

# Warwickshire Youth Justice Service

## Strategic Plan 2024 / 25



*"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  
**POLICE**

Probation  
Service



**NHS**

Coventry and  
Warwickshire  
Integrated Care Board



Warwickshire  
County Council



Compass



Office of the  
Police and Crime  
Commissioner  
for Warwickshire

### 1. Introduction, vision and strategy

## 1.1. Foreword

I am delighted to publish the Youth Justice Plan 2024-25 for Warwickshire. This Plan has been developed in collaboration with our Youth Justice workforce and key partners, including members of Warwickshire's Youth Justice Chief Officer Board. It provides an overview of Warwickshire's Youth Justice Service, sets out details of performance over the past year and outlines our priorities for 2024-25.

In Warwickshire, we put children and families at the heart of everything we do, and our overall ambition is to be a child friendly county ensuring every child is heard, safe, healthy, skilled and happy. We focus on relationships with children and their families, which drives our practice forward across all our services for children and families across a diverse spectrum of need.

We have continued to maintain low figures for children in custody and have seen reoffending (Binary) rates steadily declining. This reflects the strong relationships the youth justice service has with the court service and high local confidence in alternatives to custody. The number of offences and number of children offending has also shown a decrease since last year.

The Board is committed to embracing the 'Child First' principles. We are committed to this approach and ensuring that the guiding principle of recognising the potential of all children is reflected across all the work that we do. We need to hear and understand more about the lived experiences of children and young people in Warwickshire. We have seen significant progress over the last year with a real focus on improving the voice and impact of children who have been supported by the youth justice system and use this to improve the provision of support.

The partnership has been successful in improving key performance areas including a reduction in offences involving a weapon, a priority from our 23/24 plan and a significant increase in Prevention and Diversion work led by the Service. 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.

Warwickshire Youth Justice Chief Officer Board is pleased to share its Youth Justice Plan for 2024/25.

Nigel Minns  
Executive Director – Children and Young 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 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.

The plan builds on the progress made in 2023/24 which set our key local priorities including an increased focus on prevention, the embedding of the ARC Trauma Informed Model and a focus on core good practice.

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

- Serious Youth Violence Interventions
- Children's Physical Health
- Victims

### 1.3. Local context

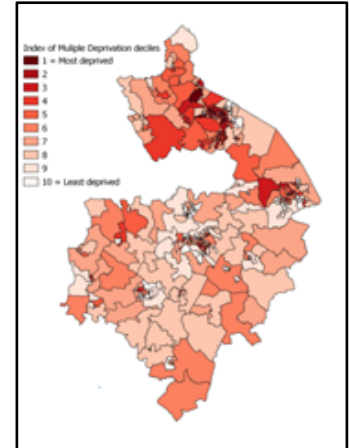
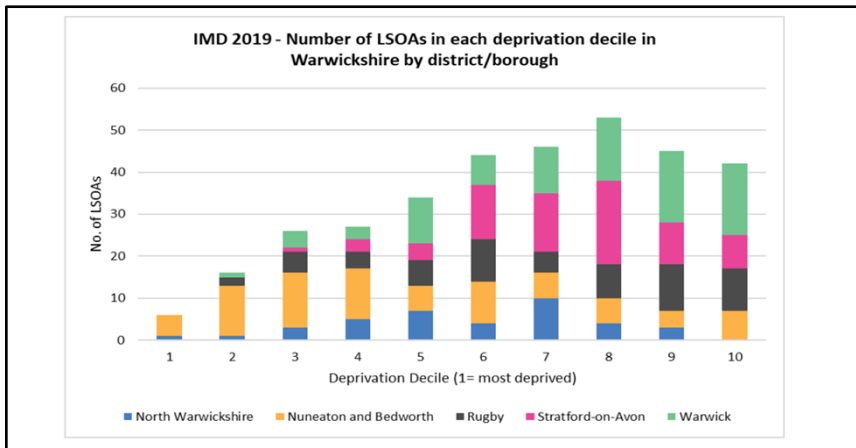
Warwickshire is an average sized English County covering an area of almost 2000km<sup>2</sup>, its boundaries running some 100km north to south. Warwickshire has a population of 607,604 (ONS 2022) with approximately 54,314 children between the ages of 10-17 years. The population of Warwickshire is predicted 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 most deprived decile; 5 in Nuneaton and Bedworth and 1 in North Warwickshire. A further 16 LSOAs are in the second most deprived decile.





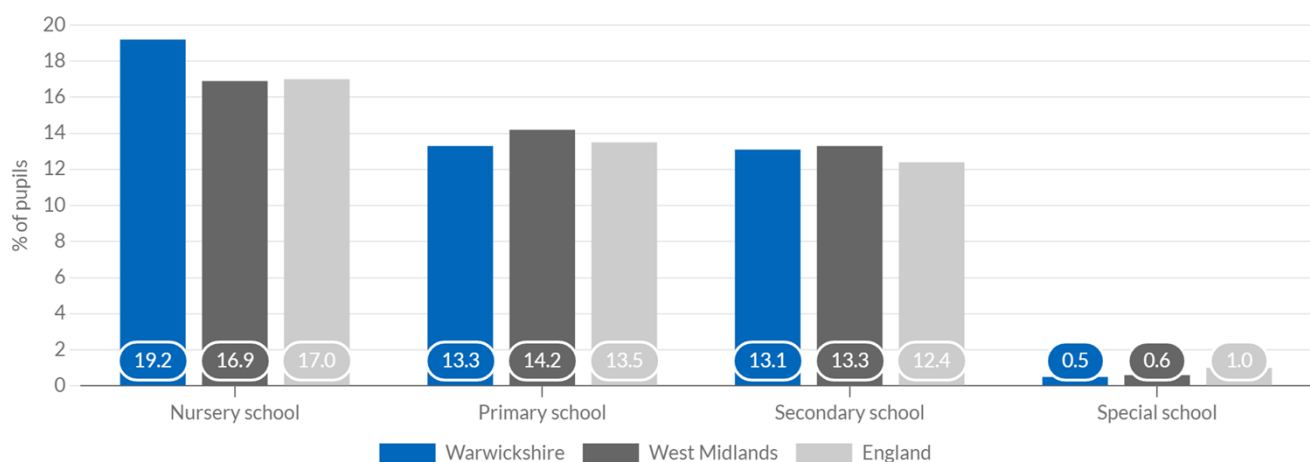
The largest ethnic group of children in Warwickshire is the “White” category and this accounts for 84.9% of the 10–17 population. The 10-17 population is more diverse than the rest of the Warwickshire population where 92.6% of those aged 18+ are recorded as white.

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.

Children have special educational needs if they have a learning difficulty which calls for special educational provision to be made for them. For school age children in Warwickshire the percentage of Primary and Secondary School age children is below the West Midlands Average, although for Nursery age pupils is significantly above both the England and West Midlands Averages.

Percentage of pupils getting SEN Support (2023)



Department for Education figures show 18,113 pupils were eligible for free school meals in Warwickshire, as of January 2024, up from 16,181 the year before. The number of eligible children across England has increased every year since January 2018 and currently stands at 23.8%.

In 2023-24, Warwickshire Children and Families Services noted an increase of 12.5% (18,754 in 2023/24 compared to 16,412 in 2022/23) in all contacts into Children's Social Care and an increase in children subject to child protection plans of 11.1%. There was also an increase of 12 children in care.

Warwickshire Youth Justice Service (WYJS) 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 creating opportunities 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.



Our approach has four strands:

## **Restorative and Relational Practice**

Those working with children and families are encouraged to focus their time on building quality relationships that inspire positive change. This extends to how we support one another in our teams and how we connect with colleagues across our organisation and beyond. We believe in high support and high challenge in equal measure. This means ensuring children and parents receive timely and helpful support but that we remain inquisitive, keeping children at the centre of all we do. Ultimately, working with and alongside people improves the outcomes we can achieve together and is more likely to achieve sustainable change.

## **Utilising the power and strength of family**

We value family and recognise that they can be our most underutilised resource.

## **Within a context of safe uncertainty approach to risk**

We recognise that there is an individual, team and organisational approach to risk. Risk is managed within the organisation and across agencies where there can be multiple hypothesis and multiple types of intervention.

## **Trauma informed Practice**

We recognise the importance of delivering services through a trauma informed lens. Utilising the 4 R's as outlined below, we continue to be a trauma informed and restorative organisation and aim to embed this model of practice across our multi-agency partnership.

- Realises the widespread impact of trauma, stress and adversity and understands potential pathways for recovery.
- Recognises the signs and impact of trauma in staff, and children and families.
- Resists re-traumatisation.
- Responds by embedding knowledge about trauma into policies and procedures, language, culture and practices.

### **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.

Warwickshire Children and Families Service, alongside its Lead Safeguarding Partners, are delivering the Families First for Children Pathfinder on behalf of the Department of Education. This is a significant opportunity to implement and influence national reforms in focusing services to support children and families earlier and preventing escalation to costlier and more investigative intervention. The Youth Justice Service will play an active part of these developments to ensure that the development of multi-agency and multi-disciplinary support, through Family Help, works to deliver improved outcomes for children involved or at risk of involvement in the criminal justice system.





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

## 2. Governance, leadership and partnership arrangements

### 2.1. 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.

### 2.2. 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 Children and Young People at Warwickshire County Council who holds the statutory role of Director of Children's Services.

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 Associate Chief Nurse. Full Board membership is outlined in Appendix One. The Board maintains Practice Spotlights at the beginning of each board where a child facing Worker or on occasion a 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 2023/24 Practice Spotlights have included the work of the Service's Prevention Team, Reparation, and the role of the Education Worker.

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 and all Key Performance Indicators. This information is actively discussed and provides lessons about the future prioritisation of resources and approach.

