership Boards.

Section 38 (1, 2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area. These statutory partners are:

- The local authority (this includes children's social care and education).
- The police.
- The probation service.
- Health.

The Youth Justice Chief Officer Board undertakes this role in Warwickshire and has oversight of the effectiveness of the service and its strategic direction whilst providing effective challenge.

4.2. Chief Officer Board

Warwickshire Youth Justice Chief Officer Board meets on a quarterly basis in addition to an annual development day. The Board benefits from active membership from all statutory partners at an appropriate grade of strategic responsibility. The Chair of the Board is the Executive Director of People at Warwickshire County Council who holds the statutory roles of Director of Children's Services and Director of Adult Social Services, as well as overseeing the Director of Public Health.

In addition to the statutory requirements of the Crime and Disorder Act 1998, (Social Care, Probation, Police, Health and Education) our Chief Officer Board benefits from attendance from a range of further partners including our Deputy Police and Crime Commissioner, the local Chair of the Magistrates Youth Panel, and Director of Operations for Children and Young People's Mental Health. Full Board membership is outlined in Appendix One, Strengthening the link between the Service and the Chief Officer Board has been a high priority for the service particularly considering the impact of the Pandemic previously. This includes Practice Spotlights at the beginning of each board which is where a Child Facing

Worker or on occasion Manager share an area of practice within the service so the board can hear about this work including the quality, impact and outcomes as well as being sighted on some of the challenges and complexities. In 2022/23 Practice Spotlights have included the work of the Service's Speech and Language Therapist, Parenting Worker and the role of the Court Worker linked to recent discussion on our new remand strategy.

Feedback is now shared following each Chief Officer Board to the Service through the Head of Service's monthly blog, as well as through regular discussion with the Management Team again hoping to continue links between Practice and the Board.

Chief Officer Board members are also invited to participate in the regular cycle of file auditing by shadowing a senior manager in the moderation process. This provides a snapshot view of a detailed approach and Board members can understand the challenges and diligence in the work in a time efficient way.

The Chief Officer Board receives a detailed performance report each quarter which provides information in respect of trends including location, type and severity of offences, gender, ethnicity, sentencing, use of Secure, Risk and Protective factors, Safeguarding and Need. This information is actively discussed and provides lessons about the future prioritisation of resources and approach.

4.3. Strategic partnerships

The Head of Safeguarding Communities is a member on:

- Safer Warwickshire Partnership Board
- Warwickshire Violence against Women and Girls Board
- Warwickshire Local Criminal Justice Board
- Warwickshire MAPPA Board
- Warwickshire Prevent Board
- Warwickshire Safeguarding Children's Partnership
- Warwickshire Safeguarding Exploitation Subgroup
- Warwickshire Serious Organised Crime Joint Action Group – Strategic
- Warwickshire Drug and Alcohol Strategic Partnership
- West Midlands Youth Justice Heads of Service Meeting

The Service is also engaged in a number of other Strategic and Operational Meetings including:

- Warwickshire Serious Organised Crime Joint Action Group – Tactical
- Warwickshire MAPPA Panel
- Warwickshire CHANNEL Panel
- Warwickshire Victims and Witnesses Forum
- Warwickshire Reducing Reoffending Board
- Warwickshire Early Help Partnership



- District Anti-Social Behaviour Forums
- District and Borough Community Safety Partnership Meetings
- Rape and Serious Sexual Offences Meeting

4.4. Operational delivery

Warwickshire Children and Families Service undertook a service transformation in November 2022, which saw the embedding of a number of project funded initiatives and ultimately saw an increase in child facing roles but a reduction in some management positions across the Service. The change saw two additional roles funded in the service but did see some changes above First Line Managers notably the Head of Service Role having a wider scope for Children and Family Services.

The newly named Head of Safeguarding Communities is the Head of Youth Justice and oversees the:

- Children and Families Front Door
- Initial Response Service (Assessment)
- Adult and Children's Emergency Duty Service
- Warwickshire Youth Justice Service
- Family and Adolescent Support Service
- Harmful Sexual Behaviour
- Caring Dads (Father's Domestic Abuse Intervention Programme)

Under the Head of Safeguarding Communities are two Youth Justice Operation Managers who line manage three Team Managers each, with one Operation Manager leading on Harmful Sexual Behaviours and the other Caring Dads which are services available across Children and Family Services.

The Service currently has the following specialist workers from partner agencies:

- Police Officers x 2
- Probation Officer
- Speech and Language Therapist (New role in 22/23)
- Substance Misuse Officers x 2
- Specialist Mental Health Practitioners x 2

To assure effective partnership working, Service Level Agreements (SLA) exist between the Youth Justice Partnerships and key partner agencies, including Warwickshire Police, Probation Service, Coventry and Warwickshire Partnership Trust and Children's Social Care with emphasis on Children in Care, Substance Misuse and Speech and Language. All SLAs are to be fully reviewed in 2023/24 and subject to annual reviews moving forward. All SLAs will cover the designated roles, accountabilities, recruitment processes, supervision, practice and delivery of services, and management of performance.



We utilise our grant and partner agency funding to deliver the support required to meet the needs of children open to the service or as part of our wider contribution to prevention. In 2022/23 we now have access to a Speech and Language Therapist, a permanent Parenting Worker and have enhanced our training offer to colleagues. Utilising funding as part of the Trauma Vanguard we have recruited four additional roles including the Participation Worker and a Resettlement Worker. Through the Ministry of Justice funded Turnaround Project we have also recruited two additional practitioners.

In 23/24 we will have a focus on increasing our Prevention Offer and will recruit two Youth Workers and have in a place a more dedicated and clearly defined prevention offer. We will also make the Speech and Language role full time, having seen significant impact from the role both for individual outcomes for children and a significant reduction in breaches.

5. Board development

The Board continues to evolve as the partnership looks to focus on particular areas and as the needs and offer of the Service changes. In the second half of 2022/23 the board has added the Operation Manager for Voice, Influence and Change and the Education Representation has changed responding to the challenges around 16- and 17-year-olds.

In 2023/24 the board will also include the Director of Public Health and the Operation Manager for Assurance and Development which includes both Workforce Development and Service Improvement.

The YJB Head of Oversight has played an active role in the board including presenting information to the board and supporting Board Development activities. In 23/24 the Youth Justice Board will be represented by the new YJB Oversight Manager for the West Midlands.

6. Progress on Previous Plan

6.1. 2022/23 priorities progress

Prevention and Diversion

The Service had a focus to further develop its Prevention and Diversion Services. In this period the Out of Court Disposal Process has been reviewed and new updated process are now in place. Alongside partnership scrutiny which continues to demonstrate the Out of Court Panel is making appropriate and consistent decision making.

Investment from the Ministry of Justice in the form of the Turnaround Project came in place in November 2022 which the Service has invested in two dedicated practitioners. A lot of progress has been made, in particular supporting children who are Released Under Investigation and links have been further strengthened with our District Anti-Social Behaviour forums thanks to a clearer offer of intervention being available.

