

WEST MERCIA YOUTH OFFENDING SERVICE



YOUTH JUSTICE PLAN 2014/15



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1. INTRODUCTION

West Mercia Youth Offending Service was established on the 1st October 2012 and replaced the previous Shropshire, Telford and Wrekin Youth Offending Service and the Worcestershire and Herefordshire Youth Offending Service following a review of how youth justice services were provided across the West Mercia area.

Initially a core service was delivered through area based teams aligned to the Local Authority areas supported by a central team providing performance, commissioning and finance support. The core services are court facing services, assessment, planning interventions, monitoring and review functions, along with victim liaison and support of Community Panel Members. All other services, previously delivered by the Youth Offending Services, have been delivered in 13/14 by an interim provider services team whilst being subject to a commissioning process. The commissioning process was completed in October 2013, and a decision taken to integrate key services, including reparation, ISS, bail supervision, programmes and mentoring into the Youth Offending Service. A new service structure was implemented on 1st April 2014 to take account of the delivery of these services.

Initially West Mercia Probation Trust hosted the service on behalf of the Local Authorities and the Youth Justice Partnership. The dissolution of the Probation Trust from 1st June 2014 has led to the hosting arrangements being transferred on an interim basis, until March 2015, to Worcestershire County Council.

During 14/15 the Youth Justice Partnership will be undertaking a review in order to reach a decision regarding the future delivery arrangements from April 2015. Further work will be undertaken during the year to complete the transition from previous delivery arrangements including the restructure to integrate the commissioned services into the Youth Offending Service and the implementation of a single ICT system for the service.

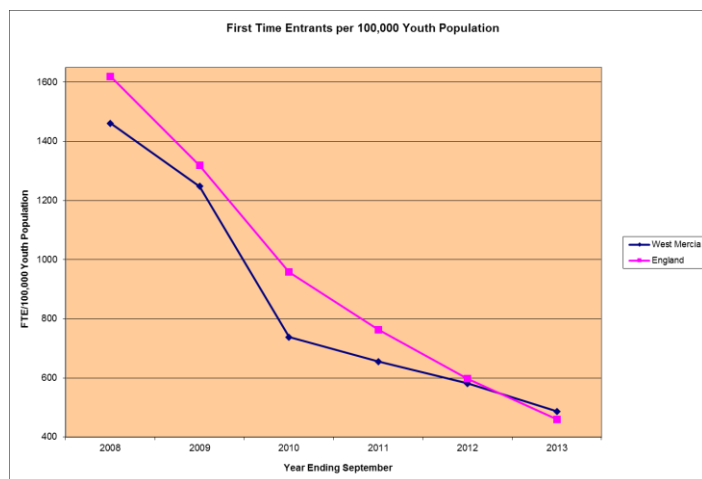
2. PERFORMANCE REVIEW

Youth Justice Partnerships are subject to three national indicators;

- First Time Entrants (FTE) to the Youth Justice System
- Use of Custody
- Re-Offending

1 First Time Entrants to the Youth Justice System (FTEs)

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or Conviction). A lower figure denotes good performance.



The rate of FTEs across West Mercia for the year ending September 2013 was 487, which is an improvement on the performance for year ending September 2012 when the FTE rate was 581. The performance for the year ending September 2013 is slightly higher national rate of 460 and the average for the family group at 440.

The percentage reduction in FTEs in West Mercia over the three year period between the year ending September 2010 and the year ending September 2013 was -34% compared to -59% for England and -50% for the family group.

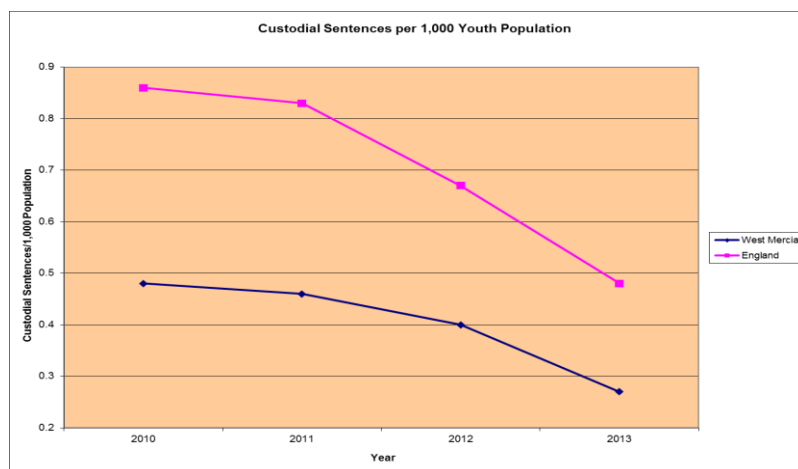
Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 589 and the lowest 329. Some initial analysis undertaken in 2013/14 demonstrated that the highest rate was in part, a result of higher detection rates and a lower proportional use of the informal

disposal of Community Resolution. Further analysis will be undertaken during 14/15 in order to better understand what is driving the differential rates. The Police policy on the use of Community Resolutions changes on 1st April 2014 and there is a risk that the policy change may lead to a slight increase in the number of young people entering the youth justice system for the first time, and the effect of this policy change will be monitored throughout 14/15.

Targeted prevention work is no longer delivered by the Youth Offending Service and forms part of the Early Help offer in each of the Local Authorities. In 2014/15 the YOS will be convening a task and finish group on behalf of the Office for Police and Crime Commissioner to seek assurance that those young people most at risk of entering the youth justice system are effectively targeted for intervention.

2. Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.



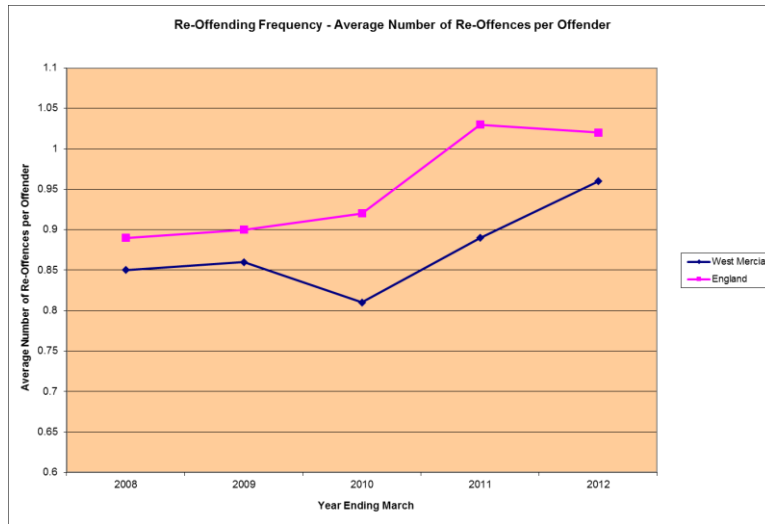
For the year ending December 2013 the use of custody rate for West Mercia was 0.27 against the rate for England of 0.48, West Mercia performance is, therefore, significantly better than the national performance but slightly worse than the family group rate of 0.22. The West Mercia rate for 2013 has improved from 2012 when it was 0.40.

Over the two year period of the year ending December 2013 and the year ending December 2011 the rate has reduced from 0.44 to 0.27, a reduction of -39% compared to a reduction of -42% over the same period nationally.

The actual fall in custodial sentences was from 54 in the year ending December 2011 to 31 in the year ending December 2013, a reduction of -43%.

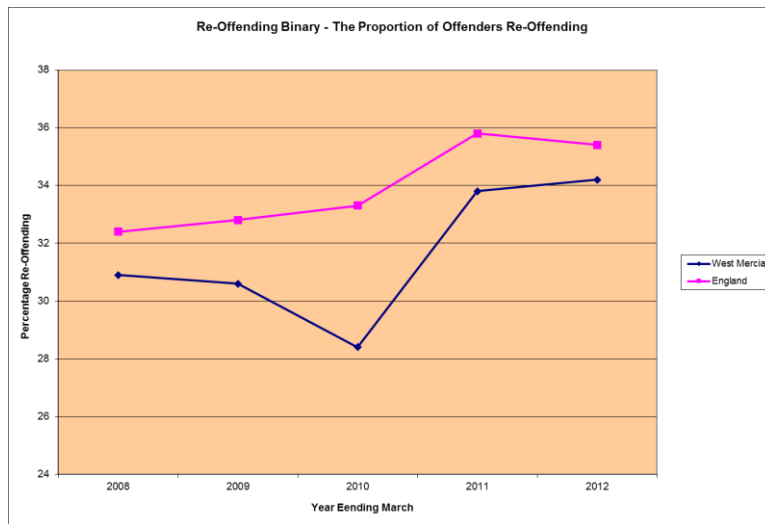
Intensive supervision and surveillance (ISS) is a community based alternative to custodial disposals and currently two ISS schemes operate across the area. In 14/15 the YOS will establish a single and consistent ISS scheme for West Mercia and develop a consistent Bail Supervision offer as part of the strategy to divert, where appropriate, young people from custodial remands and sentences.

3. Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. The most recent data for the re-offending measure is for the cohort identified in year ending March 2012. In both measures a lower figure denotes good performance.

For the year ending March 2012 the frequency measure performance for West Mercia was 0.96, compared to national performance 1.02. The range of performance across YOTs in England for the same period is 0.40 to 1.83. The West Mercia performance is slightly higher than for the family group which is at 0.91.