### 2.3. 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 Partnership Delivery Group
- 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
- District Anti-Social Behaviour Forums
- District and Borough Community Safety Partnership Meetings
- Rape and Serious Sexual Offences Meeting
- Warwickshire SEND Board

## 2.4. Operational delivery

The Youth Justice Service sits within the Children and Families Service, in the Safeguarding Communities Service Area. The Head of Safeguarding Communities is the Head of Youth Justice, who reports the Director of Children and Families, and oversees the:

- Children and Families Front Door
- Initial Response Service (Assessment)
- 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 Service Managers who line manage three Team Managers each, with one Service 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
- 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 were fully reviewed in 2023/24 and annual reviews will now take place moving forward. All SLAs will cover the designated roles, accountabilities, recruitment processes, supervision, practice and delivery of services, and management of performance.



### 3. Progress on Previous Plan

#### 3.1. 2023/24 priorities progress

##### **Focusing on Core Good Practice – including reviewing all policies, procedures and agreements**

WYJS strives to ensure that when children are working with their practitioner, there is a wide range of options for intervention available. Whilst WYJS practitioners focus on engagement and the child first approach, there are also various options available to support practitioners in using interventions with their children to ensure they maintain a focus on reducing reoffending, and therefore risk. All WYJS policies are currently undergoing a rigorous review process which ensure they are reflective of the child first, trauma aware approach of the service. Alongside policies, all joint protocols and agency agreements are being updated to reflect the strong relationship between partner agencies.

Quarterly thematic audits form part of WYJS core practice to ensure the work we do is to the highest standard. These audits scrutinise different areas of work to ensure practice is at the highest standard possible, and reflective of the work we are doing with children. Within the last 12 months, WYJS have undertaken themed audits focussing on different areas, such as custody and resettlement, risk, bail and remand and a case management focus. Whilst audit findings are fed back to staff, WYJS also share audit finding with management boards, highlighting any service level actions to address any learning. This allows for ongoing responsibility and accountability and ensures the board understands the service on a case management level.

##### **Embedding the ARC Trauma Informed Model and improving the interventions offer for children**

To strengthen our trauma approach, WYJS have employed an ARC Lead Practitioner to embed the ARC framework. This will allow the service to move from a trauma aware approach to a trauma informed approach. The ARC framework allows the practitioner to understand the trauma journey of the child and family and work with the family to understand intergenerational trauma. This offer extends not only to WYJS but to the wider service within Children and Families, this ensures that joint working with children and families follows a trauma led approach.

Current working groups within WYJS are looking at the resources available for practitioners when working with children to ensure they are research led and current. WYJS have commissioned Red Snapper to have access to a hub of interventions focussed on children. These include knife crime and identity.

Current agreements with local gyms, mean that children are able to access this positive activity to improve health and wellbeing. The WYJS Intensive Surveillance and Support (ISS) Coordinator has sourced various projects around Warwickshire which have strengthened the offer with regards to reparation. Projects in places such as football grounds, allotments and woodwork allow children to give back to the community whilst learning valuable skills.



## **Prevention of serious violence**

In January 2024 WYJS brought together the existing diversion offer, which included the Turnaround scheme and a new primary prevention offer under one umbrella team, Pathways. Pathways was a name chosen by children and young people who were open to Youth Justice and included qualified youth workers and an additional WYJS practitioner to work solely with children who had not entered the formal criminal justice system. Both the name and ethos of the service although embedded within WYJS encapsulates the child first approach of diverting children from stigma. The criteria for the Pathways service was formulated using learning from the Serious Violence Needs analysis and focuses on those children most at risk of offending. Particularly those who have experience domestic abuse, parental offending and substance misuse and those who have been excluded from school. Work around the chronologies of children who have been involved in serious violence also indicated the need to continually recognise and support children with contextual safeguarding concerns at the earliest opportunity.

WYJS, with Home Office serious violence funding and with the support of community safety, have commissioned a Serious Violence Reduction Specialist to continue to develop a group programme of intervention that can take place within schools or community youth group settings. The Practitioner, alongside the WYJS Pathways Team, have developed criteria for school referrals and appropriate programme content, to ensure those children most at risk of becoming involved in group based serious violence receive the right intervention, at the right time. The programme seeks to support children to understand how their identity and behaviour in groups can be influenced by multiple factors including cognitive, emotional, social, moral and cultural.

WYJS is a key partner within the multi-agency local contextual safeguarding meetings which are placed based in the North, South and East and enable both individual and groups of children to be discussed, where there are contextual safeguarding concerns and/or there is potential for serious violence to escalate. Partner resources and knowledge are utilised to support reduction of concerns and seek positive outcomes.

Warwickshire County Council were previously successful in a bid to be a pilot area, for delegated responsibility for the National Referral Mechanism for children. This has seen an increase in the knowledge of this process across the county, which has led to an increase in referrals. This has also seen a substantial reduction in decision making times, from over a year nationally, to an average of 29 days for a reasonable grounds decision and an average of 44 days for a conclusive grounds decision.

## **Prevention of and improved intervention for children who present with harmful sexualised behaviours**

The remit of the Harmful Sexual Behaviour (HSB) service has been extended to include support being available to all children open to children and families services where there are HSB concerns. Recruitment of an additional female Social Worker and Lead Practitioner to the service, has ensured appropriate support is available to all. Investment in training has enabled the AIM3 assessment to be available for children who are supported via both a criminal justice and social care pathway.

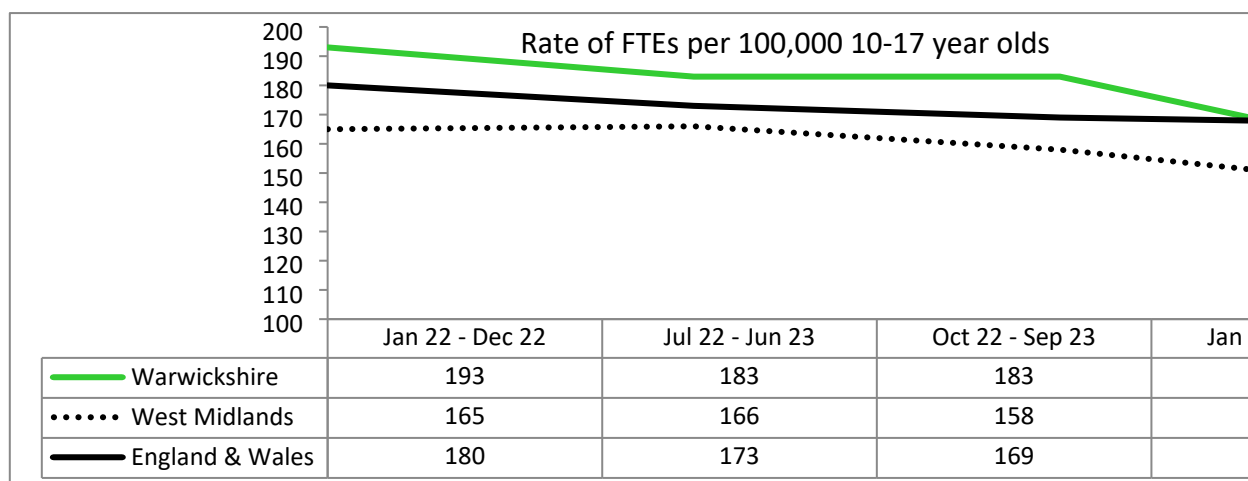
WYJS have continued to be an active member of Rape and Serious Sexual Offences Steering group (RASSO) and currently chair a working group alongside this on the prevention of HSB and the system responses to children. This supports enabling a child first approach remaining central to system responses to children who display HSB.

WYJS are working alongside Education Safeguarding and WCC Learning Hub colleagues, to implement partnership training, particularly for education colleagues, on the Brook Traffic Light model. The model will be utilised across the children and families system, to support appropriate identification, responses and interventions are in place for children. The model and continued partnership work seeks to contain professional anxiety and support colleagues understanding of this area of practice.

#### 4. Performance

##### First Time Entrants to the Youth Justice System (FTE)

The first-time entrant's 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 (January 2023 – December 2022) shows a 18.8% reduction in first time entrants in Warwickshire, with the Service below the national average.