Child Exploitation and Serious Violence

Children and Family Services have invested in a 'case accountable' adolescent service, in the form of the Family and Adolescent Support Teams from January 2023. This is an exploitation and extra familial harm focused service with a multi-disciplinary approach delivered through three Area Teams and a Central Team leading on the development of Contextual Safeguarding.

The Service is co-located with the Youth Justice Service and Barnardo's (Commissioned by the OPCC) and joint work/roles are being considered in 23/24 including a School Nurse to increase the physical health offer across both Services.

Both Services have also been involved in the successful bid to have delegated responsibility for National Referral Mechanism (NRM) for children under the age of 17 and a half years. The Home Office have been very complimentary in regard to both the bid and successful implementation in Warwickshire with managers across both Services actively involved alongside partners from a number of agencies.

Restorative Justice

A lot of work has taken place to support the recruitment of additional volunteer panel members due to a steady decline. A successful recruitment campaign has seen 8 volunteers sign up to complete Panel member training in early 23/24.

Focused work has also taken place to increase the variety of placements with work almost concluded to have placements with the RSPCA and a dementia friendly allotment plot.

6.2. Other developments

Participation

Through the developments of the Trauma Vanguard a separate proposal was put forward for a Participation Worker focused on children open to the service, alongside supporting engagement with both Warwickshire Police and Warwickshire's Office of the Police and Crime Commissioner to explore further opportunities to support engagement of children and to hear their voice. Discussions have included having a children's panel during Chief Officer Recruitment and consideration of a Youth Police and Crime Commissioner type volunteer role.

7. Resources and services

The Chief Officer Board is committed to ensuring that the service delivers effective services for children whilst ensuring value for money as a publicly funded body. How the service utilises its resources have changed over time, with a greater focus on prevention and diversion activity with a reduced cohort of children on community or custodial disposals.

The Local Authority investment alongside the Youth Justice Board Grant see the biggest investment in the service supported by commitments from a range of partners including Warwickshire Police, the Police and Crime Commissioner, Health and the Probation Service.

The outline of partnership contributions, Appendix Four, confirms that the service is well resourced and has the ability to respond the needs of the county. At the time of this plan the Youth Justice Board Grant for 23/24 has not yet been confirmed.

Examples of how investment and innovation has been influenced in 22-23 by the Service direction of travel include:

- A full time Parenting Role been established in the service, to bring focus to working with parents and carers.
- A Service Development Officer positions to support with the development of the Trauma Vanguard and Turnaround funding. The role also has a focus on service improvement and works closely with managers to project manage improvements across the service and learn from best practice.
- A Data Improvement Officer position has been newly recruited to support with reporting for the Trauma Vanguard, to ensure that the information on ChildView is to a high standard and to support the service's preparation for the new Key Performance Indicators from 23/24.

As we continue into 23-24, we will progress further with several new initiatives including:

- Establish and recruit two Youth Worker positions to further enhance the service's prevention offer.
- Invest in an Interventions Hub to support child facing practitioners to have up to date child friendly resources to use.
- Improve the offer to children that require support at weekends by improving the offer of interventions available.
- Alongside the Family and Adolescent Support Team look to recruit a School Nurse to support the physical health needs of children who may have unmet health needs. The Services will also work together to recruit a Trauma Lead Practitioner to embed the use of the ARC model across both services.

The Chief Officer Board is satisfied and has visible evidence that all statutory partners are committed to the support of our service and that resources utilised to develop a multi-agency approach.

8. Performance

8.1. Introductions

The Ministry of Justice have developed 10 new national Key Performance Indicators (KPIs) which have been implemented from the 1st April 2023. It is recognised that nationally, the number of children entering the system with a statutory disposal has fallen significantly, however Youth Justice Services are working with increasingly complex caseloads. The aim of the KPIs is to help improve the understanding how YJS partnerships are responding to this different context and to reflect the areas that are strategically important in delivering effective services for children.

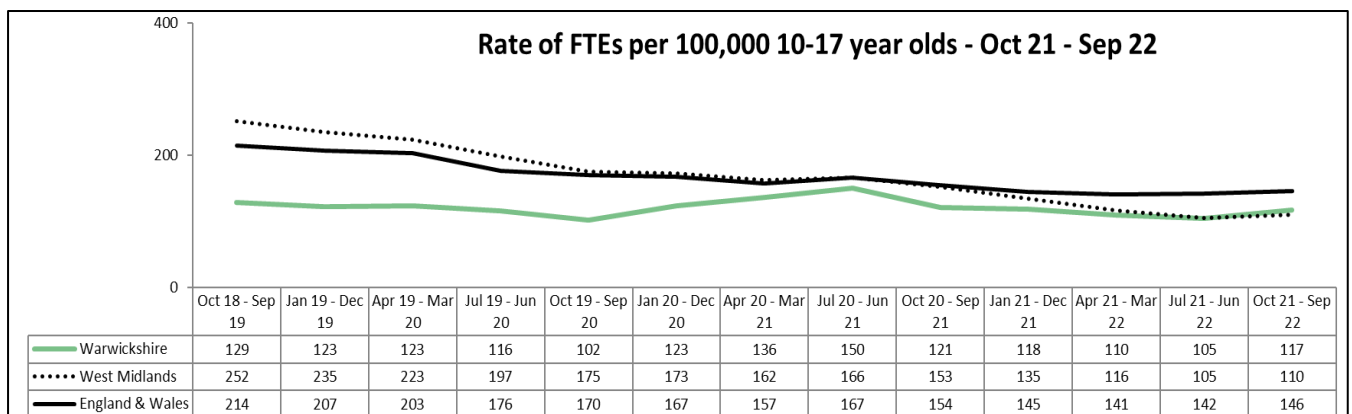
The key performance indicators used in 22/23 will continue to be reported on moving forward, these are the:

- binary reoffending rate
- frequency of reoffending
- first time entrants
- use of custody

8.2. National key performance indicators

First Time Entrants to the Youth Justice System (FTE)