A comparison over the three year period of the year ending March 2009 and the year ending March 2012, shows an increase in the rate from 0.86 to 0.96 an increase of 12%. The increase in the frequency rate for England over the same period is higher from 0.90 to 1.02, an increase of 13%.

The binary measure performance for the year ending March 2012 for West Mercia is 34.2% compared with national performance of 35.4%. The range of performance for YOTs across England is 20.9% to 49.7%.

A comparison over the three year period of the year ending March 2009 and the year ending March 2012, shows increase in the rate from 30.6% to 34.2% an increase of 3.5 percentage points.

It has been recognised by the Youth Justice Board (YJB) that although significant progress, nationally, has been made in reducing first time entrants and reducing custody, the re-offending measure remains an area of concern. There is, currently, little research into the reasons for the decreases in the performance but it is thought that a large part of this may be down to the differences in the characteristics of more recent cohorts to the previous cohorts due to very significant decreases in first time entrants and the development of informal disposals for minor offences.

Analysis undertaken in West Mercia in 13/14 confirms that the cohort is changing in nature in West Mercia with the proportion of young people subject to out of court disposals, those with the lowest risk of re-offending, reducing by 10 percentage points between 2008 and 2012, the proportion of young people subject to community and custodial sentences, those with the highest risk of re-offending, rising by 7 percentage points.

It should be noted that the cohort size is falling, from 3039 young people in the March 2009 cohort compared to 1352 young people in the March 2012 cohort. The number of re-offences has therefore decreased over the same period from 2614 to 1296 a decrease of -50%.

The YJB is undertaking work with YOTs in order to understand more what is driving the trend in the re-offending performance and look at how YOTs can be supported in addressing reducing re-offending. In early 2014/15 the YJB will be publishing a revised re-offending tool kit to assist local areas in analysing their re-offending cohorts. Locally the West Mercia YOS will be utilising the tool kit to investigate the characteristics of cohort members and inform where resources are best targeted in order to reduce the current levels of re-offending.

3. RESOURCES

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice Good Practice Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2014/15.

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities¹	0	68,000	1,426,470	1,494,470
Police Service	237,892	0	63,683	301,575
National Probation Service	168,088 ²	0	62,043	230,131
Health Service	139,705	0	39,006	178,711
Police and Crime Commissioner	0	0	173,200	173,200
YJB Good Practice Grant	0	0	1,526,822	1,526,822
Total	545,685	68,000	3,291,224	3,904,909

In previous years there was an in kind contribution from the Probation Service for the provision of unpaid work for 16 and 17 year olds. From 2014/15 the responsibility for the provision of unpaid work for youth offenders transfers to YOTs, and the activity funded via a ring fenced grant from the YJB. At the time of writing the plan the amount of grant had not been announced. In 14/15 West Mercia YOS will receive a grant from the YJB in addition to the Good Practice Grant of £32,608 for the continued development of restorative justice.

The YJB Good Practice Grant is to fund developing good practice and will be used to deliver the priorities outlined in section 5 and the action plan outlined in section 6 of this plan. The allocation of funding to each priority and to activities will be outlined in a costed plan which will be submitted to YJB along with this plan in September 2014.

As part of the YOS review and establishment of the West Mercia service a target was set of achieving an overall saving of 20%, from a 2011/12 baseline, by 2015. The draft budget for 14/15 of £3,904,909 represents a 27% saving from the 11/12 baseline. This figure includes the Youth Justice Board Grant.

¹ Where YOTs cover more than one local authority area YJB Youth Justice Plan guidance requires the totality of local authority contributions to be described as a single figure.

² Note: This represents four Probation Officers, however there are currently only two Probation Officers deployed in the YOS and cash difference has been made available to the YOS as part of the delegated funds and used to directly employ two Case Managers. Previous practice has been for the whole Probation contribution to be transferred to the YOS and then the YOS re-charged for the salary, on costs and expenses for the Probation Officers.

4. STRUCTURE, GOVERNANCE AND PARTNERSHIPS

The West Mercia Youth Offending Service comprises five multi-agency service delivery teams, aligned to the Local Authority areas (two teams in Worcestershire) to deliver the majority of services. These services are court facing services including the preparation of pre-sentence reports and remand management, and case management which includes assessment, planning interventions, the management of risk, monitoring and review of intervention plans and where necessary the enforcement of court orders. A central services team supports the area teams providing some services co-ordinated across the whole service including reparation and unpaid work, mentoring, and the co-ordination of Referral Order work, including the recruitment, training and management of Community Panel Members. A support team provides quality assurance, commissioning, data and finance support functions.

There are 85 full time equivalent posts in the service including support and administrative posts. The area based teams include Case Managers, Assistant Case Managers, Probation Officers, Health Workers, Police Officers, ISS Workers, Victim Liaison Officers, Substance Misuse Workers, ETE Workers and Administrators.

The YOS is managed on behalf of the Local Authorities and the YOS partnership by Worcestershire County Council. Day to day management of the Head of Service is provided by the DCS of Worcestershire County Council. The Youth Offending Service is accountable to the YOS Management Board. The Management Board comprises representatives of the right strategic level.

The Board is currently chaired by the Director of Children Services for Worcestershire County Council.

The Membership of the Board at 1st April 2014 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Gail Quinton	Director of Children Services
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Laura Johnston	Director of Children and Family Services
Herefordshire Council	Jo Davidson	Director of Childrens Wellbeing
West Mercia Probation Trust	David Chantler	Chief Executive
West Mercia Police	Gareth Morgan	Assistant Chief Constable
Local Area Team – NHS England	Becki Hipkins	Project Manager
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

In addition to the members a Youth Justice Board regional representative attends meetings in an advisory capacity

The Board has adopted the following purpose and underlying principles:

Purpose

- To focus collaborative multi-agency effort on work to improve outcomes for Young Offenders by offering an exemplary service, with timely interventions and strong links and partnership across all local services including Children's Services, criminal justice and community safety sectors.
- To set strategic direction for the Youth Offending Service across West Mercia and agree and review local youth justice planning
- To provide support and challenge to the West Mercia YOS on operational performance.

Underpinning Principles

- To demonstrate effective leadership, support and challenge to the West Mercia YOS.
- To ensure that the YOS is compliant with relevant national standards, including Youth Justice Board and local arrangements, and deals with exceptions/risks appropriately
- To ensure available resources are used efficiently to run an effective YOS.
- To ensure that Local Authorities jointly and singly manage the agreement with the host agency (WMPT).
- To provide the necessary governance to effectively steer the delivery of the service

In 2013/14 the Board has established a reference group to analyse issues relating to Looked After Children and Care Leavers who are in the Youth Justice System, the work of this group will continue throughout 14/15

The Management Board will ensure that, where relevant, commissioning across partner agencies take account of the needs of young people in or at risk of entering the youth justice system, and where appropriate explore joint commissioning arrangements.

Priorities for 2014/15

The Management Board have agreed five main service priorities with a number of key areas of focus for each of the priorities for 2014/15.

The priorities and key areas of focus are outlined in the table below and outlined in more detail in section 5 of this plan.

Service Priority	Key Areas of Focus for 2014/15		
1. Reduce Offending and Protect Communities from Harm	1a. Reducing re-offending	1a(i) APIS	
		1a(ii) Management of Risk	
		1a(iii) Sexually Harmful Behaviour	
	1b. LAC and Care Leavers		
	1c. Diversion	1c(i) Out of Court Disposals	
		1c(ii) First Time Entrants	
		1c(iii) Custody and ISS	
1d. Restorative Process	1d (i) Reparation		
	1d(ii) Embedding RJ		
1e. Safeguarding			
2. Enabling Staff to Deliver Now and into the future	2a. Training and Development		
	2b. Communication and Engagement		
	2c. Management Oversight		
3. Finish the Job	3a. Fit for the future	3a(i) Development of Unpaid Work	
		3a(ii) Transition to Adulthood	
		3a(iii) Consistency in Practice	
		3a(iv) Arrangements for 2015	
	3b. ICT	3b(i) Implement single ICT system	
	3c. Accommodation	3b(ii) Upgrade Case Management System	
4. Get Connected, Stay Connected	4a. Pathways and Protocols	4a(i) Access to Services	
		4a(ii) SM, ETE and Parenting	
	4b. How we become more integrated		
5. Know the Right Thing	5a. QA and Performance	5a(i) Outcomes	
		5a(ii) Re-offending Analysis	
	5b. Voice of the Child		
5c. Policies and Procedures			

Partnerships

The Youth Offending Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS. Due to previous contracting arrangements with YSS, the organisation currently seconds 5 staff into West Mercia YOS who are deployed in the delivery of ISS, reparation and assistant case manager roles.

The YOS is a member of the four Safeguarding Children Boards and the Children's Trusts or equivalent partnerships. The YOS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. The YOS is an active member of the West Mercia Criminal Justice Board.

The YOS is contributing to the Troubled Families programmes across the 4 areas and is represented at two of the strategic planning groups.

In setting the priorities for 14/15 the Management Board has ensured that these support three of the four strategic aims of the West Mercia Police and Crime Plan. The YOS will directly contribute to objective 5 of the Police and Crime Plan, to reduce re-offending and bring offenders to account, under which two of the success measures are the YOS First Time Entrant and Re-offending Indicators.