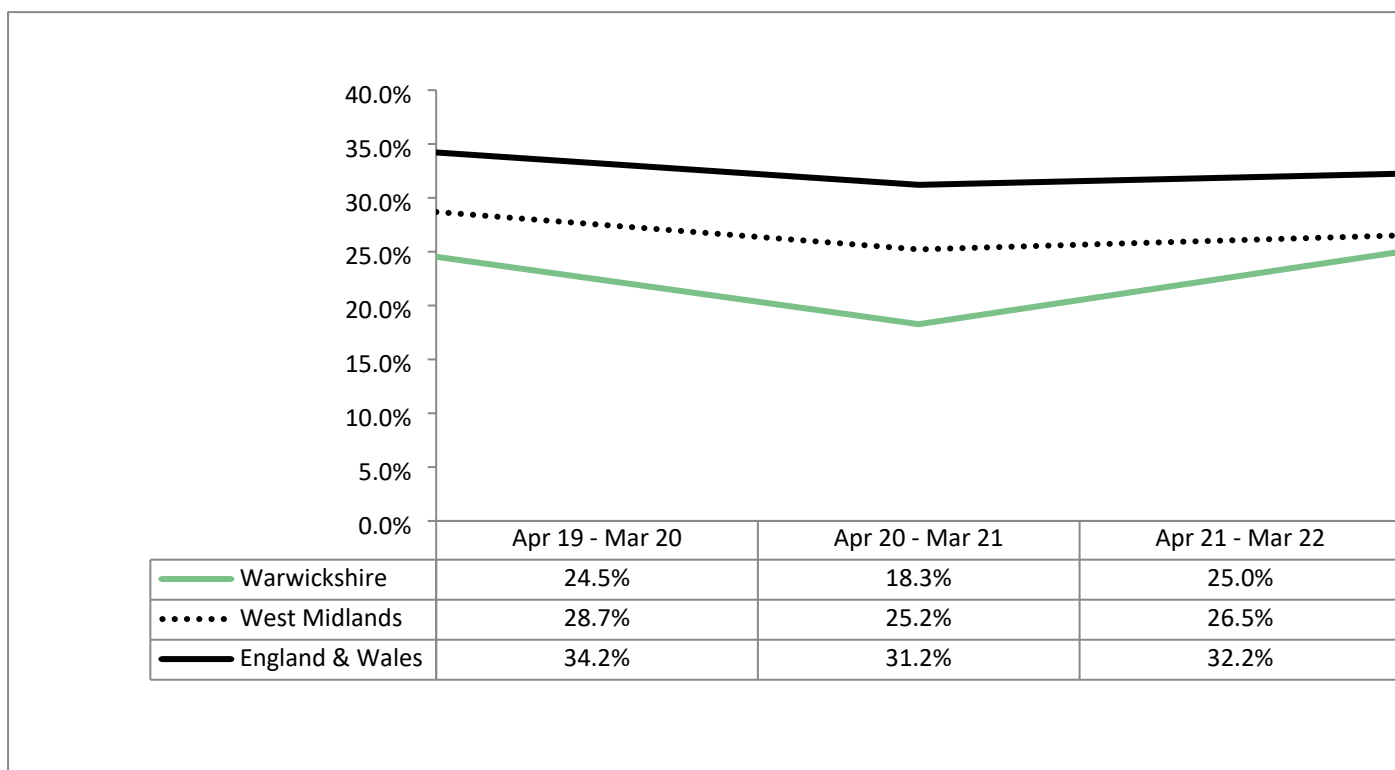


FTE PNC Rate per 100,000 of 10-17 population	Warwickshire	West Midlands	YOT Family	National
January 2023 - December 2023	156	145	134	167
January 2022 - December 2022	193	165	135	180
% change from selected baseline	-18.80%	-12.20%	-0.90%	-7.20%



## Reducing reoffending

This binary reoffending rate measures in its simplest format, whether the children in the cohort have reoffended. In the latest available national data, Warwickshire's rate (25.0) is lower than the West Midlands binary rate (26.5) and remains lower than the national rate (32.2).



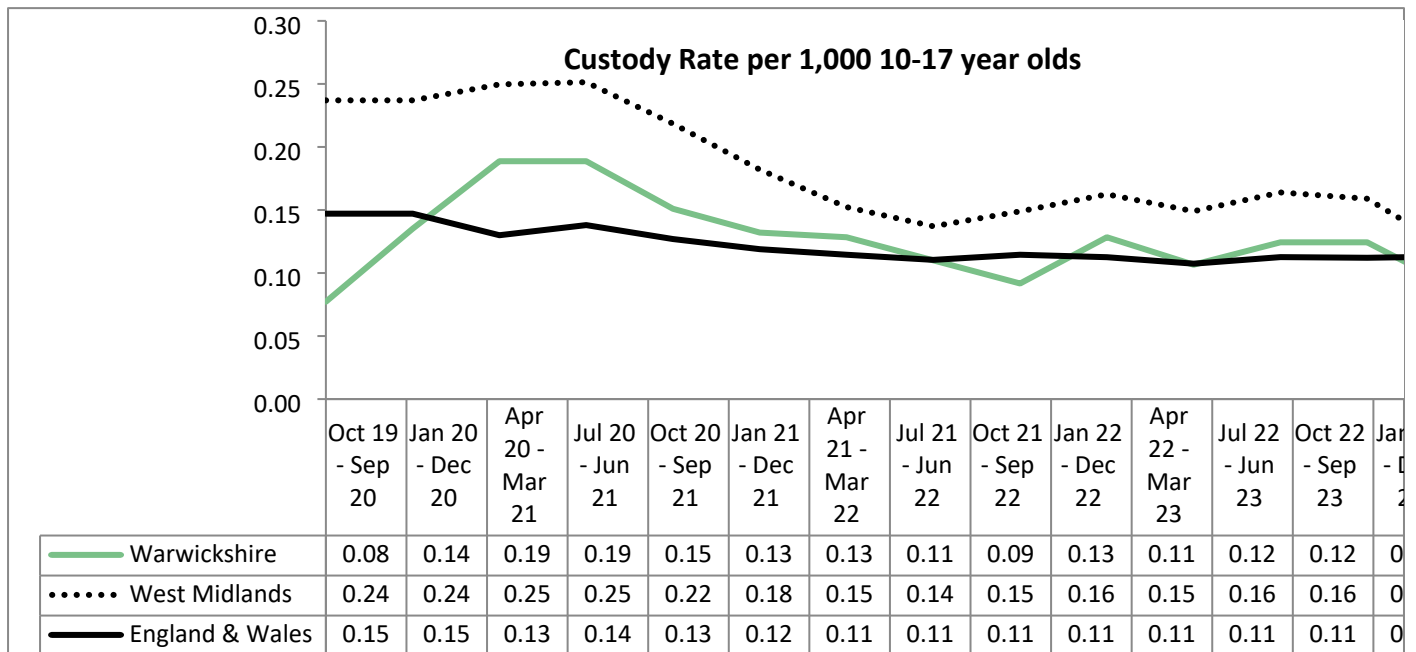
	Warwickshire	West Midlands	YOT Family	National
Percentage of offenders who reoffended: Apr 21 - Mar 22	25.0%	26.5%	30.3%	32.1%
Percentage of offenders who reoffended: Apr 20 - Mar 21	18.3%	25.2%	27.9%	1.0
<b>Change from Baseline</b>	<b>6.73</b>	<b>1.3</b>	<b>2.33</b>	<b>1.11</b>

## 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



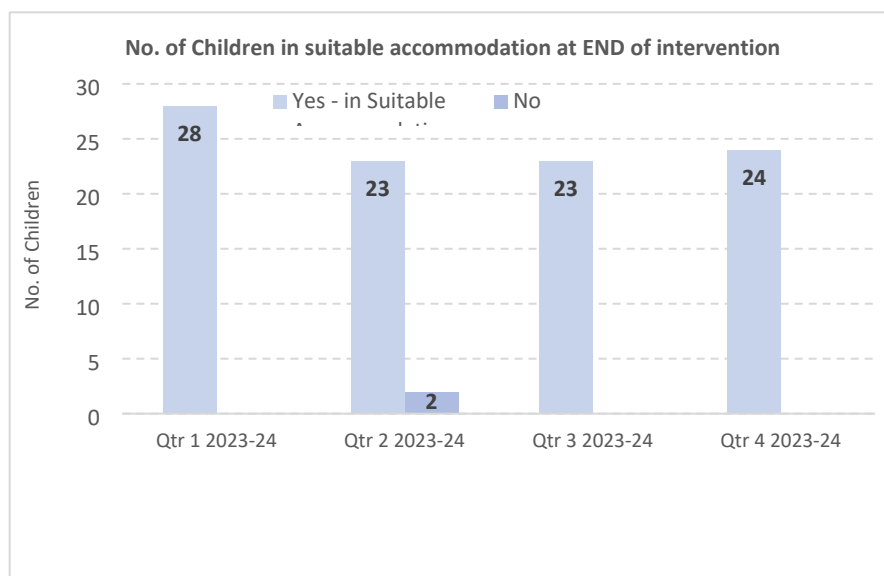
the rate in Warwickshire (Jan 23 – Dec 23) is 0.04 per 1000 below the previous cohort rate. The Service remains below the West Midlands average and the national average.



#### 4.1. Key performance indicators

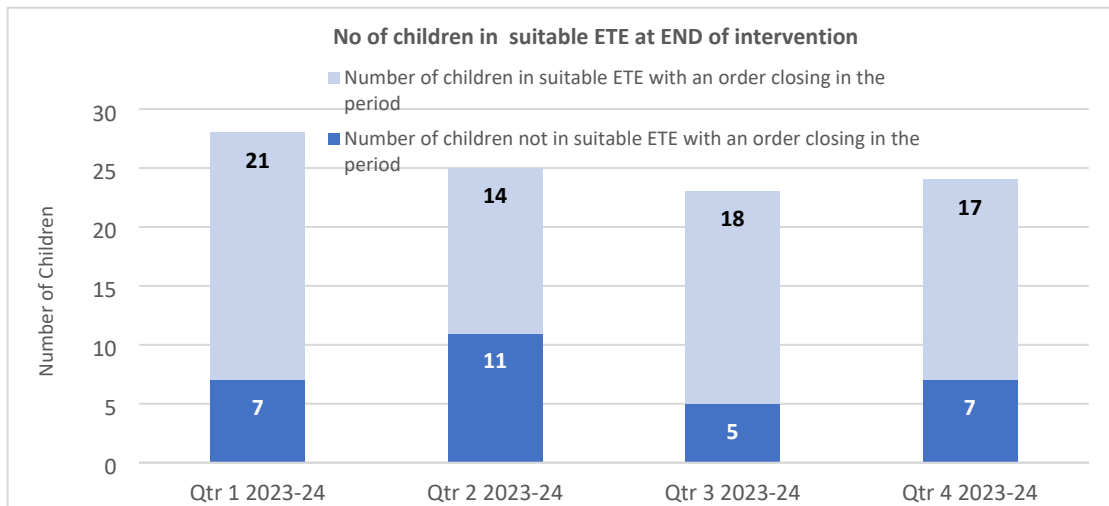
##### Suitable accommodation

The proportion of children in suitable accommodation at the end of intervention for 23/24 was 98% (98 out of 100 children). WYJS will continue to monitor and evaluate the accommodation status of children through quality assurance activity and closure checklists. The service has started holding monthly custody and resettlement meetings which are supporting early identification of accommodation and resettlement needs and ensuring robust partnership working and escalation where required.