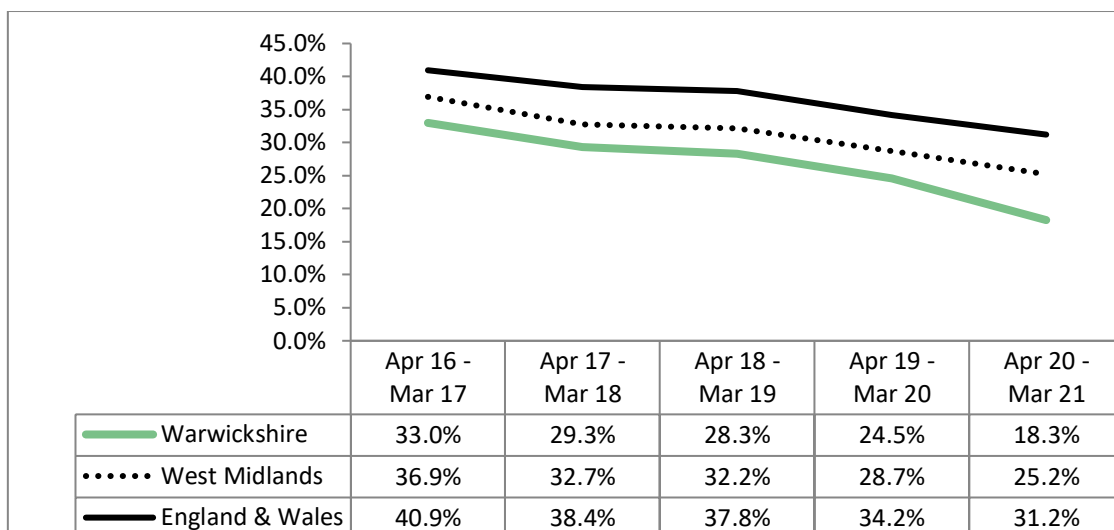
The first-time entrants indicator is expressed as the number of first-time entrants per 100,000 of 10–17-year-olds. The latest national data for first time entrants (October 2021 – September 2022) show a reduction in first time entrants in Warwickshire, with the Service below both the YOT Family and National averages.



FTE PNC Rate per 100,000 of 10-17 population	Warwickshire	West Midlands	YOT Family	National
October 2021 - September 2022	117	110	126	146
October 2020 - September 2021	121	153	132	154
% change from selected baseline	-3.5%	-27.9%	-4.3%	-5.2%

Reducing reoffending

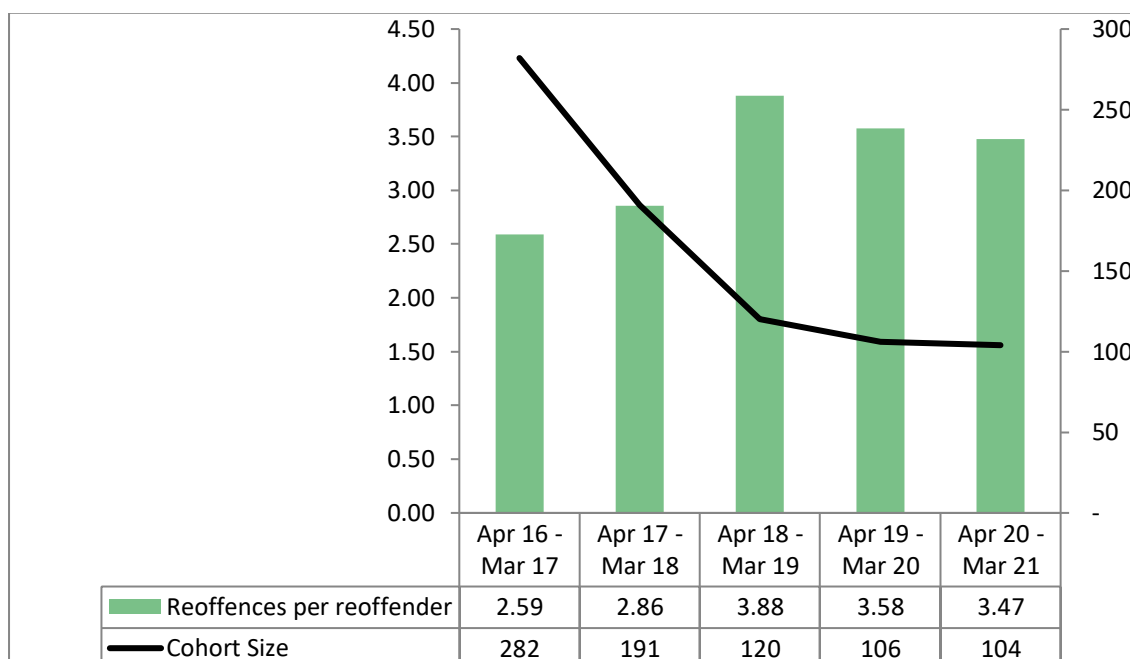
The binary reoffending rate measures, in its simplest format, whether children in the cohort have reoffended. The latest national data that is available is from April 20 to March 21. The table and data below show that the Service’s performance is consistently lower than the YOT Family, West Midlands and National averages.



	Warwickshire	West Midlands	YOT Family	National
Percentage of offenders who reoffended: Apr 20 – Mar 21	18.3%	25.2%	27.9%	31.0%
Percentage of offenders who reoffended: Apr 19 – Mar 20	24.5%	28.7%	31.8%	34.0%
Change from Baseline	-6.26	-3.48	-3.9	-3.01

The Warwickshire reoffending rate of re-offences per reoffender is now lower than the YOT Family and the National rate but is prone to spikes depending on the cohort.