5. PRIORITIES FOR 2014/15

1 Reduce Youth Offending and Protecting Communities from Harm

The YOS is committed to ensuring that the risks posed by and to young people in the youth justice system are minimised through robust assessment and risk management. Key areas of focus under this priority for 2014/15 are reducing re-offending, looked after children and care leavers, diversion and restorative approaches and safeguarding

1a Reducing Re-offending

The re-offending performance is worsening, however the numbers in the cohort have been falling so there are significantly less re-offences. In 14/14 the YOS will concentrate on three areas, those of;

- 1a(i) Assessment and Planning – improving the quality of assessment and intervention planning and planning for the implementation of AssetPlus, the new national assessment tool for youth offending services.
- 1a(ii) Management of Risk – Reviewing and revising the risk management and DYO processes across the area.
- 1a(iii) Sexually Harmful Behaviour – Further implement and embed the AIM2 assessment and intervention work for young people demonstrating sexually harmful behaviour

1b Looked after Children and Care Leavers

Looked after children (LAC) and care leavers who are in the youth justice system have been identified as a particularly vulnerable subset of both the LAC population and the youth offending population. LAC form a significant proportion of young people on YOS case loads across the West Mercia area teams. There is also a significant proportion of LAC from other Local Authorities who are temporarily placed in Shropshire and in Herefordshire and managed by the YOS. An operational reference group, as a sub-group of the Management Board, was established in 13/14, comprising of representatives of the social care services and the YOS to analyse the joint issues and develop joint working in relation to LAC and care leavers. The group will refresh their work plan, which will include putting in place joint protocols between YOS and Social Care and establishing an area wide protocol to reduce the need to criminalise young people in the looked after system.

1c Diversion

- 1c(i) The new out of court disposal framework has been in operation for a year. A priority will be reviewing the current arrangements for joint decision making and further developing the intervention programmes for young people subject to cautions.
- 1c(ii) Diversion from the youth justice system through targeted interventions contributes to reducing the number of first time entrants to the youth justice system. With targeted prevention work moved from the YOS and included in early help services, the YOS will convene a group to ensure that those young people on the edge of the youth justice system and are effectively targeted for help.
- 1c(iii) Reducing custody is another area of focus and in 2014/15 the YOS will concentrate on developing robust alternatives to secure remands, establishing a consistent ISS offer across the area and developing resettlement support.

1d Restorative Approaches

The YOS has good reparation services and victim liaison arrangements. Despite this the proportion of victims participating in direct restorative processes remains low. In 14/15 the YOS will complete the RJ training programme that commenced in 13/14 and ensure that restorative practices become embedded in the work of the YOS

1e Safeguarding

In 14/15 the YOS will implement a comprehensive safeguarding action plan to ensure that the YOS is fully compliant with responsibilities under section 11 of the Children Act.

2. Enabling staff to deliver now and into the future

This priority is concerned with ensuring that staff have the right training, knowledge and support to deliver quality services for children and young people. Key areas for focus for 14/15 are training, communication and engagement and management oversight.

2a Training Strategy and Plan

In 13/14 two surveys were undertaken in the YOS, one on general training needs and the second on safeguarding training needs. These surveys are informing the training plan for 14/15.

2b Communication and Engagement

Staff have identified that communication within the YOS could be improved. In 14/15 it is intended to establish a staff communications group to develop and oversee a YOS communication strategy and plan.

2c Management Oversight

In the latter part of 13/14 it has been identified that management oversight is inconsistent across the service. In 14/15 the service will further define those activities where management oversight is required, and how that management oversight is achieved, ensuring this is consistent across the service. This includes ensuring that the new service supervision is implemented.

3 Finishing the Job

Although West Mercia YOS was established on 1st October 2012, at 1st April 2014 the YOS is implementing the second phase of the restructuring of youth justice services across West Mercia

3a Fit for Purpose

The YOS four main priorities under this key area of focus are;

- 3a(i) Unpaid Work - The development of an unpaid work scheme for when the responsibility for the delivery of unpaid work for 16 and 17 year olds transfers from provider of probation services to YOTs in June 2014.
- 3a(ii) Transition to adulthood - The YOS will seek to continue the previously planned work with the Probation Trust, with the new providers of probation services.
- 3a(iii) Ensuring consistency across the service - There are currently performance and quality differences between the area teams, and YOS intends to ensure that all teams are operating to the same high standard.
- 3a(iv) Service review - Reviewing the longer term service management and delivery arrangements for 1st April 2015 onwards

3b ICT

There are two main outstanding areas of implementation under this area of focus to be progressed in 14/15;

3b(i) Single ICT system – Implementation of a single ICT system for West Mercia YOS.

3b(ii) Implementing ChildView - Merging the two case management system data sets and upgrading the case management system.

3c Accommodation

In 2013/14 the new accommodation arrangements were established for the Telford and Wrekin and Shropshire Teams. In 14/15 it is the intention to relocate the Herefordshire Team and co-locate the two Worcestershire Teams.

4. Get Connected, Stay Connected

One of the service priorities is to promote better integrated working between the YOS and other children and family services with the shared aim of improving outcomes for young people in the youth justice system. Key areas of focus for this priority in 14/15 are pathways and protocols and how the YOS becomes more included.

4a Pathways and Protocols

4a(i) Protocols - In 14/15 the YOS will continue the work to define pathways for young offenders into targeted services so they to obtain timely and appropriate services with key agencies. These pathways will be underpinned by joint protocols.

4a(ii) Commissioning - The commissioning process will be completed for ETE, Parenting and Substance Misuse work

4b How we become more included

Promoting greater integrated and joint working between the YOS and other services is a key area of focus. Initially in 14/15 this will be focused, in particular, on the work to be undertaken on joint issues with LAC and care leavers, in ensuring linkages with the Troubled Families and Early Help developments and information exchange with the social care services.

5. Know the Right Thing

Knowing the right thing is about ensuring that the YOS, the Management Board and other agencies have the information required to develop services and improve the outcomes for children and young people in the youth justice system and those at risk of entering the youth justice system.

5a Performance and Quality Assurance

The service developed and agreed a performance and QA framework in 13/14, but has work to complete in terms of implementing and embedding the frameworks, developing some of the quality assurance tools and developing the quality assurance role of newly recruited Advance Case Manager team. Two particular areas of focus for 14/15 are;

- 5a(i) Outcomes – Informing a service improvement plan through undertaking a mock inspection, a National Standards audit and self assessment of key areas of work.
- 5a(ii) Re-Offending – Continuation of the analysis of the re-offending cohort in order to understand where and how resources are best targeted.

5b Voice of the Child

A key area of focus will be the voice of child, ensuring that service users are involved in their assessment and planning processes, in evaluation and in helping to inform service development. Implementation of the Viewpoint feedback process for the Inspectorate will form part of work under this key area of focus.

5c Putting the right policies, procedures and guidance in place

In 13/14 comprehensive case management guidance including a management of risk policy was put in place as well as a safeguarding policy, allegations against staff policy, out of court disposal guidance and supervision policy. In 14/15 further guidance will be developed, in particular comprehensive guidance on recording has been identified as a priority.

6. RISKS TO FUTURE DELIVERY – THE ACTION PLAN

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Intervention plans not sufficiently addressing assessed risks leading to increased risk of re-offending	Review current use of intervention and risk plans, evaluate change to a single plan	1a(i)	TMT	Q2
	Develop and implement QA tool and process for intervention planning	1a(i)	CPM	Q2
	Implementation of Asset Plus – Prepare service for Asset Plus Implementation	1a(i)	TMT	Q2 –Q4
	Review and revise guidance regarding intervention and risk planning	1a(i)	TMT	Q3
Gap in knowledge in what promotes engagement and compliance leading to increased levels of breach	Recording of outcomes to be included in recording guidance	1a(i)	CPM	Q2
	Use analysis of breach statistics to inform whether to establish a compliance panel	1a(i)	CPM/ TMT	Q3
Inconsistent risk planning processes across the service	Review and revise key risk management processes to ensure consistency – Case Planning Forums and DYO processes and paperwork	1a(ii)	TMT/ TMH	Q2
	Review the role of YOS within IOM	1a(ii)	CPM	Q2
The training in assessment and intervention for young people engaged in sexual harmful behaviour (SHB) not embedded in practice	Development of learning circles and buddy arrangements for staff engaged in SHB work	1a(iii)	TMH	Q1
	Launch SHB processes via workshop	1a(iii)	TMH/ TMWN	Q2
Disproportionate criminalisation of LAC affecting FTE and re-offending rates	Agreement of multi-agency protocol to reduce criminalisation of LAC	1b	TMS	Q3
Lack of coherent remand strategy risks increasing the number of remands to custody	Development of a remand management strategy	1b	CPM	Q2
Inconsistent decision making across West Mercia in respect to out of court disposals	Establish joint YOS/Police out of court disposal protocol	1c(i)	TMWS	Q3
	Review out of court joint decision making framework	1c(i)	TMWS	Q3
Young people at risk of entering the YJS not effectively targeted for intervention	Establish the OPCC Task and Finish group to monitor prevention work	1c(ii)	HOS	Q1