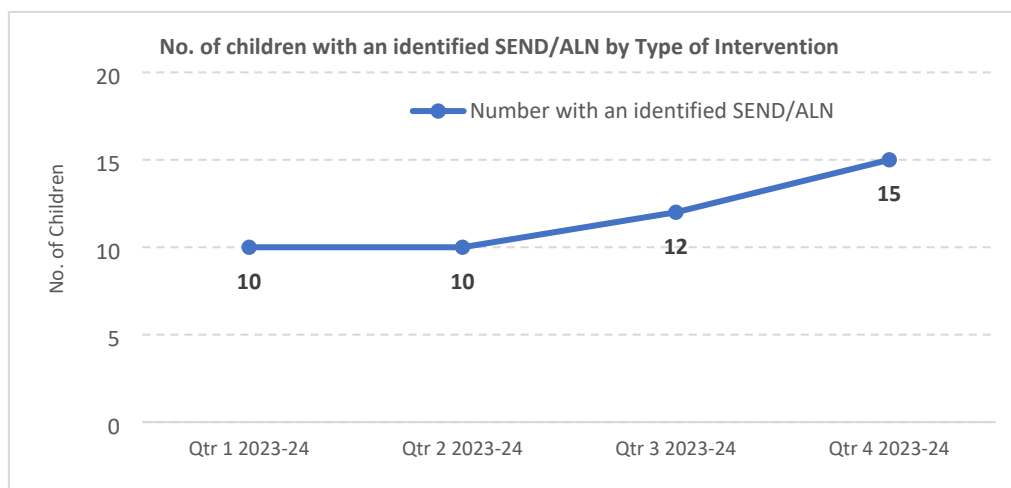
## Education, training and employment (ETE)

Of the 100 children with an intervention in 23/24, 70% were classed as being in suitable education, training and employment. Consistently over the year it is the 16-18 cohort with additional complexities that remain not in ETE at the point of closure to WYJS. Monthly solution focused meetings have been established to review the post 16 cohort who are due to transition and do not have a confirmed destination or who are NEET. The meeting included the WYJS Education Lead, Prospects (IAG) and 16 plus WCC Education Leads.



## Special educational needs and disabilities/additional learning needs

For interventions ending in 23/24, 47% of children had an identified special educational need (SEND)/additional learning need. SEND children were no more likely to be out of ETE than the overall figure for all children, with 70% of children with SEND being in suitable ETE.

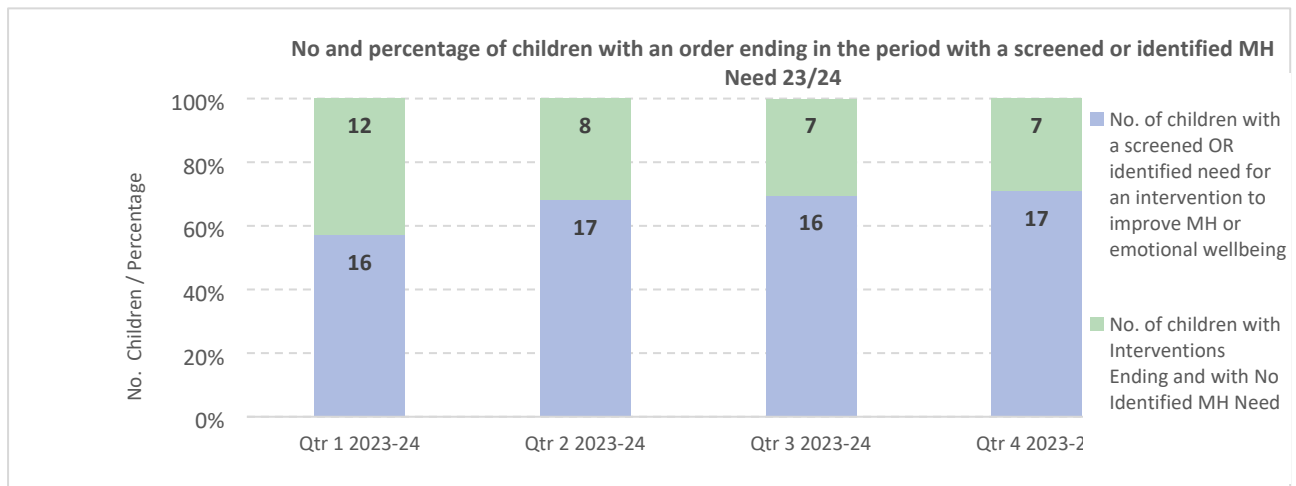


There has been a focus on correct recording and ensuring the latest EHCP is obtained for children open to WYJS. WYJS have had email confirmation of achievement of the SEND lead quality mark which is a positive recognition of the system changes which support screening and responses to children with SEND needs. WYJS practitioners and managers will take part in a workshop as part of the SEND workforce development programme to share views on inclusion for children with EHCP in mainstream settings.



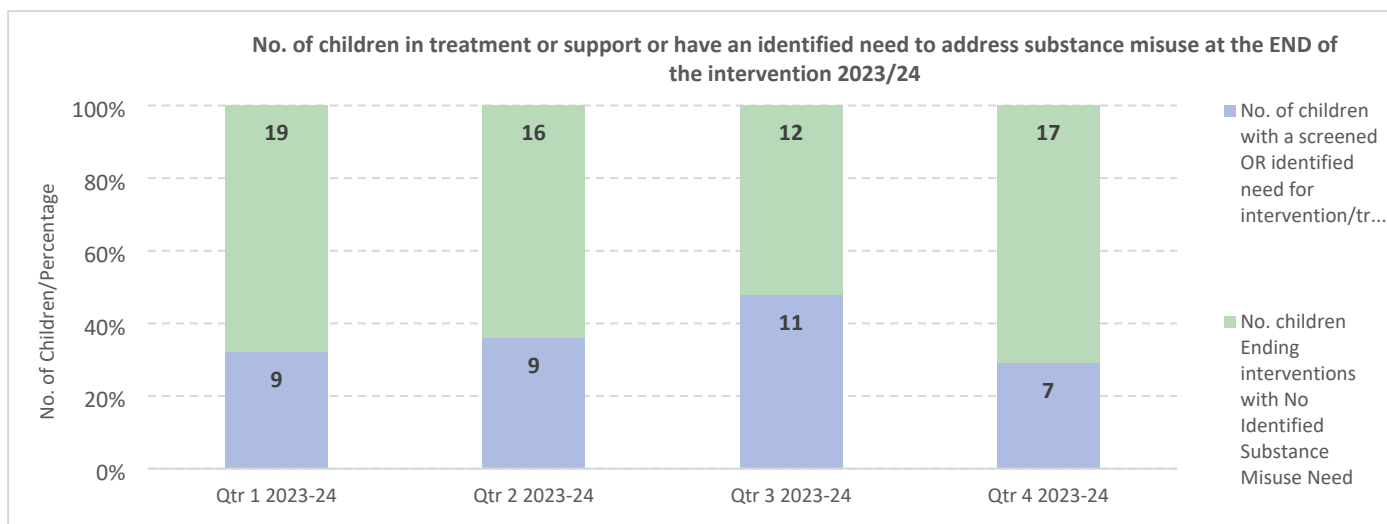
## Mental health care and emotional wellbeing

Of the 100 children with an intervention ending in 23/24, 66% (66) had a referral for mental health support at some point either before or during their intervention. There continues to be proactive screening in place for all children who come into the service and a high level of need for children in the YJS cohort.



## Substance Misuse

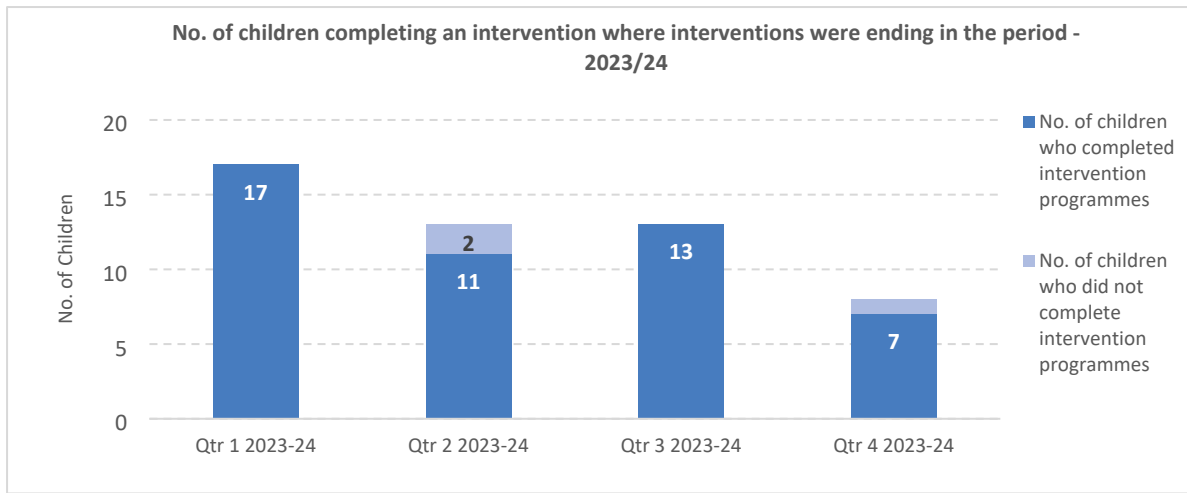
Over one third (36%, 36) of the 100 interventions ending in 23/24 had a referral for substance misuse support at some point either before or during their intervention. It is anticipated the level of children identified as having a Substance Misuse need will continue to increase with a universal screening approach being embedded across the service.