Reoffences per reoffender and cohort size taken from YJB YOT Data Summary 113

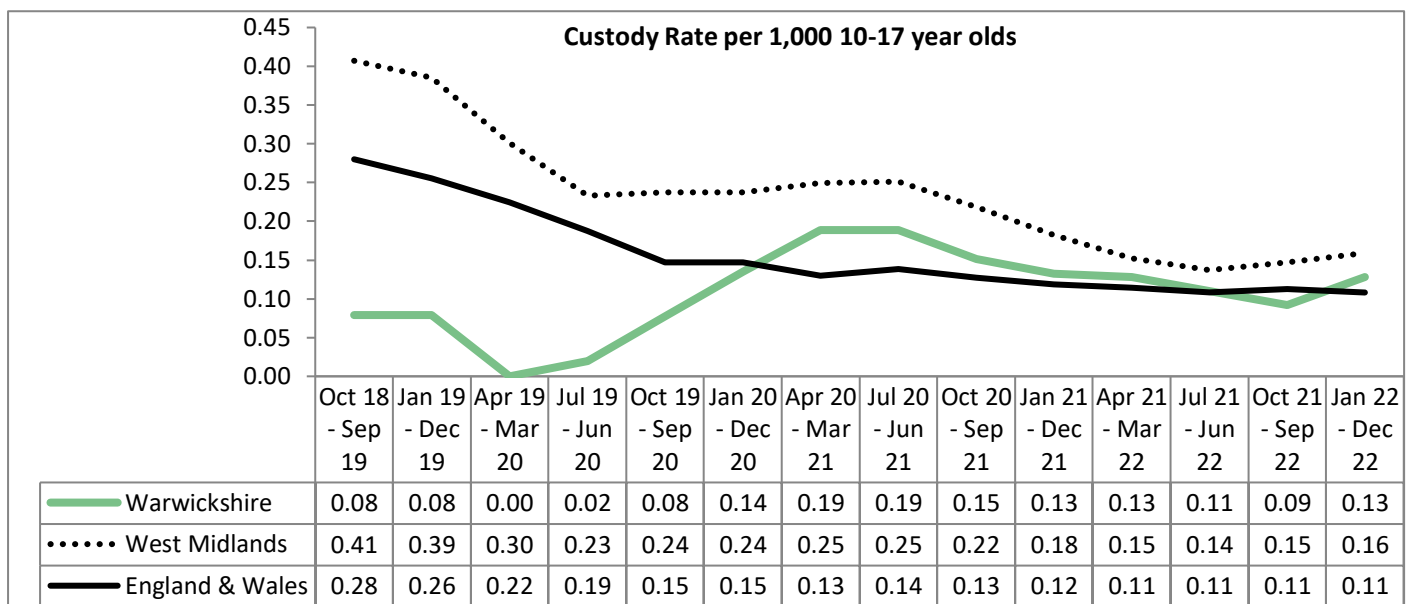


Comparative Reoffending Rate Data from YJB YOT Data Summary 113

	Warwickshire	West Midlands	YOT Family	National
Reoffences per Reoffender: Apr 20 - Mar 21	3.47	3.26	3.71	3.54
Reoffences per Reoffender: Apr 19 - Mar 20	3.58	3.73	3.6	3.64
Change from Baseline	-2.9%	-12.6%	2.8%	-2.9%

Reducing the Use of the Secure Estate

This indicator compares the number of custodial sentences against the 10 –17-year-old population. Children in Warwickshire in the secure estate is very small and therefore there is sometimes complexity when understanding percentage comparators. The data below shows that the rate in Warwickshire (Jan 22 – Dec 22) is 0.09 per 1000 above the YOT Family and 0.02 above the national averages. The Service remains below the West Midlands average and there has been some consistency of the current rate, compared to the same time period, for the last two years.



8.3. New key performance indicators (from April 2023)

Suitable accommodation

The Service has completed a test run of this new Key Performance Indicator for April and May 23. This has highlighted where some of the gaps are in practitioner’s recording and is being addressed alongside further guidance on all key elements of recording now required for the new indicators.

The test run of the new indicator has 100% in suitable accommodation where it has been recorded, however 7 records had not recorded the suitability.

Education, training and employment (ETE)

As a key desistance factor ETE performance has continued to be tracked by the service. Performance in this area was highlighted as an area in need of improvement and additional education focused capacity was brought in two years ago. This sees a practitioner attend Warwickshire's Fair Access Panels, liaising with Prospects to provide support for the above school age cohort and ensures that all children not engaged in education, training and employment (NEETs) are being reviewed. Since then, notable progress has been made when compared to both 21/22 performance and the 3-year service average.

Children in Suitable ETE at the End of Intervention	Totals Q1-4 21/22	Totals Q1-4 22/23	3 Year Average
% School age children in suitable ETE	79%	93%	70%
% Children above statutory school age in suitable ETE	60%	73%	54%

Further focusing on ETE is planned for 23/24 with development work planned with Services in the Education Directorate including the attendance team and 16+ learning. The service is well prepared to be able to report on this new indicator.

Special educational needs and disabilities/additional learning needs

There are no concerns for the service in relation to reporting on the new SEND indicator. In the performance testing of the new indicators, four children were receiving SEND support of which two had an EHCP.

As part of the Service's preparation for this new key indicator data for 22/23 has been reviewed. This information showed that in 139 interventions the child had a Special Educational Need and of those 43 had an Education, Health and Care Plan.

Mental health care and emotional wellbeing and Substance Misuse

For the new mental health care indicator and substance misuse indicator, during the test, it was highlighted the need to clarify the recording by practitioners at the referral stage. Again, further guidance will be provided to practitioners to ensure all the appropriate information is available to the service to report on both of these indicators accurately moving forward.

Out-of-court disposals

The service reports on some Out of Court disposal information as part of its quarterly reporting to the service's board. The end of year reporting found that the number of Youth Conditional Cautions has increased over the year, with a large reduction in the usage of Youth Cautions. Of the seven children receiving a Youth Caution 3 declined the offer of a voluntary intervention, three were already on other interventions and 1 accepted the offer of an intervention.

Information was available as part of the testing completed on the new KPIs. However again some elements were missing and improving the recording of the required fields will enable accurate and timely reporting of this indicator moving forward.

Links to wider services

The Service works very closely with colleagues across Children's Services strengthened by its new position alongside services such as the Front Door (inc MASH), Initial Response and the Family and Adolescent Support Service. The service reports on those children previously known and currently open to Children's Services as part of its quarterly data, and all practitioners have access to the Children's Social Care System.

Work is ongoing with our colleagues in IT to introduce new software which will more seamlessly compare data between ChildView and Mosaic (Children's Services Case Management System).

Management board attendance

Management Board attendance is already monitored and can be seen in Appendix Two. The Service sees good attendance from its Board members and action is taken as required where appropriate engagement is not in place. The Board has been further strengthened with some additions at the end of 22/23 and moving into the new reporting year, including the Director of Public Health and the Operation Managers for Voice, Influence and Change and the Quality & Impact, which include workforce development.

Serious violence

Serious Violence is recorded in line with the YJB definition as any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Warwickshire has seen an increase from 16 offences in 21/22 to 33 offences in 22/23. This increase lies in an increase in drug related offences, from 0 to 13 and increase in the numbers of robberies, from 9 to 15 in the last year.

As a service we can report on this information and will continue to be an area of key scrutiny due to the large increase noted over this period.

Victims

Currently the service keeps some information manually in respect of it monitoring contact with victims of crime. Within the test run for reporting on the victims indicator it is clear that the current process is not at the required standard to accurately report against this indicator. The Service's Data Analyst is currently in liaison with the software provider to have the report refined.