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Insufficient understanding of reasons for differential FTE rates and new Police CR policy leading to increased FTEs	Analysis of differential rates of FTE performance across West Mercia	1c(ii)	CPM	Q2
	Monitor proportionate use informal disposals and out of court sanctions	1c(ii)	CPM	Q1 – Q4
Inconsistent practice across West Mercia leading to increased use of custodial sentences and remands	Implementation of a centralised custody review process	1c(iii)	TMH	Q2
	Implementation of a West Mercia wide single ISS scheme	1c(iii)	TMH	Q2
	Development of a consistent bail support offer across West Mercia	1c(iii)	CPM	Q3
Inconsistent reparation practice across West Mercia	Implementation of a West Mercia wide reparation scheme	1d(i)	TMCS	Q1
Restorative processes not embedded in practice	Complete service wide RJ training for identified staff	1d(ii)	TMH	Q1
	Revise and agree the YOS RJ Strategy	1d(ii)	TMH	Q1
	Establish a service wide RJ service development group	1d(ii)	TMH	Q1
Insufficient risk management and planning with respect to vulnerability and safeguarding	Roll out safeguarding peer review across the service	1e	THWS	Q1
	Implement S11 action plans	1e	HOS	Q1 – Q4
No defined workforce development plan	Develop and implement service training plan for 14/15	2a	CPM	Q2
Inconsistent communication across the service	Establish YOS Communications Group	2b	HOS	Q1
	Develop YOS communication strategy and plan for 14/15	2b	HOS	Q1
Inconsistent supervision practices across the service	Ensure new supervision policy embedded by monitoring audits at 2 and 5 months	2c	CPM	Q3
Risk management guidance does not reflect revised processes for CPF and DYO	Review and revise risk management and case management guidance	2c	TMT	Q2
No provision for unpaid work requirements	Development of Unpaid Work scheme for 16 and 17 year olds	3a(i)	TMCS	Q2
Unplanned arrangements for young people moving between youth and adult systems	Ensure case transfer arrangements/protocols in place with new providers of Probation	3a(ii)	CPM	Q2

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Risks associated with NPS having statutory responsibility for YOTs but the majority of transferred work being to CRC	Establish a YOS reference group to include representatives of NPS and CRC	3a(ii)	HOS	Q2
Inconsistent recording practices	Put in place revised recording guidance for case management system	3a(iii)	CPM	Q1
Inconsistent quality assurance practices between service teams	Implementation of cross service QA processes	3a(iii)	CPM	Q1
Insufficient range of programmes to address assessed risk factors	Development of Activity and Programme work across the service	3a(iii)	CPMWN	Q3
Uncertain delivery arrangements from 1 st April 2015	Scope and decide on management and delivery arrangements for 2015 onwards	3a(iv)	CMB	Q3
Two ICT systems create barriers to performance monitoring and management oversight	Implement YOS/WMP project plan for rolling out WMP hosted ICT across the service	3b(i)	PRMB	Q2
YOIS does not support the new assessment framework	Upgrade Client/Management Information system to ChildView	3b(ii)	CPM	Q4
Leases coming to end on some buildings	Relocation of Worcestershire and Herefordshire Teams	3c	CPM	Q4
Inconsistent and ad hoc arrangements with key partners	Development of agreed pathways/protocols into services where these do not currently exist, in particular; Sign off of the remand protocols with L.A.s, Protocols with Children's Social Care and joint protocol regarding YP in Police Custody	4a(i)	CPM	Q2
Robust arrangements not in place for some key areas of discretionary practice	Complete commissioning work and agree delivery arrangements for ETE liaison, Substance Misuse and Parenting	4a(ii)	CPM	Q3
Assessments not taking account of full range of information sources	Explore the possibility of access to Children Social Care information systems in areas where this does not exist	4b	CPM	Q3

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
YOS does not have compliant structure if commissioned out	Investigate with DCSs secondment of social workers	4b	HOS	Q3
YOS not inspection ready	Commissioning independent mock inspection to inform improvement plan	5a(i)	CPM	Q1
YOS not NS compliant	Undertake National Standard audit	5a(i)	CPM	Q2
Future plans not evidence based	Undertake self audit on key areas of work to inform future planning	5a(i)	HOS	Q4
Merger of Youth Panels, and trials being held across Court centres leading to inconsistent sentencing	Monitor sentencing outcomes of trials held across different Worcestershire court centres	5a(i)	CPM	Q4
Not understanding matters affecting re-offending performance	Undertake further re-offending analysis	5a(i)	TMT	Q2
Service development not informed by user feedback	Implement Viewpoint feedback process for HMIP	5b	TMT	Q1
	Review and revise service user feedback process across the service	5b	CPM	Q2
Inconsistent practice	Identify key areas where policy development is required and put policies in place	5c	HOS	Q3

Key to Action Owners:

HOS Head of Service

TMS Team Manager – Shropshire

TMWS Team Manager – South Worcs

PRMB Management Board Police Representative

CPM CP and QA Manager

TMT Team Manager – Telford


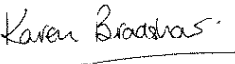
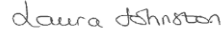




TMCS Team Manager – Central Services

TMH Team Manager – Herefordshire

TMWN Team Manager – North Worcs

CMB Chair of the Management Board

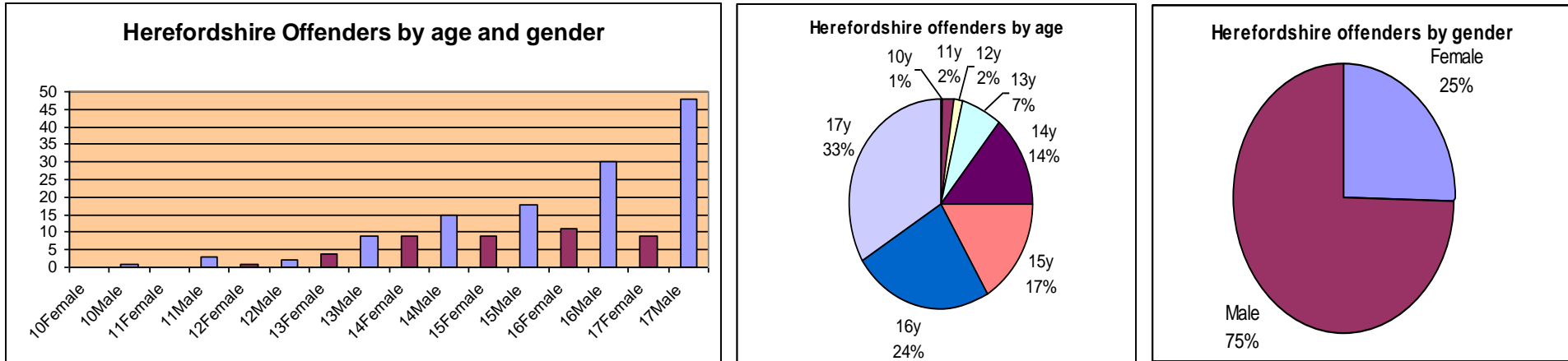
7 MANAGEMENT BOARD APPROVAL

Agency	Agency	Signature	Date
Gail Quinton	Worcestershire County Council		23.05.14
Karen Bradshaw	Shropshire Council		23.05.14
Laura Johnston	Telford and Wrekin Council		24.05.14
Jo Davidson	Herefordshire Council		23.05.14
David Chantler	West Mercia Probation Trust		23.05.14
Gareth Morgan	West Mercia Police		23.05.14
Becki Hipkins	NHS England		23.05.14
Andy Champness	Office of the West Mercia Police and Crime Commissioner		23.05.14

APPENDIX 1 - AREA PROFILE – HEREFORDSHIRE

Youth Offending Population – all Young People

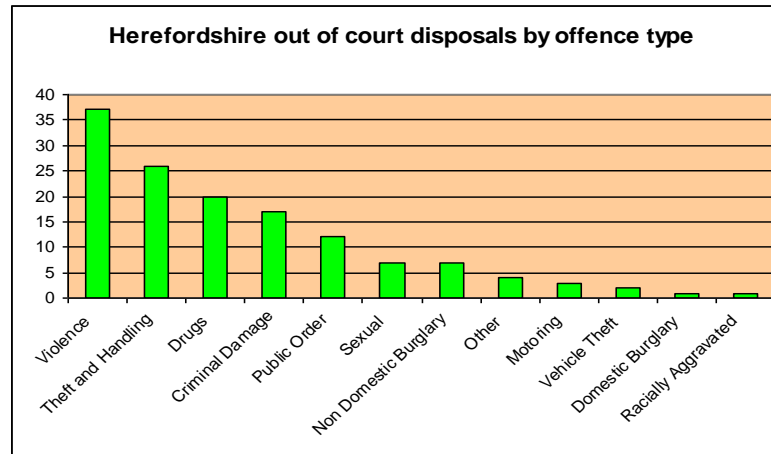
There are 16,810 young people aged 10 to 17 in Herefordshire. In 2013 there were 244 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 169 individual young people accounted for these 244 outcomes, 1% of the youth population.



Of the 169 young people entering or in the youth justice system in 2013, 75% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and for young females 16 years.