## Out-of-court disposals

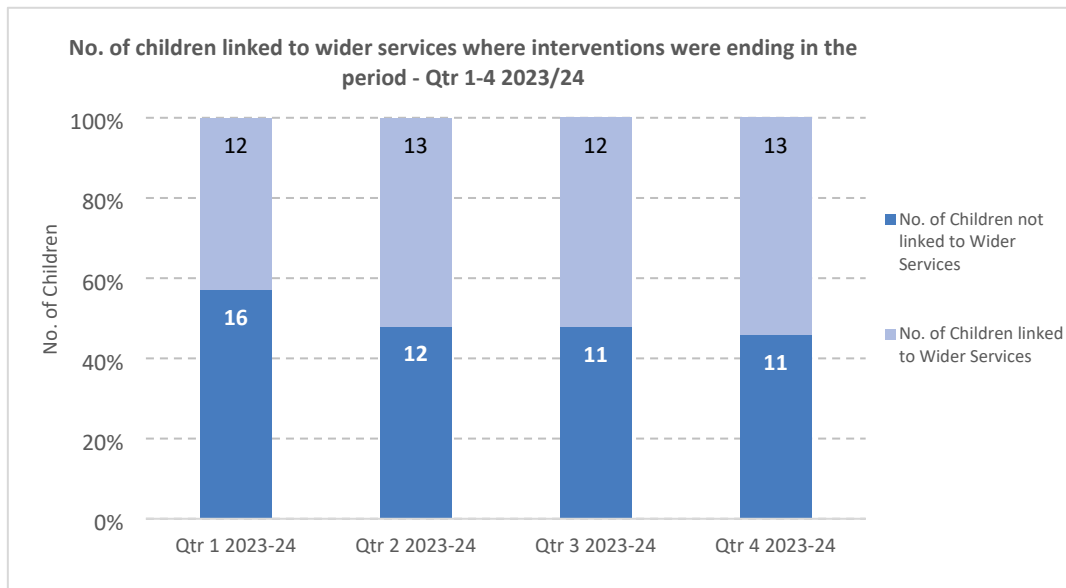
There continues to be a high rate of successful completions within the out of court arena. 51 children had an out of court disposal or diversionary intervention end during the period and 94% (48) of these were completed successfully.





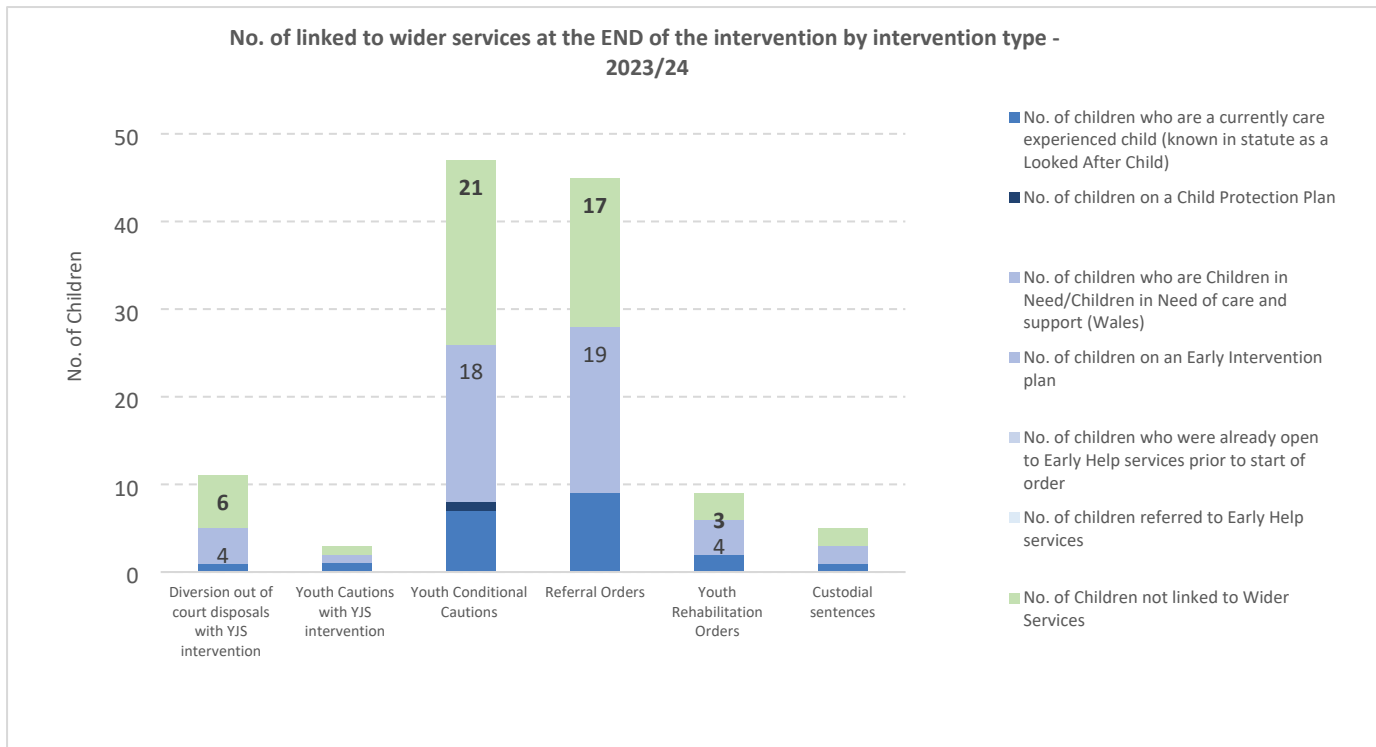
### Links to wider services

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.



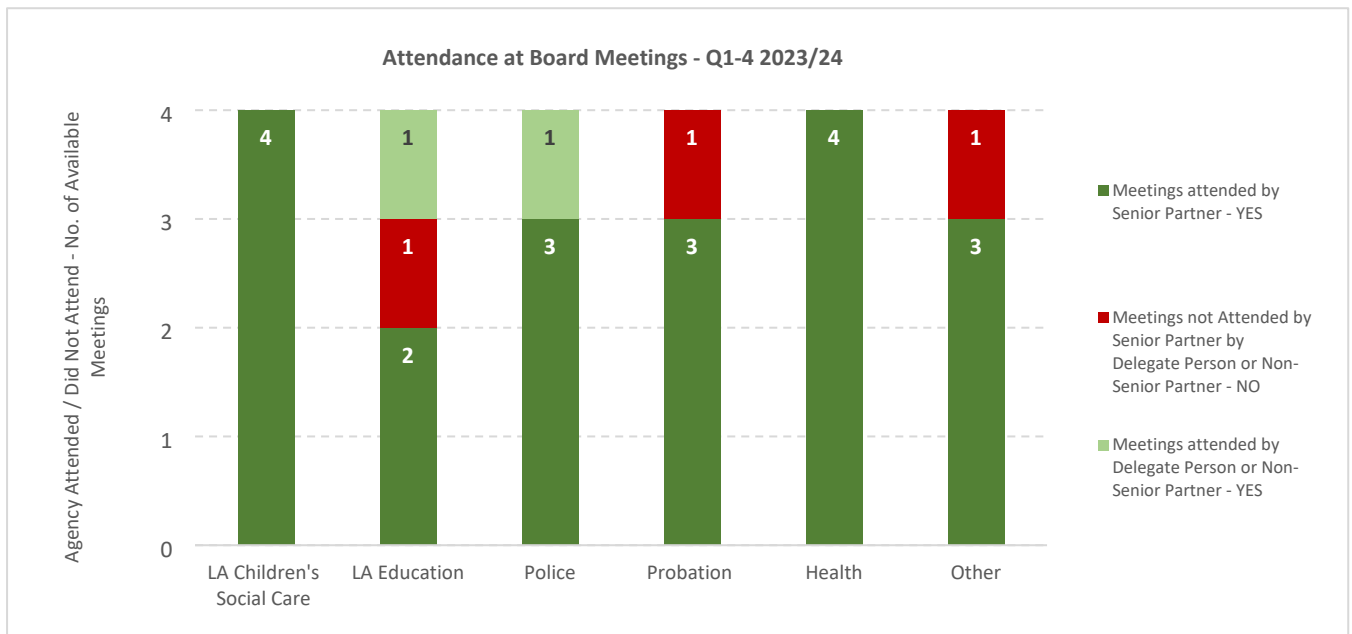
Half of children (50%, 50) were linked to wider services, where 49% (37) were classified as ‘Child in Need’ and 21% (21) as care experienced.





## Management board attendance

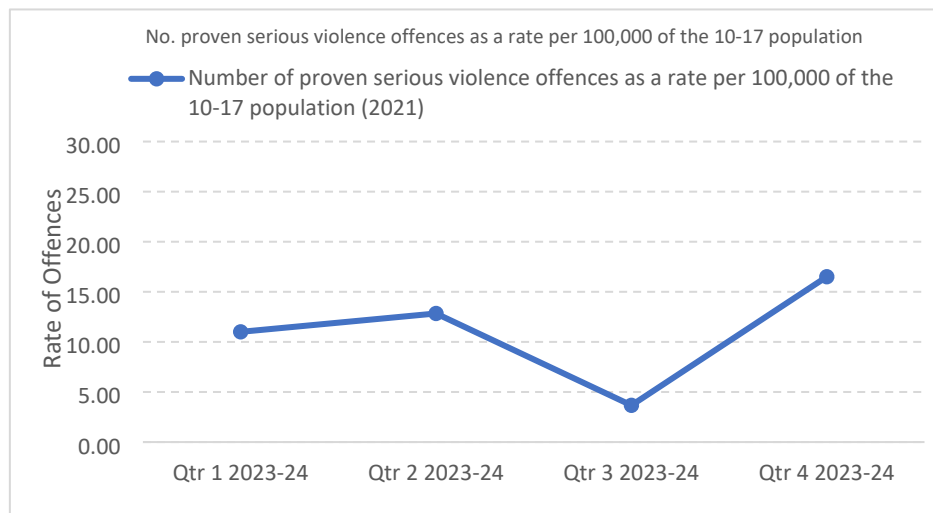
Management Board attendance is fully monitored. The Service sees good attendance from its Board members and action is taken as required where appropriate engagement is not in place.