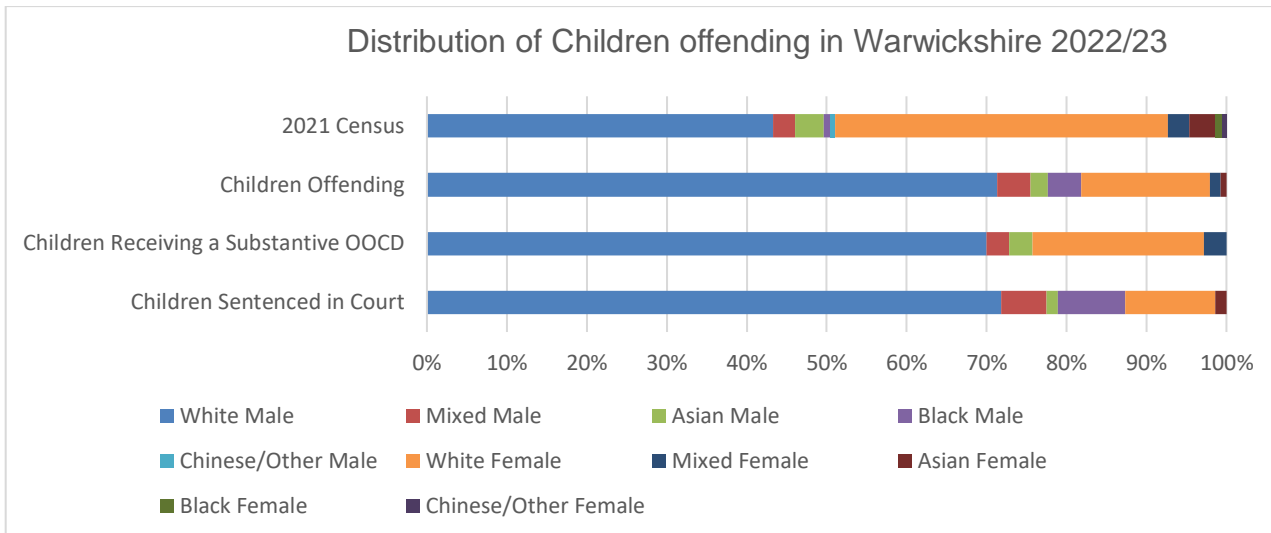
9. Priorities

9.1. Children from groups which are over-represented

Addressing disproportionality is a priority both for the Youth Justice Board and locally for the Chief Officer Board. There is a lot of recent research published in relation to the disproportionate representation of children from Black and Global Majority heritage.

Warwickshire as a county is becoming more diverse, however just 15% of the county are from these communities. The table below shows the distribution of the Warwickshire

population taken from the Office for National Statistics 2021 Census data using a custom dataset to identify the Warwickshire 10–17-year-old population.



The offending population of individual children who have received a substantive outcome in 22/23 shows White males are over-represented, as well as males of Mixed and Black ethnic origin. The disproportionality for males of Mixed and Black ethnicity is present in the population of children offending but this becomes more marked when analysed as a proportion of children sentenced in court.

Through having a smaller cohort more detailed understanding can be obtained. A good example of this can be demonstrated from the tables below, as the number of children open to the Service who are black is low, and the difference having a directly proportionate cohort is three children (Warwickshire 0-17 population who are Black is 1.7%)

Number of Children offending by Gender and Ethnicity	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	102	6	3	6	0	4	121
Female	23	2	1	0	0	0	26
Total	125	8	4	6	0	4	147

Distribution of Children offending by Gender and Ethnicity	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	69.39%	4.08%	2.04%	4.08%	0.00%	2.72%	82.31%
Female	15.65%	1.36%	0.68%	0.00%	0.00%	0.00%	17.69%
Total	85.03%	5.44%	2.72%	4.08%	0.00%	2.72%	100.00%

The service has plans for 23/24 to engage staff in training on equality, diversity and unconscious bias. To work with the Council’s Equality, Diversity and Inclusion Lead to



ensure work is in place to enable the service's workforce to effectively represent the communities in Warwickshire.

9.2. Prevention

Prevention is defined by the YJB as 'support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system.

Warwickshire Children and Families Services continues to invest in its Early Help Services, this can be seen in over 3,000 children being open and in receipt of early help support. The Service has also invested in additional Youth Workers to deliver a range of services including one to one direct work, group work and youth clubs across several venues countywide. This means that many children that open to the Youth Justice Service have had some sort of previous Children's Services involvement.

In November 2022, the Service received Ministry of Justice funding for the Turnaround Programme. This has enabled the service to recruit two new practitioners to support children who have been arrested, released under investigation or concerns around anti-social behaviour. This offer is being further strengthened in 23/24 with support available from the service's Speech and Language Therapist.

The Board have agreed that the further development of the Service's prevention offer is a high priority. The Service will recruit two Youth Workers, to be able to deliver work with children, and to respond to concerns which may occur in schools as required. The service will have by the first half of 23/24 devised a clear prevention strategy and a clear remit of the work to be delivered by the service, as well as the wider offer delivered by the partnership. The service will also consider purchasing bespoke prevention activities in certain areas if and where this is felt would make impact. This approach will align with the Safer Warwickshire Serious Violence Prevention Strategy, which places prevention through schools at the heart of its three priorities: -

- Prevent violence before it happens
- Respond to the immediate risks
- Long term care and support

9.3. Diversion

The out of court disposal panel has been running since 2018 within Warwickshire. In February 2023, a full review of the out of court process was undertaken in order to ensure the process was working as expected and delivering the best results for children. The Service has worked closely with Police colleagues in reviewing the process. Diversion is defined by the YJB as the process 'where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting

children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices.’

The review has seen several changes this included an updated approach to our practice expectations which have been pulled through in to more relevant and streamlined procedures. The panel will now be chaired on a rota basis by team leaders, ensuring accountability and knowledge spread across the whole management team. The Joint Decision-Making Process form has also been reviewed as it was too lengthy in its previous format and the new form ensures that where information is shared across services it is both relevant and proportionate.

The panel is attended by colleagues across Children and Families and Police to ensure that decisions are made with full knowledge and understanding of the child's journey and other support that is available across our wider services.

Quarterly Scrutiny Panels are held in the county of which the service is a core member. These are chaired by Magistrates and are an arena in which to scrutinise panel decision making and review any good practice or learning for Out of Court Panel members.

9.4. Education

As noted earlier, significant progress has been made in children’s attendance in suitable education, training or employment at the end of intervention, with school age children this now reaching 93% and for children above school age up to 73%.

Children in Suitable ETE at the End of Intervention	Totals Q1-4 21/22	Totals Q1-4 22/23	3 Year Average
% School age children in suitable ETE	79%	93%	70%
% Children above statutory school age in suitable ETE	60%	73%	54%

Education was given additional focus by the Service two years ago which saw the investment in a dedicated Education Worker for the service. This role enables more dedicated time in to resolving challenges with schools and other education providers and engagement in other forums including in the Fair Access Panel process.

The management board receives regular reports on the ETE status of children open to the service and advised of any barriers or challenges to securing appropriate placements. The Board was strengthened by a new Education Representative and further discussions have taken place in relation to improved data sharing on attendance and opportunities for working together where children may be on a part time timetable or at risk of exclusion.

9.5. Restorative approaches and victims

The service benefits from an overarching restorative practice approach within Children and Families Services and within the Service a Team Manager who has a victim support and restorative justice pathway. Alongside the Operations Manager, the Team Manager leads on the continuous improvement of services to victims and restorative justice.

The service ensures allocation of all victims to an experienced victim lead practitioner for court outcomes and seconded police officers for out of court outcomes. This enables compliance with the Victims Code of Conduct for all tiers of outcome, to hear the impact of the offence on the victim and offer the full continuum of restorative justice options. This is monitored through a fortnightly quality assurance process which checks system recording with outcomes received.