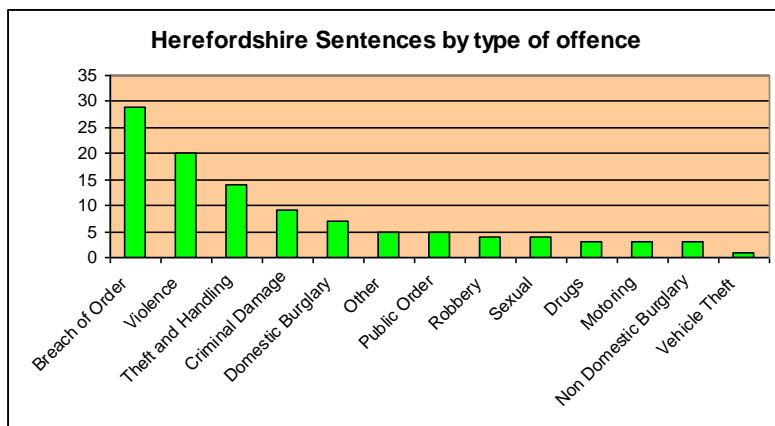
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 137 pre-court disposals made on Herefordshire young people, 30 of these were Reprimands, 14 Final Warnings, 86 Youth Cautions and 7 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 25 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 27%, followed by theft and handling, 19%, drug offences, 15%, criminal damage 12% and public order 9%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 57 Herefordshire young people accounted for 107 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 51 of the 107 court outcomes.

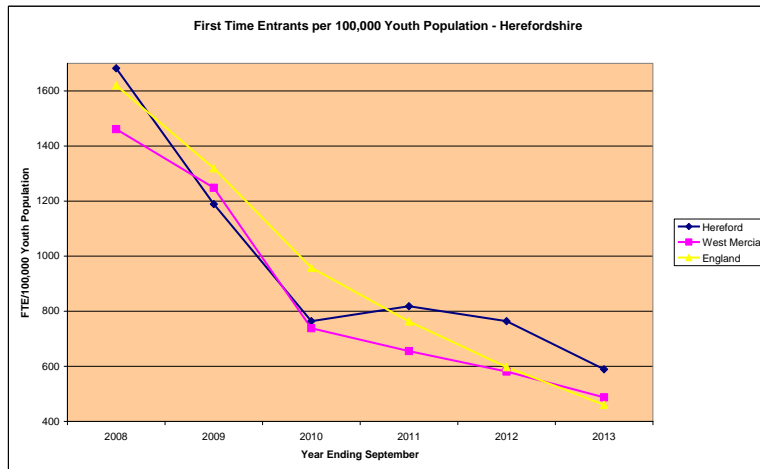
The majority, 88% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for just under half (49%) of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was breach of an order, accounting for 27% of all outcomes. Violence against the person was the next frequently occurring offence, 19%, followed by theft and handling, 13% and criminal damage 8%. These four categories of offences accounted for 67% of all sentencing outcomes.

Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 589 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of -65% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 99, compared to 309 in 2008.

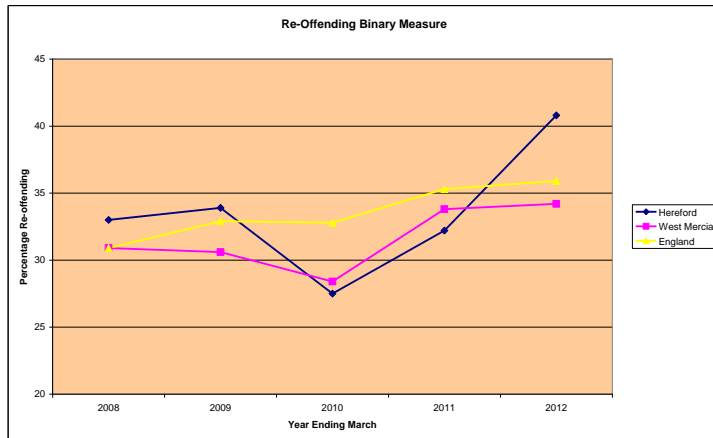
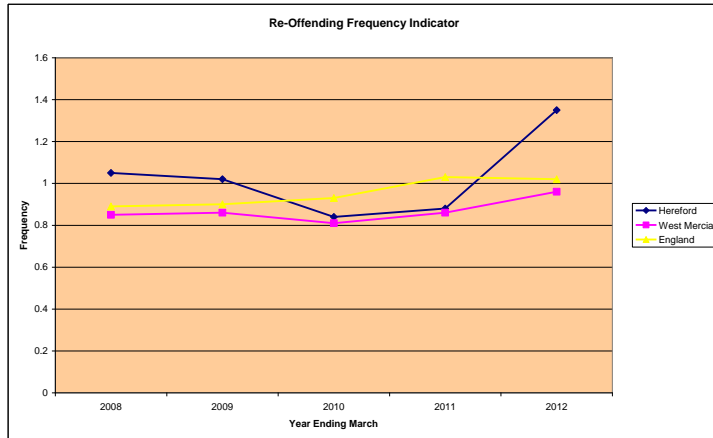
At 589 Herefordshire has the highest rate of FTEs across West Mercia, the next highest rate being 535. Some analysis into reasons for the higher has been undertaken during 13/14, and it has been found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis is planned for 14/15.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Herefordshire has, historically, had a low rate of custodial sentences.

There were 5 custodial sentences during 2013, equating to a rate of 0.3 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 6 custodial sentences equating to a rate of 0.36. The 2013 rate of 0.3% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 4.2% of all court outcomes in Herefordshire, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Herefordshire for the year ending March 2012 is 1.35, compared to the West Mercia performance of 0.96 and national performance of 1.02. Herefordshire is, therefore, performing less well than for West Mercia and England, which is a changed picture from the year ending March 2011 when the frequency rate was 0.88 which was slightly better than for West Mercia (0.89) and significantly better than for England (1.03). The frequency rate nationally has been increasing since 2008.

For the year ending March 2012 the binary measure for Herefordshire is 40.8% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. It should be noted, however, that although the frequency and binary rates have increased, the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 617 offenders in the cohort and 575 re-offences compared to a cohort size of 347 with 344 re-offences in 2012. The number of actual re-offences has therefore decreased by -40.2% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work

with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Herefordshire % in ETE	West Mercia % in ETE
Young People of School Age	79% (37)	73%
Young People above School Age	59%(37)	59%
Overall Performance	67%(74)	64%

The performance for Herefordshire for school age young people is better than for West Mercia, and the same for young people above school age.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

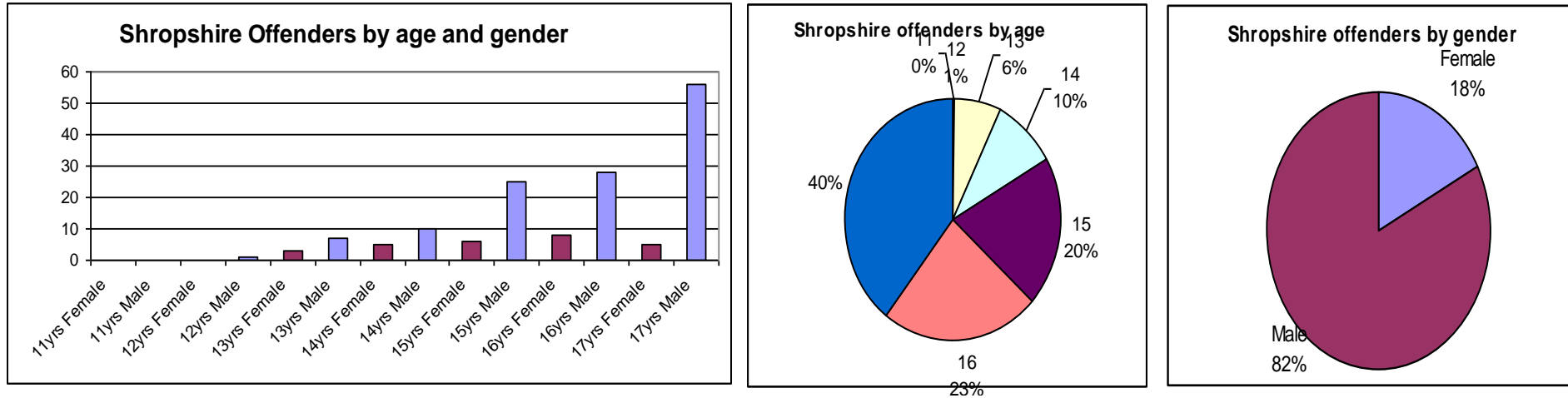
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Herefordshire YOS Team, 45% were looked after children. At this point in time 17% of the case load were LAC from other areas temporarily placed in Herefordshire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

APPENDIX 2 - AREA PROFILE – SHROPSHIRE

Youth Offending Population – all Young People

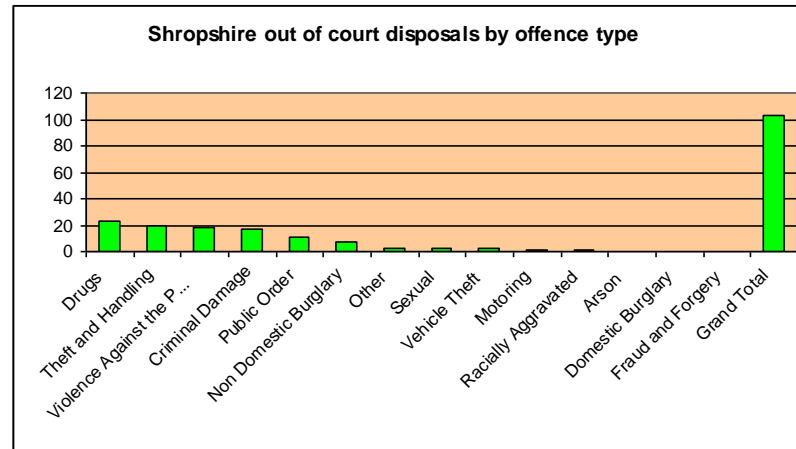
There are 28,909 young people aged 10 to 17 in Shropshire. In 2013 there were 177 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 154 individual young people accounted for these 177 outcomes, 0.5% of the youth population.



