

# WEST MERCIA YOUTH JUSTICE PARTNERSHIP



## YOUTH JUSTICE PLAN

2017/18



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## 1.0 INTRODUCTION

### **Introduction from the Karen Bradshaw, Chair of West Mercia Youth Justice Service Management Board and Director of Children Services, Shropshire Council**



West Mercia Youth Justice Service (WMYJS) is partnership between the Local Authorities, National Probation Service, West Mercia Police, NHS organisations across West Mercia and the Office for the West Mercia Police and Crime Commissioner. The service is accountable to the WMYJS Management Board, comprised of senior officers from each partner agency. The service is hosted, on behalf of the Local Authorities and the partnership by the Office of the West Mercia Police and Crime Commissioner (OPCC).

During 2016/17 the service went through three significant change processes, firstly the replacement of the YOIS+ case management system with ChildView, the implementation of the AssetPlus assessment and planning framework and the transfer of the service to the OPCC, which accompanied a restructure which included staff being appointed to new posts and on new terms and conditions. Work is ongoing to embed AssetPlus in practice.

There is a mixed picture in respect to the service's performance against the national outcome indicators. Performance in relation to the rate of young people receiving a custodial sentence has slightly improved between 2015 and 2016 from 0.23 to 0.22 custodial sentences per 1,000 youth population, and this rate is significantly below the national rate of 0.37. The first time entrant (FTE) for the year ending September 2016 is at 422, which is above the national rate of 344, however the performance is an improvement on the previous year where it was 481. Reducing FTEs has been adopted as one of the seven main priorities for 2017/18. The proportion of young people re-offending (2014/15 cohort) is 34.8% which although lower the national rate at 37.7%, is 1 percentage point higher than the previous year.

Although the FTE rate is to a large extent outside of the direct control of the youth justice service the service will be undertaking analysis during 2017/18 to identify the main factors affecting the rate. The service has been piloting a bureau approach to out of court decision making in Shropshire during 2016/18 and this will be evaluated during 2017/18 to inform a full review of the joint decision arrangements.

The re-offending rate is volatile and varies year on year in a range between 30% and 35% with no real overall trend either upward or downward. Re-offending will be one of a series of deep dive reports that have been commissioned by the management board.

The management board is pleased to have received the positive feedback from service users who were surveyed through ViewPoint. Some summary feedback is given in section 2.4, but the headline statistic from the ViewPoint survey was that 86% of young people said that the work with the service had made them less likely to offend. Further work is planned in 2017/18 to ensure that the voice of the service user is used to inform service development and planning.

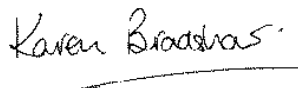
The priorities for 2017/18 are a result of joint management board and management team workshop, where a joint work plan and working together agreement agreed. A further workshop is planned in 2017/18, as well as scheduling board member visits to teams and scheduling case audits.

The service and management board do not work in isolation in reducing offending by children and young people and improving the outcomes for children and young people who have entered or at risk of entering the youth justice system. The board are committed to promoting better joint work between the service and other agencies at a local level. A particular focus has been in relation to looked after children and the board is pleased that during 2016/17 a multi-agency protocol to reduce the offending by and the criminalisation of looked after children was agreed. The LAC reference group, which worked on the protocol, will be reconvened in 17/18 to continue to provide a focus on looked after children who are in the youth justice system.

## 1.1 Approval of the Plan

This plan was approved at the West Mercia Youth Justice Service Management Board held on 26<sup>th</sup> May 2017

Signed:



Date: 26<sup>th</sup> May 2017

**Karen Bradshaw**  
**Chair – West Mercia Youth Justice Service Management Board**

## **2.0 REVIEW OF 16/17**

### **2.1 Changes in Service Delivery Arrangements**

The hosting of the service was transferred to the Office of the West Mercia Police and Crime Commissioner on 1<sup>st</sup> April 2016. Following transfer a consultation was undertaken on a new structure and revised job roles within the structure with staff being appointed to new structure in October 2016. A structural diagram is included in appendix 2.