The Service is continually looking for opportunities to create shift in the child's thinking about the victim, for example for an offence of assault against an emergency worker, where the victim themselves feel unable to take part in restorative options themselves, the seconded police officer will meet with the child to explain the impact of this offence. Where consent is given, the victim practitioner also ensures the voice of the victim and the full impact of the offence for the victim is present within all Pre-Sentence Reports. Victim voice is an agenda item on all multi agency Risk Management Meetings and Out of Court Decision Making Panels.

The service is a member of the Local Criminal Justice Board's Victim and Witness Forum which meets quarterly and seeks to share best practice, identify blockages and barriers for victims within the Criminal Justice System. The Service is also key members of the local Anti-Social Behaviour District Forums across Warwickshire which reflects on emerging issues which impact the community. The service is actively seeking ways to connect with the community and offer restorative opportunities where possible.

The Service continue to develop opportunities for children to undertake meaningful community-based reparation projects. Where possible direct reparation for corporate victims is always considered, for example current liaison with Coventry Football Club following a disturbance at the ground with flares.

The Service recently held a community open day to support the recruitment of referral order panel volunteers. There is continual investment in the development of community volunteers for example recent Speech and language input from the Service's SALT Practitioner and they will be undertaking further trauma training over the next year. The Referral Order Co-ordinator oversees all practice within referral orders and enables immediate reflection and learning from all panels to support panel member's practice.

9.6. Serious violence and exploitation

The Local Authority was successful in its application to pilot devolved decision making for the children's NRM Process. As part of the application an NRM Coordinator has been recruited which has helped both the smooth introduction of the process and Warwickshire's approach, as well as an opportunity to upskill professionals in Modern Day Slavery and the NRM Process. Excellent feedback has been received from the Home Office and timescales for decisions are significantly reduced for children in Warwickshire going through the process.

The Youth Justice Service is a named Specified Authority in the Serious Violence Duty, as set out under the Police Crime Sentencing and Courts Act 2023. The Safer Warwickshire Partnership received good feedback from CREST (Home Office commissioned Consultancy Service) in relation to the work so far being undertaken. Working closely with the Family and Adolescent Support Service, work continues to develop more contextual

approaches in Warwickshire with new Locality Contextual Safeguarding Meetings going live this year.

The Service is active in its attendance at the Serious and Organised Crime Joint Action Group (SOCJAG) at both Operational and Strategic levels. A review is ongoing as how these processes can continue to be strengthened. The Head of Service sits on the Safeguarding Partnership Children's Board and on the Exploitation Subgroup.

The Operation Manager for the co-located Family and Adolescent Teams is the Channel Panel Vice Chair and training has recently been delivered to all staff on the Prevent Agenda and local Channel processes. The Head of Service is also an active member of Prevent Strategic Group.

9.7. Detention in police custody

Youth Justice works in close partnership with Warwickshire Police. Monthly meetings are attended by the Police, Children and Families and Youth Justice to discuss children in custody. The meetings serve as an arena to scrutinise instances of children in custody and develop policy framework around children in custody.

Youth Justice are currently collaborating with Police partners to update and review Police guidance with regards to children who are detained in custody. This aims to ensure that children are released at the earliest possible opportunity. Work is also ongoing with the Police completing trauma awareness training and training around speech and language using the service's therapist.

Warwickshire Youth Justice currently has two seconded Police Officers who support in the Out of Court arena and across Youth Justice as a whole. Part of the role is to deliver child focused youth Justice training to Police Officers to ensure they understand the Child First principles of the Justice Service.

9.8. Remands

Remand practice has been highlighted in 22/23 with the Chief Officer Board agreeing a new Remand Strategy for the Service. The Board also had a practice spotlight on the remand process in 22/23 presenting some of the positive work going on, but also some of the challenges in the system.

Our commissioned BRICs scheme for remand fostering offers the Court a level of control and oversight in the community that has the potential to divert from a Secure Remand decision. This is a real strength of our offer in Warwickshire, and discussions with MoJ, YJB and other agencies about looking at how others could possibly replicate nationally. The trust and confidence of the Courts is clear in respect of this scheme. In addition, this facility can be used as a short-term transition after release for children where the provision of suitable accommodation with support is not available.

Use of remands is reported on in quarterly reports to the Board. In 22/23 there was an increase in the number of nights Warwickshire children spent in Youth Detention Accommodation. This is set against a low number of children in remand each year, so a small change can have a significant impact on figures.

Secure Remands 2022/23 Youth Detention Accommodation	Q1	Q2	Q3	Q4	Bed Nights Q1-4 2022/23	Bed Nights Q1-4 2021/22
Total Number of children subject to a YDA	0	1	8	5	14	
Youth Offending Institute (YOI) bed nights	0	0	78	89	167	340
Secure Training Centre (STC) bed nights	0	78	76	0	154	0
Secure Children's Home (SCH) bed nights	0	0	50	0	50	0
Technical Remand bed nights	0	0	2	19	21	0
Total	0	78	206	108	392	340

9.9. Use of custody

The number of children serving sentences in the Secure Estate in Warwickshire is very small. This can result in notable spikes within any set of statistics. In 22/23 Warwickshire has 6 children receiving a custodial sentence, which was up from 4 the previous year and a 3-year average of 5 children a year.

The Youth Justice Service works to ensure that it offers credible alternatives to the Courts to the use of custody where risk is diligently managed in the Community. We can offer a full Intensive Surveillance and Supervision programme offering a maximum of 25 hours oversight with the added provision of an electronic curfew as required. In 23/24 as part a pilot in the West Midlands region the option of a GPS Tag can also be considered in certain circumstances.

Positive feedback from the Courts indicates that there is confidence in our Service to manage high risk children. The service has also reviewed its Intervention offer, and plans are in place to improve the interventions that take place at weekends through a more diverse group of interventions to consider.

9.10 Constructive resettlement

The service, through the Trauma Vanguard funding, will have a Resettlement Worker starting at the beginning of 23/24. This will further enhance the service's offer to children and enable a relationship to be built up before release through a dedicated worker, ensuring a coordinated holistic approach.

The service will develop a new resettlement policy considering both the new role, but also the other opportunities that are available across Children and Families Services including Family Group Conferencing which moving forward will be made available as part of the planning for all children. Training associated with the new approach will then be delivered to the whole service.

There are on occasions challenges with accommodation and in the wider Safeguarding Communities workforce there is a dedicated Housing Worker who will be able to assist the service as required.

9.11 Standards for children in the justice system

The Service's most recent standards for children in justice self-assessment looked at transitions. The review found that the Service's link with Probation was strong, and this has subsequently been strengthened by have a link Probation Officer who receives all Youth Justice children transferring over. Exit Planning was highlights as an area for development and subsequently training has taken place with the service, guidance updated and new expectations that the relevant area in ChildView are now completed. In addition, it was felt that step downs could be strengthened and now we have an Early Help and Youth Work representative available each week to consider step downs as required.