## 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.

Serious Violence Offences	NW	N&B	R	S	W	TOTAL	% Variance 2023/24 over 2022/23
Drugs	0	1	0	4	3	8	-38.5%
Robbery	1	2	0	1	1	5	-66.7%
Violence Against the Person	1	5	1	3	1	11	120.0%
<b>Total</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>5</b>	<b>24</b>	<b>-27.3%</b>



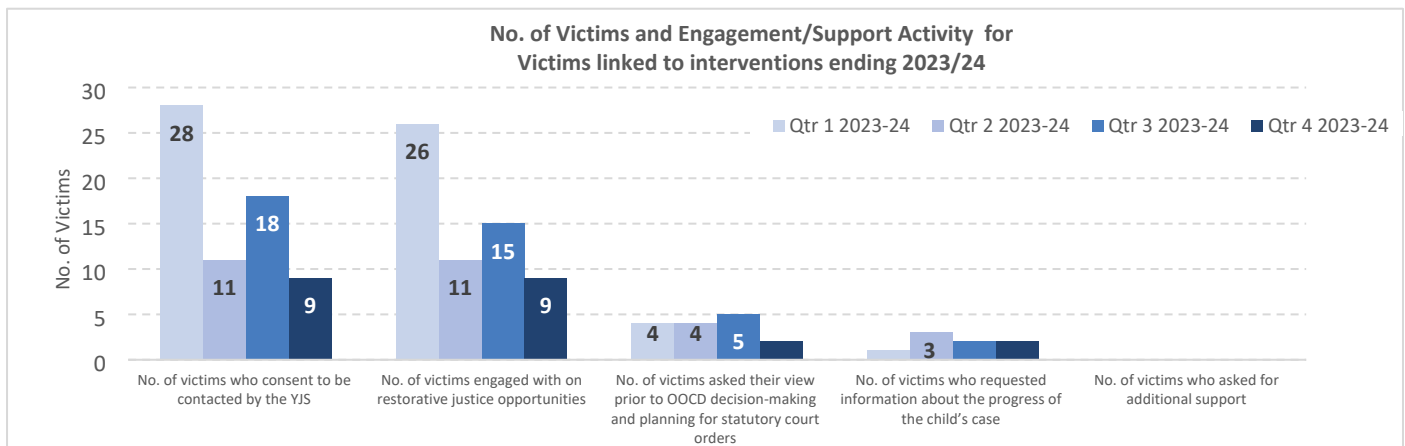
Overall, there has been a decrease in serious violence offences compared to the previous year. There is however a comparatively high number of serious violent offences compared to previous years. Three of these relate to three individual children involved in the same incident.

## Victims

98 victims were identified as being linked to offences for interventions ending in 2023/24. Of the 66 victims that gave consent to be contacted by the Service, 92% (61) were engaged with on Restorative Justice opportunities.

This area of work continues to be further developed and there are a number of areas which be built upon over the next year, including clear guidance of the WYJS approach to victim contact and integration of victim's voice, further links made with victim support to increase awareness of additional support that can be offered, ensuring proactive consent is routinely sought and recorded for all victims. The goal is to move beyond the KPI and provide a routine

detail of not just the number of RJ opportunities but a consistent breakdown of the type of Restorative Justice the victim has been engaged with.



## 5. Challenges, Risks 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.

Key challenges within the delivery of Youth Justice Services are:

- to ensure that delivery of our Youth Justice Service continues to be well resourced to meet the needs of the children and young people and enable service growth and development.
- to strengthen our governance and partnership work in the context of the Board
- to maintain inspection readiness and resilience whilst focusing on business as usual
- availability of local authority placements and impact on remand of young people and their outcomes.

The Chief Officer Board maintains a risk log for Youth Justice Services. The Chair of the Board is the owner of the risk log, ensuring there is an effective strategy in place, co-produced and owned by the Board and its partners. When necessary, key Management Board representatives are requested to meet to address issues effecting operational delivery or to look at a specific case to deal with emerging matters requiring swift attention.

The main area of risk in 2024/25 is funding. The YJB grant remains unannounced at the time of writing the plan and while assurances have been given on the maintenance of last year's core grant, this impacts on longevity planning. The impact of a new election and spending review, also offers less clarity on current and future funding. Turnaround funding, from the Ministry of Justice, will end at the end of March 25 and there are other grants which support elements of the service that currently do not have extensions beyond the end of the 2024/25 financial period. Budgets are therefore very carefully monitored to ensure that any potential risks are anticipated

and managed. The Chief Officer Board are aware of the risks within this area, and other funding sources and opportunities for sustainability are being explored.

## 6. 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.



As an area of focus within the Service Continuous Improvement Plan has been the continued development of the Service Participation Offer. Despite external funding ending for a Participation Worker, the service has been able to continue the funding for this role. The role sits with our Voice, Influence and Change Team which is seen a particular strength with the current engagement it completes with children, including Children in Care, Children with SEND and leading on areas such as the Youth Council programme.

Over the last 12 months, the Service has welcomed Leaders Unlocked, who facilitated an in-person workshop with young advocates and the WYJS Service to explore its participation offer. As part of this the Service has developed a Participation Strategy and a number of developments have started to improve the opportunities to hear from children supported by the Service and to ensure their voice is used to co-develop and improve the offer from the service or as part of the wider partnership. Initiatives that have started and will be embedded in to 2024/25 include:

### **Start and End of Order Engagement**

A Children's Participation Offer is shared with all children at the start of an order. This also includes a link to the Child Friendly Warwickshire Website, which includes a profile of the role of the Participation Worker. At the end of order, children will be offered the opportunity to meet the Participation Worker to complete an end of order survey.

### **Youth Room**

Over the last year, the Bloxham Young People's Centre (Youth Justice Building) has been re-decorated. As part of this work has been the development of a dedicated Youth Room to support with engagement with children and as a better place for children to be if there was a more of an escalating issue which may take time to address, such as homelessness. The space was developed in consultation with several children that were using the centre. The rooms are also available to the Adolescent Service, and as a space used for Group Participation Sessions.

### **Regional YJ Participation Group**

The WYJS Participation Worker has initiated a Regional Youth Justice Participation Group. The purpose being an opportunity to network with other professionals and to share learning and good practice. The group has progressed to engagement from ten neighbouring local authorities and has explored areas such as self-assessments and end of order reviews.

### **Stop and Search Scrutiny Panels & Police Engagement**

A Panel takes place quarterly, and now have representation from young people, and this has been received well. This has progressed to having young people who have been open to the Youth Justice Service and the aim is to continue to engage more children with experience of the Youth Justice System in the panels.

Police have engaged in wider engagement forums over the last year including with the Care Leaver Council and the Youth Council. The Youth Council are also nominating two representatives to support with Police and Crime Commissioner and their office. The Council are also setting up a Crime and Safety Campaign in 2024/25.



## 7. Resources and services

The Chief Officer Board is committed to making sure 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 Three, 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 2024/25 has not yet been confirmed.

Examples of how investment and innovation has been influenced in 2023-24 by the Service direction of travel include:

- An extended weekend offer has been implemented, with a more individualised intervention taking place.
- A Prevention Team, Pathways, has been developed and launched which has included the recruitment of two youth workers and a Serious Violence Mentor.
- An Intervention programme has been bought in for a two-year period to support practitioners to have access to a range of tools to work with children open to the service.

The Service is still waiting for confirmation of its grant funding for 24/25. However, its ambition for 24/25 is to:

- Invest in additional support to children in respect of their physical health needs.
- Look to consolidate the investment made to Prevention, and to access further funding streams to ensure a sustainable offer.

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. 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 2024/25 there are a number of changes to the Board's make up, including a new seconded Head of Service (Youth Justice), as well as changes to long standing members of the board. This includes a new Police, Mental Health and Community Safety Representatives to due to moves/retirements for the current incumbents of those roles. The Service has a Board Induction Pack which is updated annually and an offer of an induction with parts of the Service. Opportunities to undertake shadowing or request specific workshops are also promoted.



The Service includes to have a Practice Focused element in each meeting, where the Board will presentation on a specific element of the service. These presentations are delivered often by practitioners or Team Managers to share current delivery, as well as highlight current opportunities, and areas of development or challenges.

## 9. Workforce Development

The Youth Justice Service is diverse with a variety of different professional backgrounds and experiences. All staff benefit from training hosted by Warwickshire Safeguarding Partnership and through the Children and Families Learning and Development Offer. Volunteers also have access to this support, alongside other training that is regularly commissioned for the Service or wider Adolescent Services.

In 2023/24 a specific focus has been on improving the offer of adolescent focused training both for the Youth Justice Service and Adolescent Service but also for partner agencies. This has seen funding for training on Contextual Safeguarding, Safety Planning, Extra Familial Harm, Disrupting Exploitation and Neurodiversity. Training is also delivered by seconded colleagues to the Service which has included on Speech and Language, as well as jointly developed training with a neighbouring Youth Justice Service on Court Duty Officer 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 has all been trained in the ARC Trauma Model in 2023 and embedding this approach remains a focus. To support this approach a Lead Practitioner with a focus on embedding and developing the ARC approach is employed. The Service have also developed ARC Champions which have regular access to the ARC Training Consultant through a monthly practice forum.

HSB social workers in the service, who work solely with children exhibit HSB behaviours, are provided with both external facilitated clinical supervision by a HSB specialist alongside case management line manager supervision through a lead practitioner. Practitioners within WYJS who hold a mixed caseload that includes some children with HSB offences also take part in quarterly group supervision meetings.

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.

There are weekly team meetings within WYJS to maintain good connections between practitioner and managers. Once a month there is a team manager led face to face meeting at





both local justice centre bases where local issues and resources are discussed. A monthly whole service meeting lead by Service Managers, where county wide matters are discussed, updates to policies and procedures are communicated, this allows for cross area connections to be maintained. There are also 2 more informal service restorative-based check ins during the month with practitioners, to support working relationships and maintain good connections across the service.

## 10. Evidence-based practice, innovation and evaluation

The service remains focussed on delivering 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 introduced the ARC Trauma Model across the service last year, building on the strong trauma informed knowledge within the service and strengthens the direct intervention being delivered by the service. The whole service has been trained, and continued support is offered to a group of Champions to help the service further embed this across all areas of practice. Opportunities to embed this include ARC being the focus of a Practice Week, staff developed ARC Board in all Service Offices and a dedicated role to support the service embed the approach across initially Adolescent Services within the Children and Families Directorate.