Of the 154 young people entering or in the youth justice system in 2013, 82% were male. The majority, 83%, were aged 15 to 17 years. The peak age of offending for both young males was 17 years and for young females 16 years.

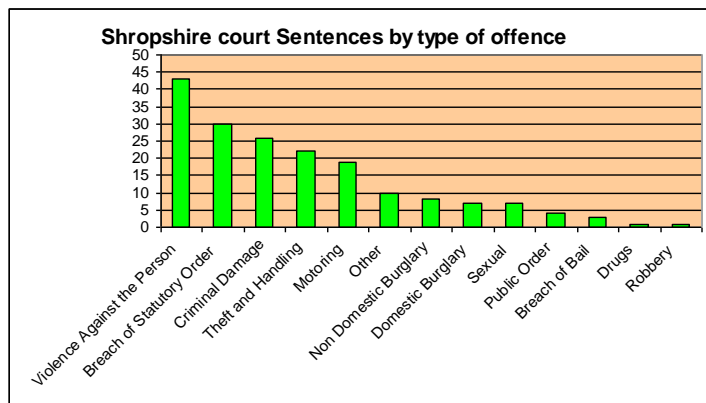
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 103 pre-court disposals made on Shropshire young people, 19 of these were Reprimands, 16 Final Warnings, 61 Youth Cautions and 7 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 19 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were drug offences, 22%, followed by theft and handling, 18%, violence against the person, 17%, criminal damage 17% and public order 11%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 46 Shropshire young people accounted for 72 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 59 of the 72 court outcomes.

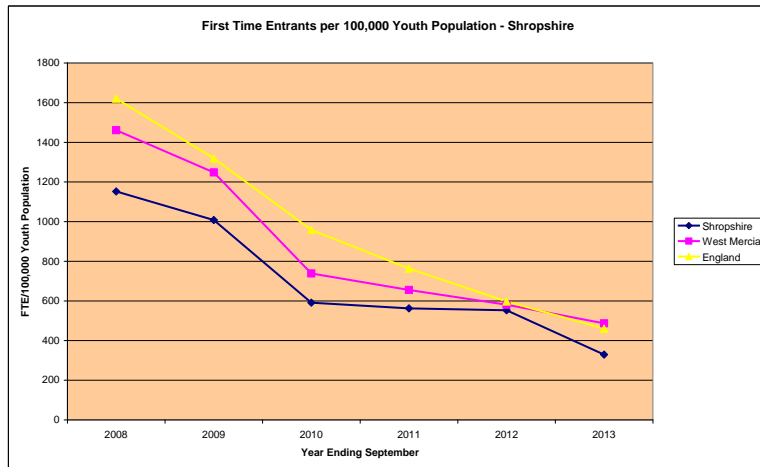
The majority, 94% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for just over half (51%) of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 24% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 17%, followed by criminal damage, 14% and theft and handling 12%. These four categories of offences accounted for 67% of all sentencing outcomes.

Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the year ending September 2013 there were 329 first time entrants per 100,000 youth population in Shropshire, representing a reduction of -71.4% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 95, compared to 359 in 2008.

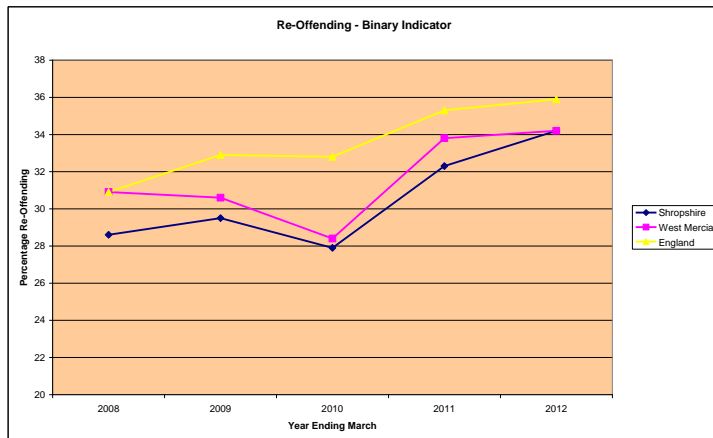
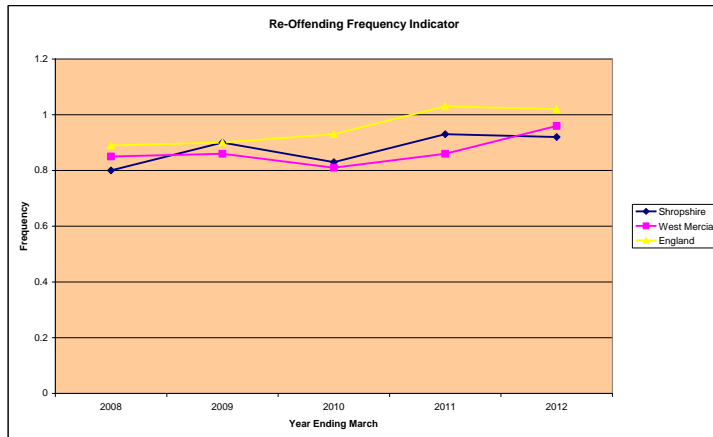
At 329 Shropshire has the lowest rate of FTEs across West Mercia. This rate is significantly lower than the other areas in West Mercia with the next lowest rate being 504, and significantly lower than the previous year when the rate was 553. Analysis is planned for 14/15 in order to understand the factors that have contributed to the significant reduction in FTEs in Shropshire in the year ending September 2013.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Shropshire has, historically, had a low rate of custodial sentences.

There were 3 custodial sentences during 2013, equating to a rate of 0.1 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 5 custodial sentences equating to a rate of 0.17. The 2013 rate of 0.3% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 5.1% of all court outcomes in Shropshire, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Shropshire for the year ending March 2012 is 0.92, compared to the West Mercia performance of 0.96 and national performance of 1.02. Shropshire is, therefore better than for West Mercia and England, which is a changed picture from the year ending March 2011 when the frequency rate was 0.93 which was slightly worse than for West Mercia (0.89) but better than for England (1.03). The frequency rate nationally has been increasing since 2008.

For the year ending March 2012 the binary measure for Shropshire is 34.2% which equals the West Mercia performance of 34.2% and is better than the national performance of 35.4%. It should be noted, however, that although the frequency and binary rates have increased since 2008, the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 304 with 279 re-offences in 2012. The number of actual re-offences has therefore decreased by -51% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work

with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Shropshire % in ETE	West Mercia % in ETE
Young People of School Age	67% (16)	73%
Young People above School Age	77% (27)	59%
Overall Performance	73% (43)	64%

The performance for Shropshire for school age young people is slightly lower than for West Mercia, but for young people above school age is significantly better.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

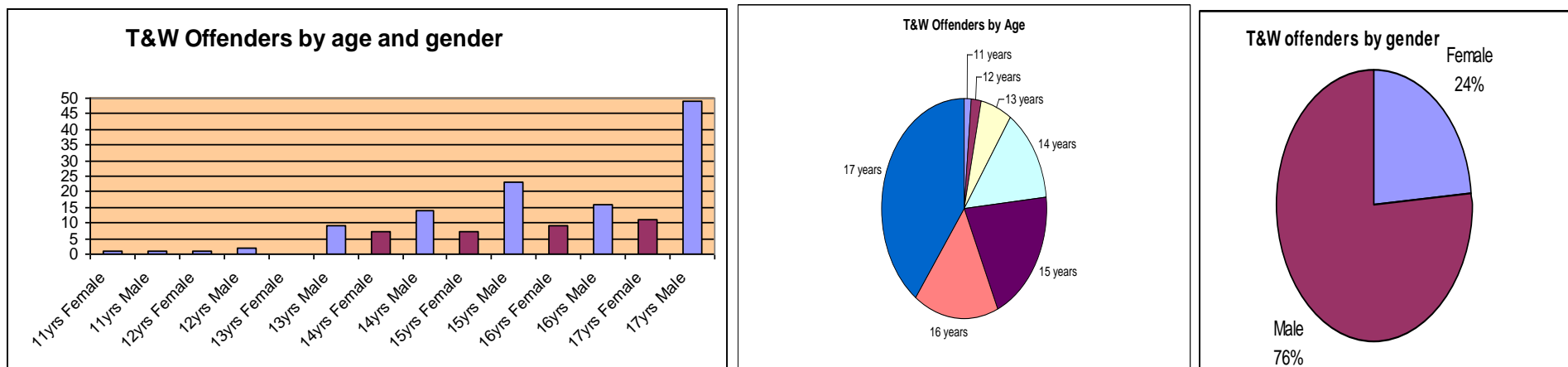
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Shropshire YOS Team, 50% were looked after children. At this point in time 31% of the case load were LAC from other areas temporarily placed in Shropshire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