The Service has a Quality Assurance policy and regular auditing is completed with feedback shared with the Chief Officer Board and actions tracked in the Service Improvement Plan. Key themes explored in 22/23 included into Disproportionality and into Bail and Remand.

The disproportionality audit identified that there is a clear need for a development of services and expertise to address the needs of adolescents. It highlighted a lack of wider services support for one child. The audit highlighted the need to improve some recording around ethnicity and believed there would be scope to repeat a similar audit but with partners from a few agencies to add greater value. The audit also highlighted where there was a detailed chronology/trauma journey outline, analysis and reflection were greatly facilitated.

The Bail and Remand audit noted several strengths in practice including a good level of intervention and contact for children on a Bail Intensive Supervision and Surveillance Programme, strong education liaison and good communication with parent/carers. The audit did raise the need to look at management oversight for decision making and recording of plans and intervention sometimes needed to be improved. Further guidance and workshop have been completed since this audit and an ongoing action regarding children's engagement in looking at how the induction type process can be improved.

10. Workforce development

The Service's greatest resources is its workforce and as a service we continue to strive to ensure that are committed workforce have the skills to meet the needs of the children we are working with.

All staff and volunteers have access to regular training. The Service works closely with the Practice and Learning Hub to ensure all staff have access to appropriate training delivered or commissioned by Children and Families. Bespoke training is regularly commissioned and in 22/23 this included AIM Training, Contextual Safeguarding Training and Safety Planning Training.

The Youth Justice Service Management team is also able to access specific management training including coaching from within the Children and Family Services. Managers have recently enrolled on the Aspiring Future Leaders course with the Association of YOT Manager, and other training has been offered through both Research in Practice and Frontline.

The workforce was trained in the ARC Trauma Model in 2023 and a service priority is how we embed this across children facing services, in all areas of our work. This includes the recruitment of a Lead Practitioner with a focus on embedding and developing the ARC approach. The Service have also developed ARC Champions which have regular access to the ARC Training Consultant through a monthly practice forum.

A working group has been set up to develop a new induction process based on feedback from newer members of staff about ways to improve this further. This is also linked to work to have an improved SharePoint Space where all relevant documents, policies, procedures and short guides will be available to the service.

All members of the service can access additional counselling sessions dedicated for child facing roles. These can be accessed confidentially on a one-to-one basis, either in person or virtually as requested.

As well as receiving training, the service also engages in delivering workshops to wider colleagues about the role of the Youth Justice Service, this includes an element for all newly qualified Social Workers that start in Warwickshire.

11. Evidence-based practice and innovation

The service is on a committed journey to deliver consistently outstanding services for children. The opportunities that present themselves in a county with strong partnership working and a commitment to invest in services that support children and their families. This can be seen in both the Local Authorities commitment to Early Help Services and Youth Work and in the commissioning of services by the Police and Crime Commissioner.

The Service and Board are committed to delivering a Prevention Offer that diverts children from coming in to contact with the Justice System, and for some on to serious violence. A clear and seamless offer that links into the Safeguarding Partnership's Spectrum of Support to ensure that support is offered for the right children, at the right time, with the right support is the clear ambition.

As noted earlier in the plan, the service is focused on fully embedding the ARC Trauma model across the service. This is building on the strong trauma informed knowledge within the service and strengthens the direct intervention being delivered by the service.

The Service is also focused on enabling true engagement, influence and change to children open to the service to deliver good outcomes. The role of the Service's Participation Officer, alongside the wider workforce, will be key to delivering on this ambition.

12. Service development plan



Plan 23.24 vYJP.pptx

13. Challenges, risk and issues

Warwickshire is one of the safest places to live in England and Wales but feeling safe is one of the areas that children tell us as part of our Child Friendly Warwickshire approach is one of the




issues most important to them. The Partnership Board and Service are committed to delivering great services but inevitably there are certain risks and challenges that may present themselves over the next year.

Although from a lower base than many Youth Justice Services, Serious Youth Violence is on the increase in Warwickshire. This presents a challenge to the service and its partners to reduce the risk of children committing serious violence offences or becoming victims of serious violence. The service through its co-location with the new Adolescent Service and Barnardos is committed to working closely with other services working with children who are exploited into serious violence and other offending. The service is also committed to investing further in prevention and to be able to respond to locations as significant incidents may take place as part of the partnership’s move towards a contextual approach to respond to child exploitation and extra familial harm. If serious violence was to continue to rise at the rate of the last year further consideration of what the partnership can do will need to be prioritised as a subgroup through the Chief Officer Board and wider discussion with Local Criminal Justice Board.

The Service has been successful in increasing its workforce in 22/23 and with plans to increase investment in prevention in particular the ability to successfully navigate the current challenging recruitment market. A review has been completed to improve the offer for Social Workers, the most difficult to recruit role, and further work is planned to improve the offer and development opportunities for workers with different specialisms and experiences.

14. Sign off, submission and approval

<p>Chair of Youth Justice Chief Officer Board <i>Approved on behalf of the Youth Justice Chief Officer Board</i></p>	 <p>Nigel Minns</p>
<p>Date</p>	<p>28th June 2023</p>

Appendices

Appendix One – Youth Justice Chief Officer Board - 23/24

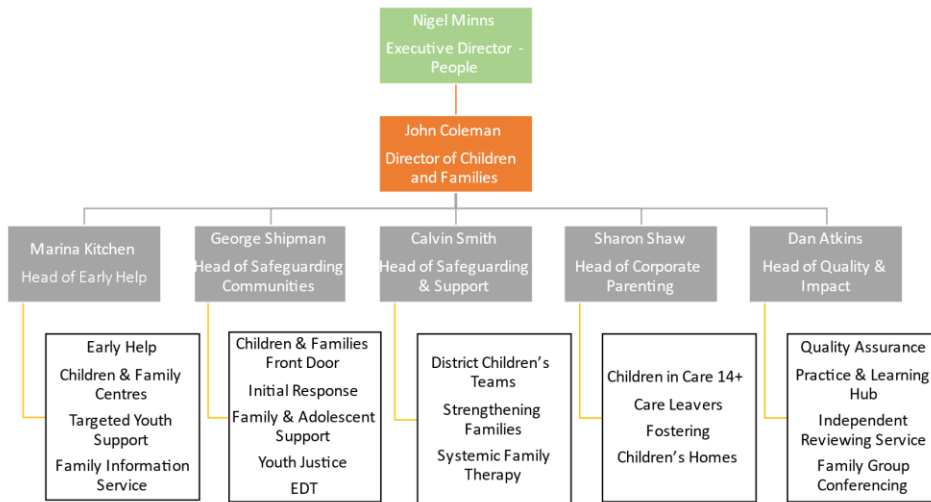
Nigel Minns	Executive Director	People (DCS & DASS) – COB Chair
John Coleman	Director	Children and Families – COB Vice Chair
George Shipman	Head of Service	Safeguarding Communities (Head of YJ)
Rachel Watt	Operation Manager	Youth Justice
Becky Sumner	Operation Manager	Youth Justice
Jonathon Toy	Head of Service	Community Safety and Trading Standards
Shinderpaul Bhangal	Operation Manager	Voice, Influence and Change
Pete Hill	Det. Superintendent	Warwickshire Police
Ben Smith	Assistant Chief Constable	Warwickshire Police
Emma Daniell	Deputy PCC	Office of Police and Crime Commissioner
Andy Wade	Head of Service	Warwickshire Probation Service
Chris Evans	Director of Operations	MH Service for Children and Young People
Paul Heathfield	Chair	Warwickshire Youth Court Bench
Sarah Tregaskis	Head of Service	Education
Vicky Bartholomew	Data Analyst	Youth Justice
Jackie Channel	Associate Chief Nurse	Coventry and Warwickshire ICB
Jas Madahar	Operations Manager	Coventry & Warwickshire Prospects Service
Anita Lekhi	Operation Manager	Quality & Impact
Shade Agboola	Director	Public Health
David McNally	Oversight Manager	Youth Justice Board