Following feedback from the Service's staff team, the Service commissioned an Intervention Hub for a two-year period. The Intervention Hub has been developed by subject matter experts to support children with a variety of areas. Initial feedback after year one has been that there has been some positive work through the Hub, many of the areas feel aimed at the older ages open to the service. Initial feedback has been shared with the provider and a decision will be made in 2025 whether to further extend our use of the Hub.

The Service, through additional investment from the County Council subsidised schools to access a theatre in education programme. 139 sessions were run and reached over 13,000 children and young people across 2023/24. The key messages taught including staying safe on and offline and where to go for support. The programmes also covered the difficult topics around child exploitation and abuse, domestic abuse and harassment and violence against women and girls, which the pupils handled with great maturity.

## 11. Standards for children in the justice system

The Service's most recent standards for children in justice self-assessment looked at court. The review found that WYJS has a robust out of court procedure, with weekly panels to divert children away from Court. The Out of Court policy, which is an agreement between the Police and Youth Justice ensures all YOT 1 forms received are scrutinised by a multi-agency panel to ensure the best outcomes for children are delivered.

In respect of remand, the Service has a clear remand strategy which details the remand process, and how to divert away from remands. WYJS is one of the few authorities who commissions a Bail and Remand Intensive Fostering Scheme (BRICS). This scheme consists of three foster carers who hold placements for children at risk of remand. The scheme ensures that when a



child is at risk of remand, court officers can make a proposal at court that a child is placed in one of these specialised placements, thus diverting them away from potential secure estate placements.

In respect of Court Reports, 90% of reports within the sample were judged to be of high quality, with a strong focus on ensuring that reports are child focussed and of a high standard. All reports are written by trained Court officers, who are Social Work or Probation qualified. WYJS seeks feedback from the Court with regards to the quality of report, and feedback is consistently good, citing reports are of a high standard. Feedback from youth panel magistrates has been consistently positive both for individual children and within youth panel meeting forums as an overall judgement and perception of the bench that Warwickshire PSRs are of a high quality and support their ability to make appropriate sentencing decisions.

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 2023/24 included into custody and risk.

The WYJS themed audit on risk took place in September 2023. This highlighted some excellent practice around risk judgement, and some areas for improvement. The audit found that although accuracy of risk judgements was deemed to be good in the majority of the children's files, the justifications for those assessments sometimes lacked clarity and justification. Furthermore, whilst most Asset Plus were reviewed regularly, the audit found that some assessments were not reviewed when a significant change occurred. It was felt that staff required further input and training with regards to the triggers for review, such as significant change, and to ensure that risk is assessed correctly and proportionately. Direct work completed with children matching the plan was a strength for WYJS staff, with the majority of files demonstrating the links between the plan and the work with the child. WYJS presented these findings to Chief Officers Board and agreed to address the areas for improvement by conducting risk workshops, and regular discussions around situational risk.

Whilst WYJS custody rates remain low, WYJS understands the importance of ensuring that children in custody receive the best care possible and that resettlement plans are robust taking into account the needs of the child. WYJS completed a custody and resettlement audit in January 2024.

The audit found that all files demonstrated the voice of the parent carer, and whilst in all the files, the final release meeting took place, transport arrangements for release were only evident in 80%. This led to implementation of custody meetings to ensure that staff are discussing children in custody and planning their release. Positively, all children had accommodation secured at least 14 days prior to release. WYJS will continue to work closely with staff and partners to ensure the best outcomes for children in the secure estate.

## 12. Priorities for the coming year

The overarching priorities for the Service in 2024/25 are:

- Serious Youth Violence Interventions



The service will have a focus on exploring the interventions and approach of working with children who are engaged in Serious Youth Violence or are more entrenched repeat offenders.

- **Physical Health**  
The Service, with its partners, will develop a clear response to the physical health needs of children supported by the Service. WYJS has a strong offer for children in respect of their emotional wellbeing, mental health and substance misuse needs. However, the support around other areas such as access to Universal Health Services, challenges with sleep, sexual health and oral health are not as well responded to.
- **Victims and Restorative Justice**  
The service has plans to deliver further training to the workforce on Restorative Justice and to achieve the Restorative Justice Quality Assurance Mark. As part of this, the Service will undertake a review of the needs of victims and the support that is available to them, working towards an outcome of right support at the right time for every victim.

### 13. Service development plan

The Service maintains a Continuous Improvement Plan which is a live document which is regularly discussed at Chief Officer Boards to monitor progress. WYJS are committed to delivering outstanding services which improve outcomes for our children and their families in Warwickshire and the Service works hard to continuously improve the quality of services provided.



The Continuous Improvement Plan covers the following areas:

- Organisational Delivery
- Workforce
- Participation
- Prevention and Diversion
- Restorative Justice
- Performance and Quality Assurance
- Remand and Resettlement
- Harmful Sexual Behaviours
- Disproportionality



Some of the area in the continuous improvement plan include:

- Improved focus on local performance data on young people who re-offend, their demographics and understanding the narrative around this. Then utilising this information to deliver more focused and bespoke intervention to young people.
- Enhanced Restorative Justice training to be delivered across the service, and to enhance services in this area including bespoke support to victims of Crime and Restorative Conferences.
- Utilising service resources on sport and physical activity to engage and improve the outcomes for global majority heritage children who are a risk of, or already involved with the Youth Justice Service.
- Explore how we learn from people with lived experienced of the Service, including consideration for a Criminal Justice Experienced Apprentice.
- To ensure the service and board have a shared understanding of what the new HMIP Inspection framework means in practice, and to consider service planning or changes required to be prepared for this.

#### 14. National Priority Areas

##### 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. The service has a Disproportionality Action Plan within its Continuous Improvement Plan.

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.

	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	43.30%	2.75%	3.57%	0.84%	0.58%	0.00%	51.04%
Female	41.65%	2.65%	3.33%	0.80%	0.53%	0.00%	48.96%
<b>Total</b>	<b>84.95%</b>	<b>5.40%</b>	<b>6.89%</b>	<b>1.64%</b>	<b>1.12%</b>	<b>0.00%</b>	<b>100.00%</b>

2021 Census for Warwickshire children aged 10-17 years



	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	61.67%	6.67%	3.33%	5.83%	0.00%	0.00%	77.50%
Female	20.83%	0.00%	0.00%	1.67%	0.00%	0.00%	22.50%
<b>Total</b>	<b>82.50%</b>	<b>6.67%</b>	<b>3.33%</b>	<b>7.50%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>100.00%</b>

Distribution of Children offending by Gender and Ethnicity

The offending population of individual children who have received a substantive outcome in 2023/24 shows White males are over-represented, as well as males of Mixed and Black ethnic origin. 74 of the 120 children (60%) were males of white ethnic origin, 8 (7%) were males of mixed ethnic origin and 7 (6%) were males of black ethnic origin. Although these are small numbers all three groups show an overrepresentation compared to the general population of Warwickshire as measured in the 2021 Census.

### **Policing**

The relationship between the Service and Warwickshire Police is a strength and further progress has been made in 2023/34 in several areas:

#### Custody

The Youth Justice Service has worked closely with the Police Custody Inspector to make improvements for children that enter Police Cells. The developments have included dedicated cells for children with targets on the walls for children to use with the balls available from Police Staff. A full range of other items are available for children in custody including distraction packs, fidgets, pens/crayons etc. The Youth Justice Service has provided two iPads which are used to show videos to children on their rights and relevant information when in custody.

Information has been updated in respect of all other information in custody for children. This has included re-covering and having age-appropriate language and information for children at the Custody Sergeants Desk. These developments have been done in consultation with the Service's Speech and Language Therapist so that the information can be more easily understood.

#### Information Sharing

Warwickshire Police have enabled the Service access to its Athena system to enable a live picture of children in custody. This has enabled a much clearer and more live perspective for Duty Youth Justice Workers about the situation of children in Police custody. The Police have also provided space in the custody for the Service to use, which has further improved the relationship between wider Police Staff and the Service.



## Diversion

Working closely with WYJS, Warwickshire Police has where appropriate encouraged flexible outcomes to deliver bespoke diversion that is meaningful and effective without criminalising children.

## Appropriate Adults / Detention

The Appropriate Adults Service is offered by the Youth Justice Service during core hours, Monday to Friday, and by the Emergency Duty Service outside of the hours. The Head of Service for Youth Justice is also responsible for the Emergency Duty Service which ensures a focus on this as a whole service offer. Quarterly meetings take place with Managers across both Teams with Police colleagues to continue to review and develop this offer. This meeting also reviews the cases of all children eligible for transfer to local authority accommodation under PACE regulations and discuss other safeguarding issues in police custody.

## **Diversion**

Diversion is a partnership approach within Warwickshire, notably the Youth Justice Service, Children's Social Care, Early Help, Youth Work and Warwickshire Police. The Service triages with the Police opportunities for diversion and holds a fortnightly Out of Court Resolutions Panel. This process went through a significant change in early 2023, and there has been some a more recent revision to be clearer on the use of Outcome 22. The panel is attended by colleagues from across Children and Families and the 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. The Service consistently receives high scores in respect of the formal feedback from the Panel, and feedback is shared and reviewed by the Chief Officer Board.

## **Education**

The Chief Officer Board has two representatives from Education, a Head of Service from the County Council Education Directorate and the Service Manager for Prospects (Careers Guidance). The Service has a dedicated post for an Education Worker who plays a pivotal role with links to wider Education Meetings and relationships in respect of areas such as SEND, Education Entitlement and Attendance. The Service Manager, with a lead for Education also engages in a number of strategic level meetings including on the SEND Board.

The Children and Families Service also employ a Headteacher Coach. This is a former Headteacher from within Warwickshire who works with schools to support with safeguarding issues, and this can be a useful conduit for the service. This has included discussions with one school where there had been a number of issues with a small group of children and the wider impact that this was having.



The Service has had a real focus on SEND in 2023/24 and has been successful in receiving the SEND YJ Quality Mark, demonstrating the Service's commitment in this area.