APPENDIX 3 - AREA PROFILE – TELFORD AND WREKIN

Youth Offending Population – all Young People

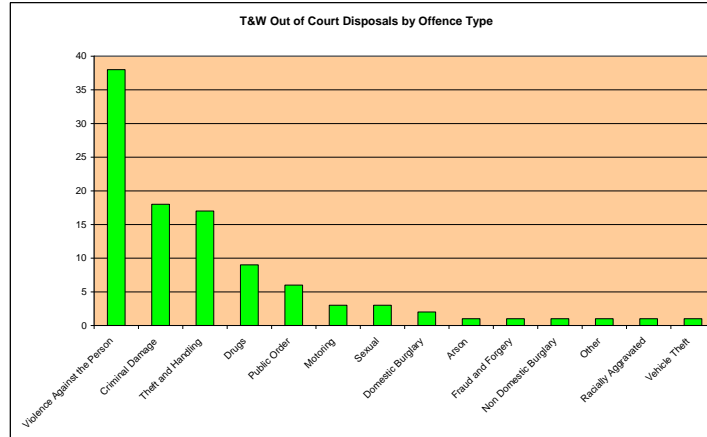
There are 17,072 young people aged 10 to 17 in Telford and Wrekin. In 2013 there were 160 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 150 individual young people accounted for these 160 outcomes, 0.9% of the youth population.



Of the 150 young people entering or in the youth justice system in 2013, 76% were male. The majority, 77%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

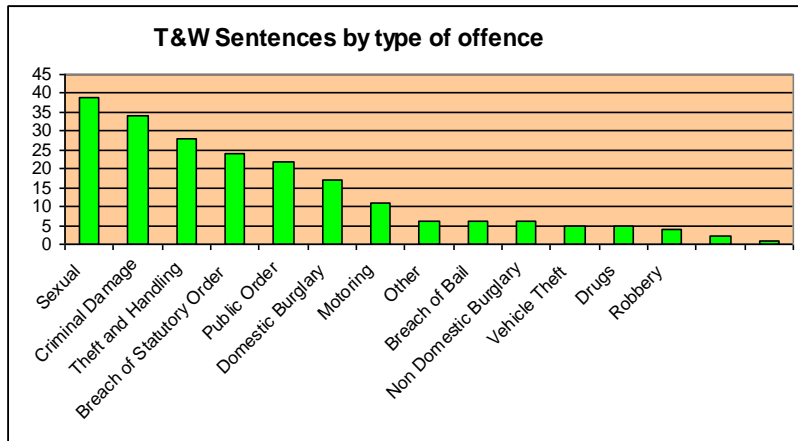
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 102 pre-court disposals made on Telford and Wrekin young people, 9 of these were Reprimands, 13 Final Warnings, 72 Youth Cautions and 8 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 25 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 37%, followed by criminal damage, 18%, theft and handling, 17%, drug offences 9% and public order 6%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 43 Telford and Wrekin young people accounted for 55 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 45 of the 55 court outcomes.

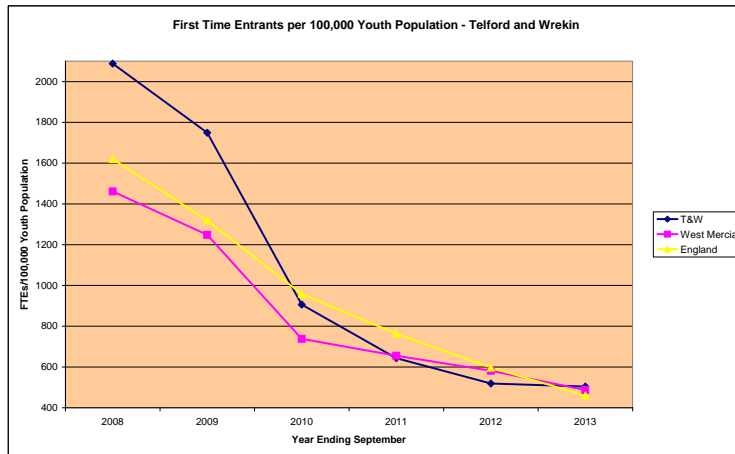
The majority, 85% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for half (50%) of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 19% of all outcomes. Sexual offences were the next most frequently occurring offences, 16%, followed by criminal damage, 13% and theft and handling 11%. These four categories of offences accounted for 59% of all sentencing outcomes.

Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 504 first time entrants per 100,000 youth population in Telford and Wrekin, representing a reduction of -75.6% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 86, compared to 381 in 2008.

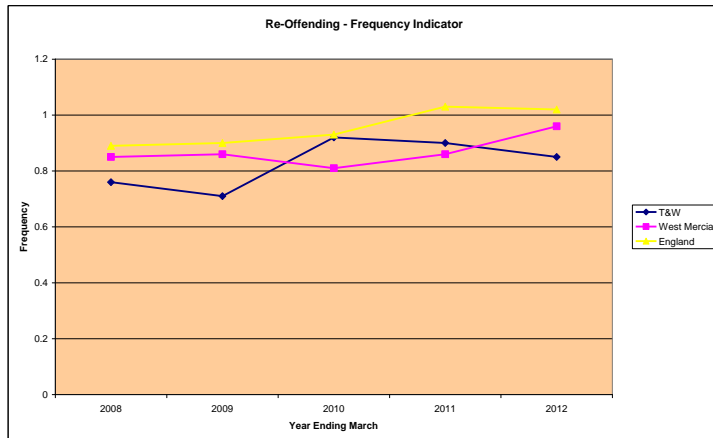
At 504 Telford and Wrekin has second lowest rate of FTEs across West Mercia, the next highest rate being 535 and the highest 589.

(ii) Use of Custody

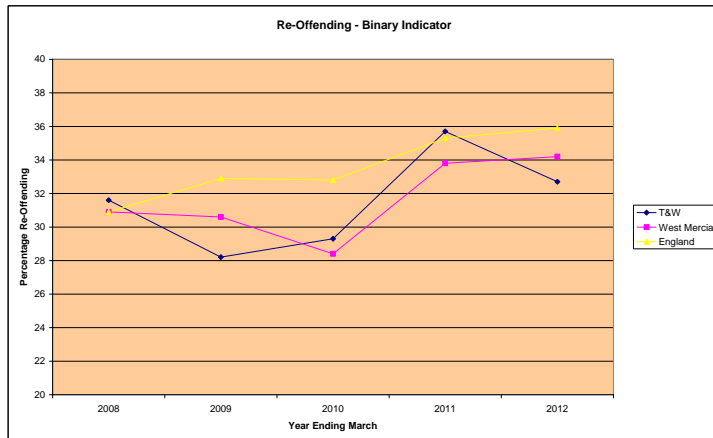
The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Telford and Wrekin has, historically, had a low rate of custodial sentences.

There were 8 custodial sentences during 2013, equating to a rate of 0.48 custodial sentences per 1000 youth population this represents a slight increase in custodial sentences from 2012 where there were 6 custodial sentences equating to a rate of 0.35. The 2013 rate of 0.48% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 14% of all court outcomes in Telford and Wrekin, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.



The frequency measure performance for Telford and Wrekin for the year ending March 2012 is 0.85, compared to the West Mercia performance of 0.96 and national performance of 1.02. Telford and Wrekin is, therefore, performing better than for West Mercia and England. The performance is an improvement compared to the year ending March 2011 when the frequency rate was 0.90 which was in line with West Mercia performance (0.89) and significantly better than for England (1.03).

For the year ending March 2012 the binary measure for Telford and Wrekin is 32.7% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. It should be noted the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 304 with 279 re-offences in 2012. The number of actual re-offences have therefore decreased by -51% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Telford % in ETE	West Mercia % in ETE
Young People of School Age	77% (40)	73%
Young People above School Age	73% (47)	59%
Overall Performance	75% (87)	64%

The performance for Telford and Wrekin for both school age young people, and those above school age is better than for West Mercia.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