Appendix Two – Chief Officer Board Attendance – 22/23

Name	Job Title	COB Dates and Attendance			
		Jun 22	Sep 22	Dec 22	Feb 23
Nigel Minns	Executive Director – People - COB Chair	Yes	Yes	Yes	No
John Coleman	Director of Children and Families – COB Vice Chair	No	No	Yes	Yes
Sally Nash (Until Dec 22)	Head of Youth Justice	Yes	Yes	Yes	
George Shipman (From Dec 22)	Head of Safeguarding Communities (Inc Youth Justice)			Yes	Yes
Tony Begley (Until Dec 22)	Operations Manager – Youth Justice	No	Yes		
Rachel Watt (From Jan 23)	Operations Manager – Youth Justice			Yes	Yes
Becky Sumner	Operations Manager – Youth Justice	No	Yes	Yes	Yes
Jonathon Toy	Head of Community Safety	No	Yes	No	Yes
Shinderpaul Bhangal (From March 23)	Operations Manager – Voice, Influence & Change				Yes
Pete Hill	Detective Superintendent	Yes	Yes	Yes	Yes
Ben Smith	Assistant Chief Constable	Yes	Yes	No	Yes
Emma Daniell	Deputy Police and Crime Commissioner	Yes	No	Yes	Yes
Andy Wade	Head of Warwickshire Probation Service	Yes	Yes	Yes	Yes
Chris Evans	Director of Operation – CYP Mental Health	No	No	No	Yes
Jas Madahar	Operations Manager – Prospects	Yes	Yes	Yes	Yes
Mamps Gill	Head of Region – YJB	Yes	No	Yes	Yes
Tracey Pilcher	Chief Nurse – Coventry & Warwickshire ICB	No	Yes	No - Rebecca Bartholomew	Yes
Vicky Bartholomew	Data Analyst	Yes	Yes	Yes	Yes
Sue Robertson (Until Feb 23)	Chair – Youth Magistrates	Yes	Yes	No	
Paul Heathfield (From Feb 23)	Chair – Youth Magistrates				Yes
Marie Rooney	Service Manager – Alternative Provision	No	Yes	No	
Sarah Tregaskis (From Feb 23)	Head of Education Services - Trading				Yes



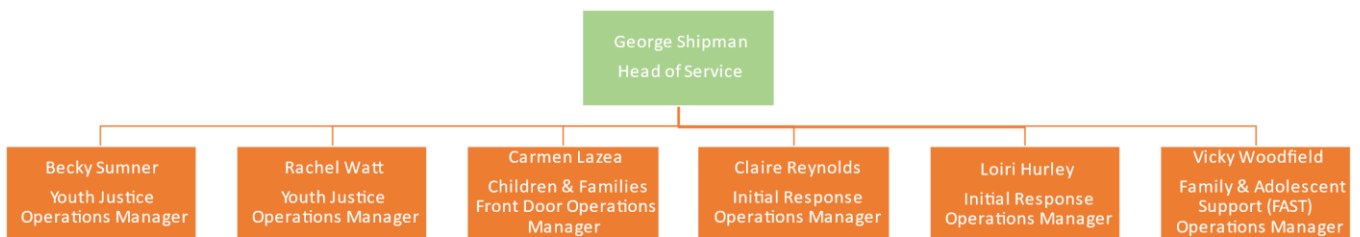
Children & Families SLT



Safeguarding Communities Structure Chart



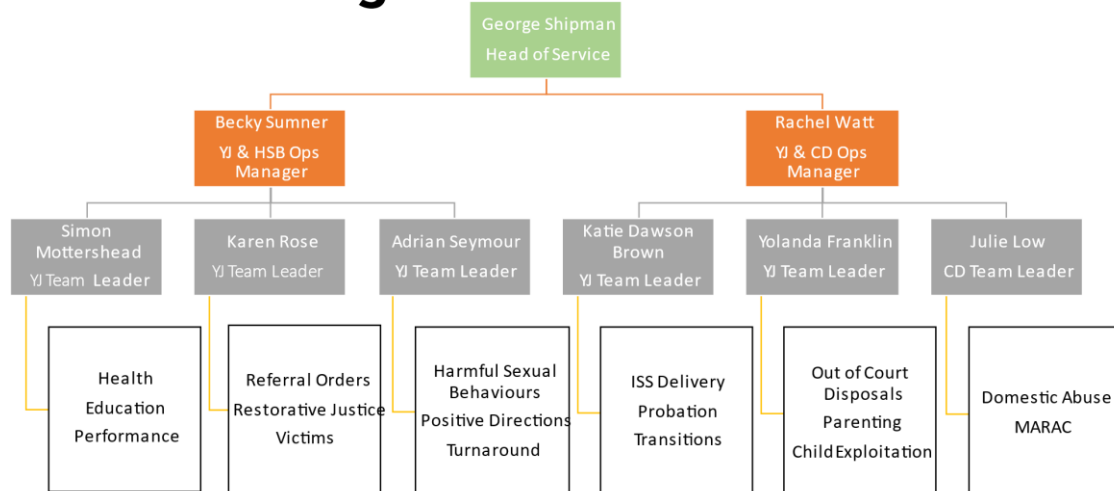
Safeguarding Communities Structure



Youth Justice Structure Chart



Youth Justice Management Team



Appendix Four – Budget Costs and Contributions 2023/24

Agency	Staffing Costs	Payments in Kind	Other delegate funds	Total
Youth Justice Board	416,182		144,454	560,636
Local Authority	1,165,518		643,982	1,809,500
Police	172,501		15,290	187,791
Police and Crime Commissioner	74,494			74,494
Probation	44,861		5,000	49,861
Health	103,000			103,000
Welsh Government				0
Other				0
Total	1,976,556	0	808,726	2,785,282