## **Restorative approaches and victims**

WYJS is provided with victim contact details through police notification process for all children who are charged with an offence. Police colleagues proactively seek consent from victims to be contacted by the Service. The benefits from a dedicated Restorative Practitioner and seconded police officers who are highly skilled in talking to victims about the processes around Youth Crime both within the out of court area and court. They can listen to the victim's concern and the impact the offence has had whilst also describing what options are available to victims to engage in restorative processes. The first contact with a victim is always made through a personal telephone call where possible. This personal approach ensures victims can fully understand and can interact well with the process. WYJS are aware of diverse needs and can adapt processes to meet individual needs such as translating written communication into a victim's first language. This first part of the process ensures victims' right under the victim's code to be able to understand and be understood is consistently upheld.

Throughout the intervention the Restorative Justice Practitioner can keep victims informed of the child's progress and there is close collaboration between a child's allocated Practitioner and the restorative justice practitioner. The Restorative Justice Practitioner prepares victims for their engagement in Restorative processes and can support referrals to victim support and other voluntary organisations to support with additional needs and support the victim may require as a result of their experience. This ensures victims right to have information about the offender following conviction and the right to be referred to services which support victims and have services and support tailored to their needs.

In-depth, trauma informed work is completed with the child to understand the victim's perspective and support building a pro social identity. Children are supported by their practitioners to engage with different forms of restorative practice-from writing letters of apology, shuttle mediation and restorative meetings.

WYJS ensures through gatekeeping processes that Pre-Sentence Report (PSR) authors appropriately include victim impact in all PSRs where relevant and the potential for Restorative Processes is considered. In the absence of a victim personal impact statement, the Restorative Justice Practitioner will contact the victim at the PSR stage or liaise with victim liaison officers and Independent Sexual Violence Adviser's to ensure personal impact is known and not assumed.

WYJS are an active part of the victim and witness forum which is led by the OPCC which ensures WYJS are aware of systemic issues which impact victims and are kept abreast of any changes to law, policy and practice that impact on victims.

## **Remands**

As noted earlier in respect of remand, the Service has a clear remand strategy which details the remand process, and how to divert away from remands. WYJS is also one of the few authorities nationally who commissions a Bail and Remand Intensive Fostering Scheme (BRICS) and have

engaged in conversations with the Ministry of Justice, and other Youth Justice Services who have been keen to learn more about the approach.

The Chief Officer Board is provided quarterly information in respect of children who are remanded, including the financial impact to the Service.

In November 2023, HMI Probation published a thematic inspection report on work with children subject to remand in youth detention. Recommendations from this report will be included in the Service's Continuous Improvement plan for 2024-25

Secure Remands 2023/24 Youth Detention Accommodation	Q1	Q2	Q3	Q4	Bed Nights Q1-4 2023/24	Bed Nights Q1-4 2022/23
Total Number of young people subject to a YDA	3	3	2	3	11	0
Youth Offending Institute (YOI) bed nights	153	98	91	26	368	167
Secure Training Centre (STC) bed nights	0	0	0	76	76	154
Secure Children's Home (SCH) bed nights	0	11	92	91	194	50
Technical Remand bed nights	0	0	0	0	0	21
<b>Total</b>	<b>153</b>	<b>109</b>	<b>183</b>	<b>193</b>	<b>638</b>	<b>392</b>

### Use of custody and constructive resettlement

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 2022/23 Warwickshire has 6 children receiving a custodial sentence, and in 2023/24 this number has remained at 6.

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.

The Service has a Resettlement Worker, funded from funding as part of the Coventry and Warwickshire Trauma Vanguard. This enables and enhanced offer to children in custody, in particular re contact, planning and links to the community all key area for successful resettlement.

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.

### Working with families

The Service's Parenting Worker provides support to the parents and carers of children open to the service. The worker alongside delivering one to one focused intervention, works collaboratively with Parenting Workers within the Council's Early Help Service and delivers






group work for parents and carers open to both the Youth Justice Service and Adolescent Service.

The Parenting Worker attends court hearings and is there to engage with parents and carers about the process and to consider the support needs of the family moving forward. The Service can also access Family Group Conferences and is an area for development, based on the Families First agenda across Warwickshire.

15. Sign off, submission and approval

<b>Chair of Youth Justice Chief Officer Board</b> <i>Approved on behalf of the Youth Justice Chief Officer Board</i>	 Nigel Minns
<b>Date</b>	28th June 2024



## Appendices

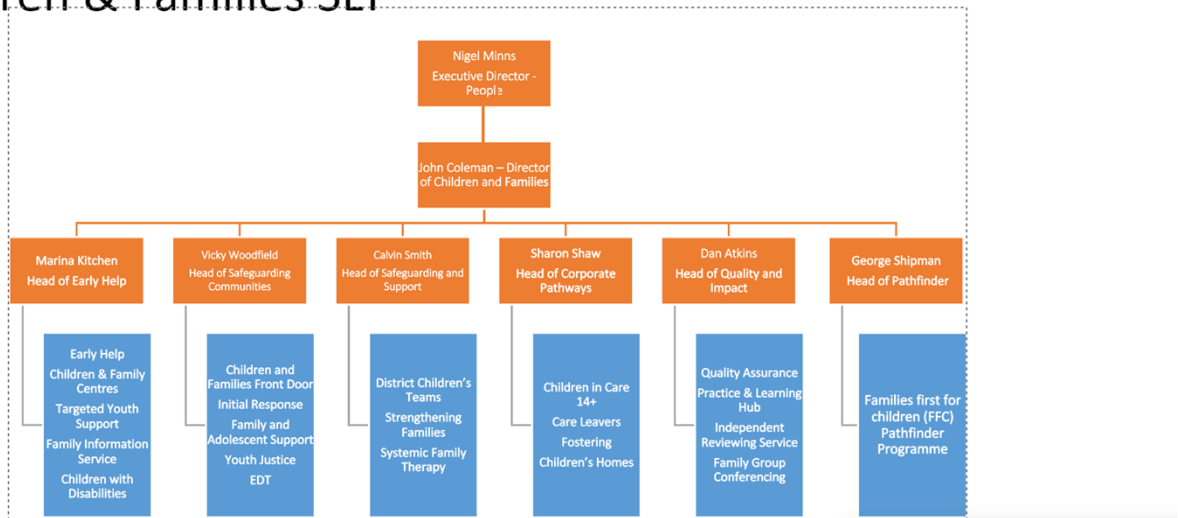
### Appendix One – Youth Justice Chief Officer Board – 24/25

Nigel Minns	Executive Director	CYP (DCS) – <b>COB Chair</b>
John Coleman	Director	Children and Families – <b>COB Vice Chair</b>
Vicky Woodfield	Head of Service	Safeguarding Communities (Head of YJ)
Rachel Watt	Service Manager	Youth Justice
Becky Sumner	Service Manager	Youth Justice
TBC	Head of Service	Community Safety and Trading Standards
Shin Bhangal	Service Manager	Voice, Influence and Change
Jill Fowler	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
TBC	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	Service Manager	Quality & Impact
Shade Agboola	Director	Public Health
David McNally	Oversight Manager	Youth Justice Board
Grace Boughton	Policy Officer	LCJB – Office of Police and Crime Commissioner





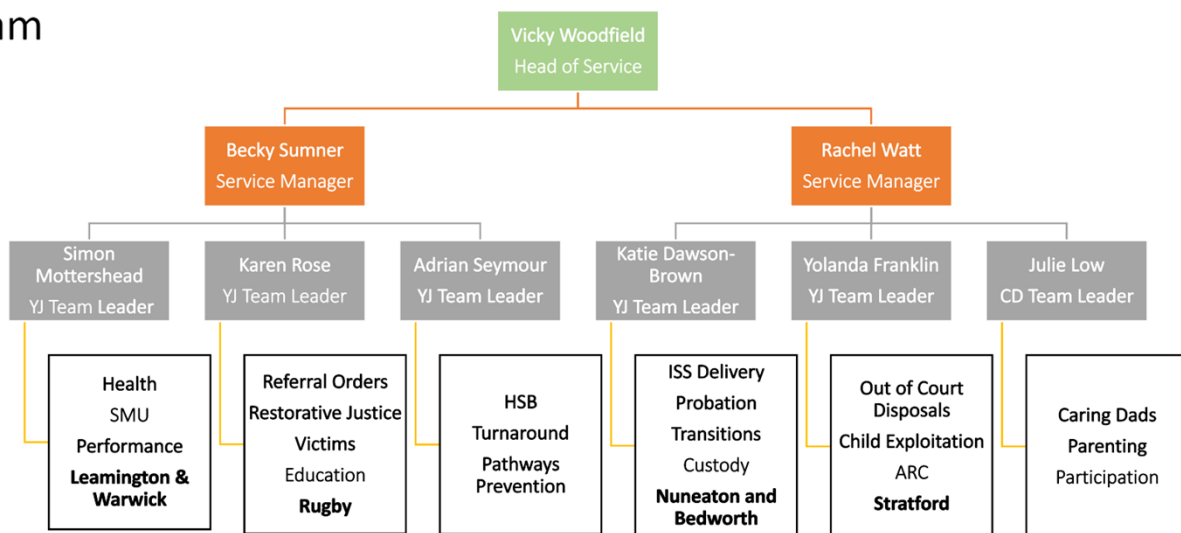
## Children & Families SLT



## Youth Justice Structure Chart



## Youth Justice Management Team



## Appendix Three – Budget Costs and Contributions 2024/25

Agency	Staffing Costs	Payments in Kind	Other delegate funds	Total
Youth Justice Board	439,488		109,872	549,360
Local Authority	1,212,138		669,741	1,881,879
Police	179,401		15,290	194,691
Police and Crime Commissioner	90,000			74,494
Probation	46,655		5,000	49,861
Health	107,120			103,000
Welsh Government				0
Other			£63,292	0
<b>Total</b>	<b>2,074,802</b>	<b>0</b>	<b>863,195</b>	<b>2,937,997</b>