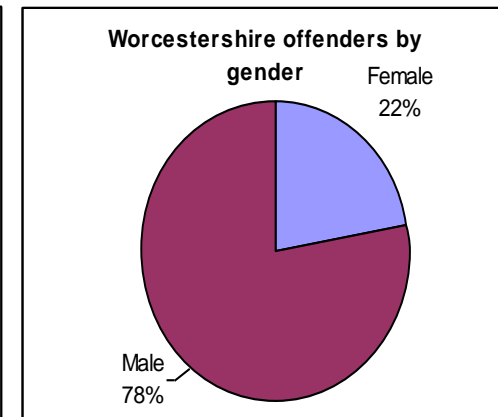
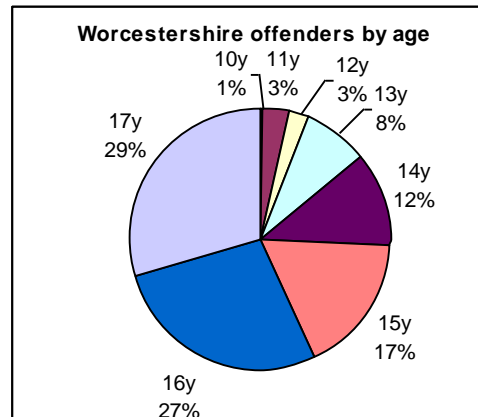
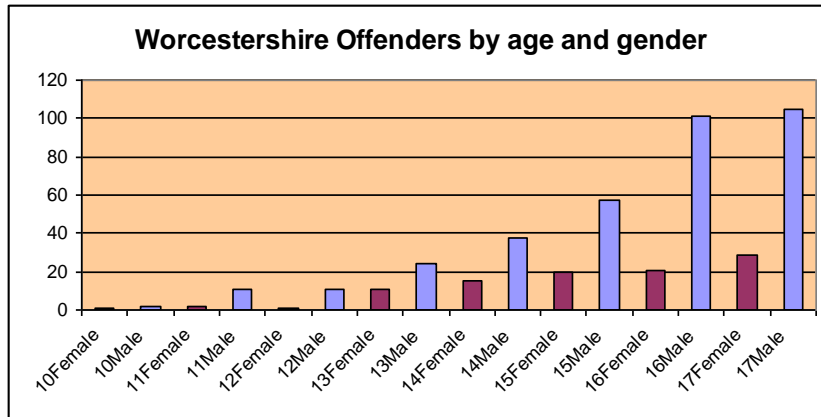
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Telford and Wrekin YOS Team, 47% were looked after children. At this point in time 17% of the case load were LAC from other areas temporarily placed in Telford and Wrekin.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

APPENDIX 4 - AREA PROFILE – WORCESTERSHIRE

Youth Offending Population – all Young People

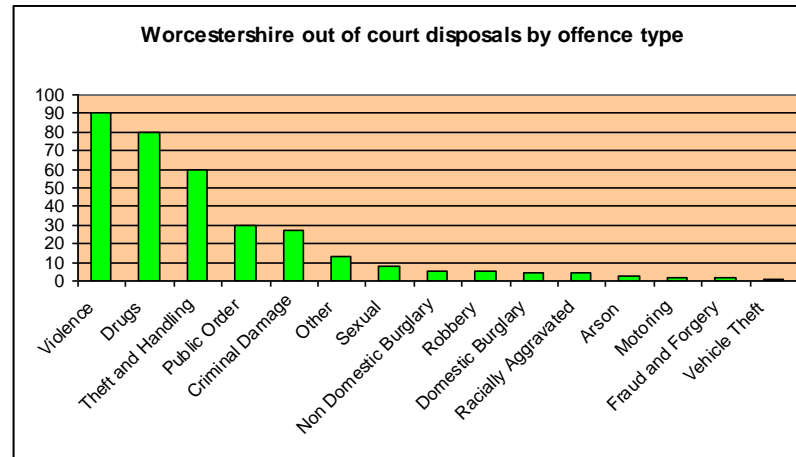
There are 52,280 young people aged 10 to 17 in Worcestershire. In 2013 there were 561 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 449 individual young people accounted for these 561 outcomes, 0.86% of the youth population.



Of the 449 young people entering or in the youth justice system in 2013, 78% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

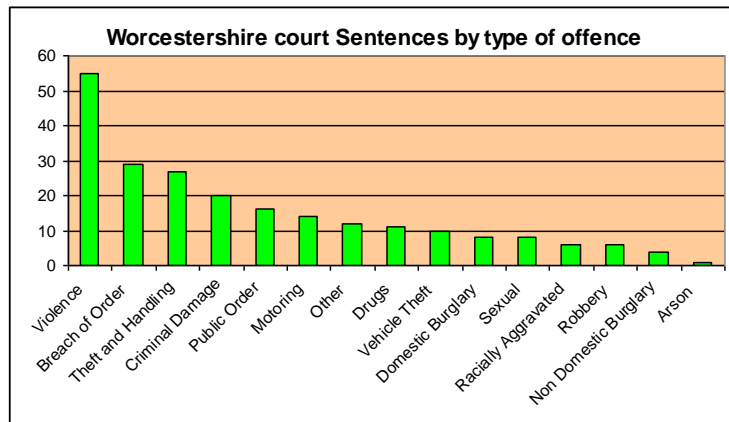
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 334 pre-court disposals made on Worcestershire young people, 47 of these were Reprimands, 19 Final Warnings, 252 Youth Cautions and 16 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 79 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 27%, followed drug offences, 24%, theft and handling, 18%, public order 9% and criminal damage 8%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 158 Worcestershire young people accounted for 227 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 165 of the 227 court outcomes.

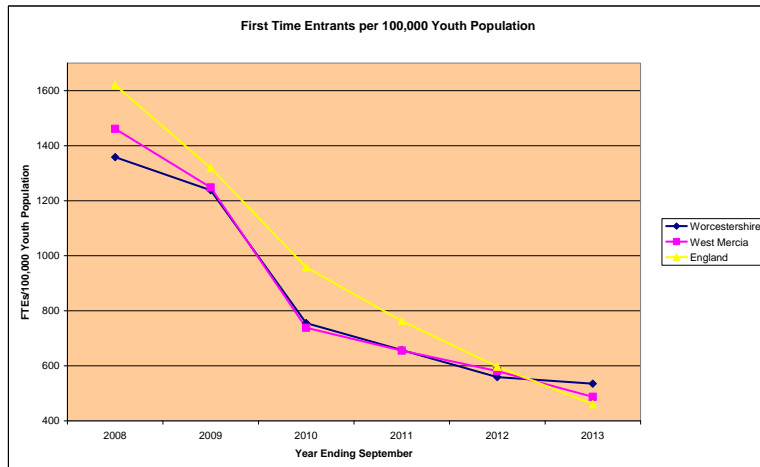
The majority, 86% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 39% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 24% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 13%, followed by theft and handling, 12% and theft and criminal damage 9%. These four categories of offences accounted for 58% of all sentencing outcomes.

Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 535 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of -61% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 280, compared to 774 in 2008.

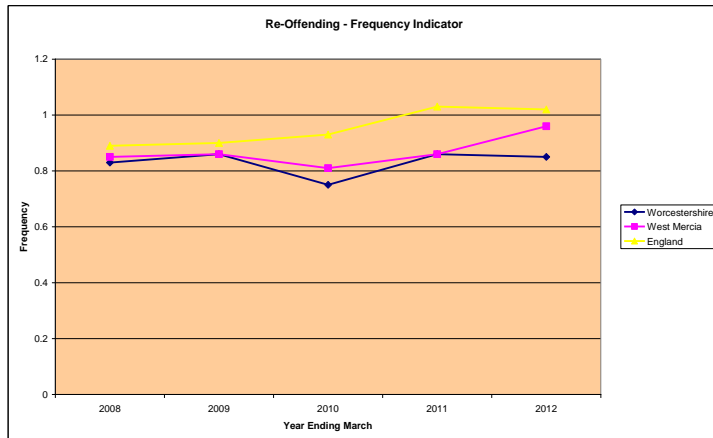
At 535 Worcestershire has the second highest rate of FTEs across West Mercia, the highest rate being 589.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Worcestershire has, historically, had a low rate of custodial sentences.

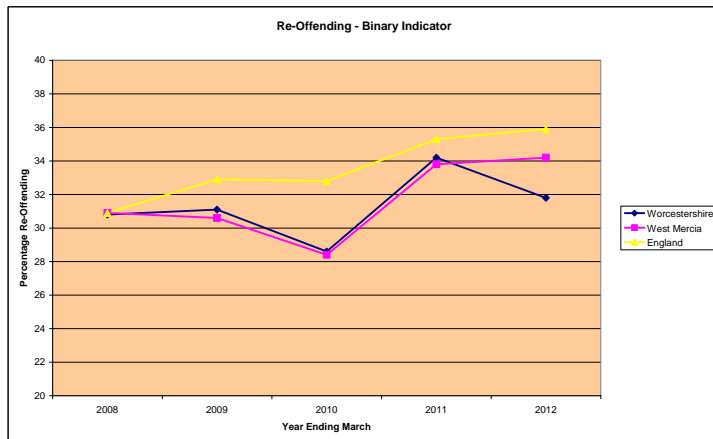
There were 14 custodial sentences during 2013, equating to a rate of 0.27 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 25 custodial sentences equating to a rate of 0.48. The 2013 rate of 0.27% is in line with the West Mercia rate of 0.27 and is better than the national rate of 0.67. Custodial sentences accounted for 5.2% of all court outcomes in Worcestershire, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Worcestershire for the year ending March 2012 is 0.85, compared to the West Mercia performance of 0.96 and national performance of 1.02. Worcestershire is, therefore, better than for West Mercia and England. The performance is slightly better than for 2012 when it was 0.86 and apart from 2010 has remained fairly constant since 2008.



For the year ending March 2012 the binary measure for Worcestershire is 31.8% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. This represents improved performance since 2012 when it was 34.2. It should also be noted that the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 1142 offenders in the cohort and 1331 re-offences compared to a cohort size of 585 with 497 re-offences in 2012. The number of actual re-offences has therefore decreased by -63% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Worcestershire % in ETE	West Mercia % in ETE
Young People of School Age	69% (66)	73%
Young People above School Age	50% (87)	59%
Overall Performance	57% (153)	64%

The performance for Worcestershire is slightly lower than for West Mercia.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Worcestershire YOS Teams, 25% were looked after children. At this point in time 4% of the case load were LAC from other areas temporarily placed in Worcestershire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.