### **2.2 Review of Key Developments**

The Youth Justice Service Management Board agreed four main priorities for 16/17, the following developments were achieved during the year:-

#### Priority 1 - Improving Performance and Developing Practice

- Continued improvement against service set assessment and planning quality standards
- Implementation of the ChildView case management system
- Implementation of the AssetPlus assessment and planning framework
- Piloting a bureau approach to out of court disposal decision making in Shropshire

#### Priority 2 - Understanding our Young People

- Refreshed needs assessment
- The first of a series of deep dives planned by the Management Board, focussing on education issues
- Re-launch of the “Tell Us” comments, compliments and complaints process

### Priority 3 - Improved Joint Working and Integration

- Agreement of a multi-agency protocol to reduce the offending by and need to criminalise looked after children
- Supporting the roll out of Police led decision making forums for looked after children

### Priority 4 - Governance and Communication

- Transfer of the service to the Office for the Police and Crime Commissioner
- Service restructure
- Joint workshop between the Management Board and Management Team to agree working together principles and the key priorities and actions for 17/18

## **2.3 Thematic Inspections**

During 2016/17 the Management Board considered the findings from the Desistence and Young People thematic inspection. A number of planned actions have been agreed to address the recommendations of the thematic inspection and form part of this youth justice plan for 2017/18.

## **2.4 Views of Young People**

The following data is taken from a ViewPoint survey of 84 young people who were subject to court orders managed by WMYJS undertaken during the last five months of 2016/17.

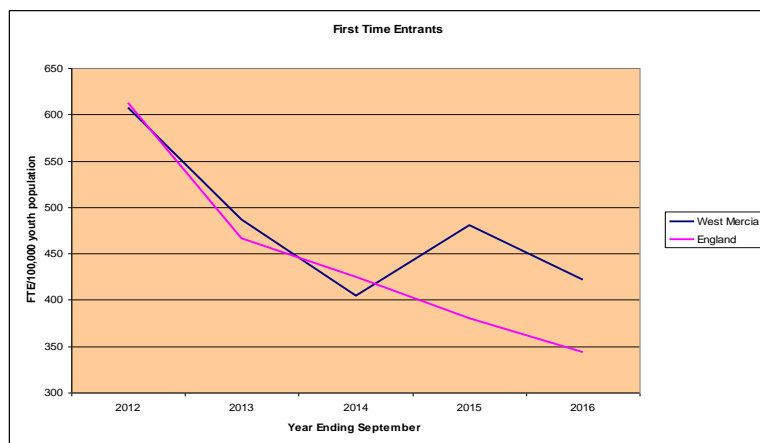
- 91% said that someone at WMYJS asked them to explain what they thought would help them stop offending.
- 89% said WMYJS took their views seriously all or most of the time
- 93% said their WMYJS worker did enough to help them take part in the WMYJS work
- 90% said that the work with WMYJS made them realise change is possible
- 86% said that since they started work with WMYJS they are less likely to offend
- 94% said that they had been treated fairly by the people who had worked with them most or all of the time
- 94% said the service provided to them by WMYJS was either good, or good most of the time

## 2.6 Performance

Youth Justice Partnerships are subject to three national outcome indicators;

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

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



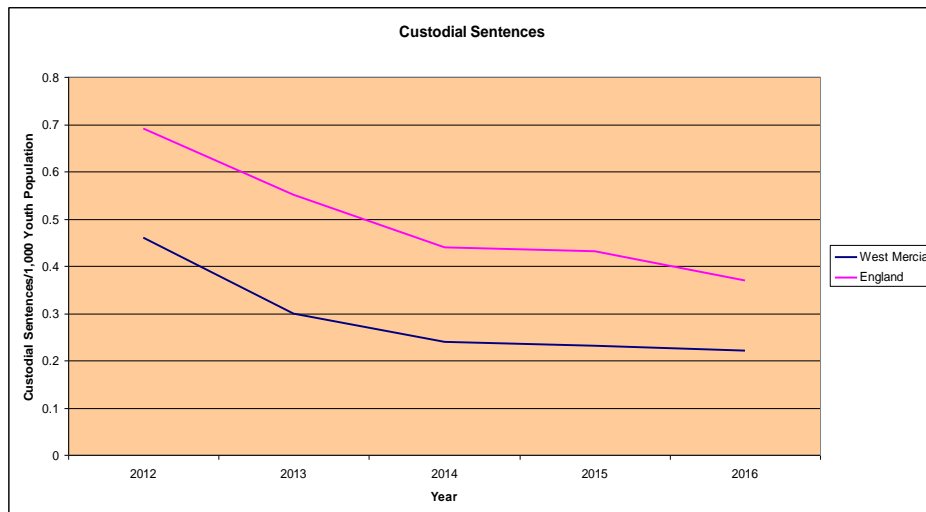
The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or Conviction). A lower figure denotes good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

The rate of FTEs across West Mercia for the year October 2015 to September 2016 was 422, which is an improvement on the performance for the previous year when the FTE rate was 481. The rate in West Mercia is higher than the national rate of 344.

The percentage reduction in the rate of FTEs in West Mercia over the period 2012 to 2016 has been 30.4%.

Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 515 and the lowest 303. The first time entrant rate is to a great extent outside of the control of the WMYJS, however WMYJS, jointly with West Mercia Police have been piloting a bureau approach to out of court decision making in Shropshire which aims to divert low level offenders from formal justice sanctions through the use of restorative processes, and this is due for evaluation during 2017/18.

## (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 old population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.

For 2016 the use of custody rate for West Mercia was 0.22 against the rate for England of 0.37, West Mercia performance is, therefore, significantly better than the national performance. The West Mercia rate for 2016 has slightly improved from 2015 when it was 0.23.

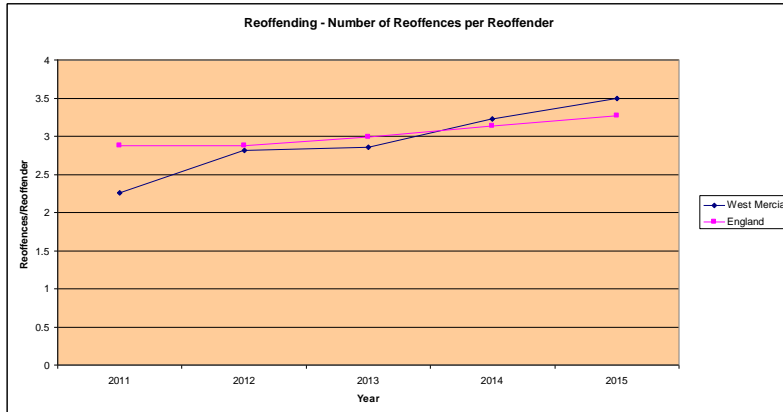
Over the five year period to 2012 to 2016 the rate has reduced from 0.41 to 0.22, a reduction of 46.3% which is comparable to 46.4% for England over the same period

The actual fall in custodial sentences was from 46 in 2012 to 24 in 2016, a reduction of 47%.

## (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 re-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 the year 2014/15. In both measures a lower figure denotes good performance.

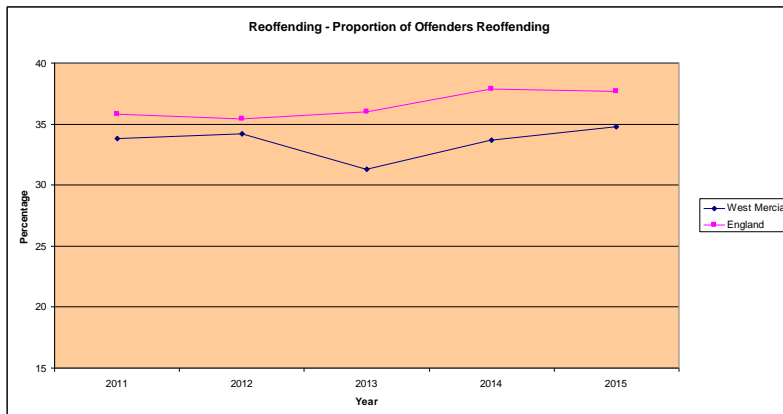




For the year 2014/15 the frequency measure performance for West Mercia was 3.49, compared to national performance 3.27.

The binary measure performance for the year 2014/15 for West Mercia is 34.8% compared with national performance of 37.7%.

A comparison over a five year period shows that this measure is volatile varying year on year in a range between 31% and 35%. The national rate also shows a year on year variation over the same period but within the range of 35% and 38%.



It should be noted that the cohort size is falling, from 1352 young people in 11/12 cohort compared to 817 young people in the 14/15 cohort. The number of re-offences has also decreased over the same period from 1296 to 991 a decrease of 24%.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs. Early information from the tracker tool has identified that only a small proportion of young people re-offend leading to a further conviction whilst subject to a WMYJS intervention, between September and December 2016 only 3.6% of young people subject to WMYJS interventions were reconvicted of a further offence.

### **3. SERVICE PRIORITIES AND RISKS TO FUTURE DELIVERY AGAINST NATIONAL OUTCOME MEASURES – 2017/18**

#### **3.1 Priorities for 2017/18**

Seven key priorities were identified at a joint Management Board and Management Team workshop held at the end of 2016.

##### **Priority: Reducing First Time Entrants to the Youth Justice System**

Three of the four local authority areas, and therefore West Mercia as a whole experienced a rise in the first time entrant rate between the years ending September 2014 and 2015, although the rate decreased the year after. There are differential rates across West Mercia from 303 in Shropshire to 515 in Telford and Wrekin. The reasons for the previous increases in the rates and also differences in the rates between the areas are not fully understood. Some initial analysis in 2014/15 in one particular area indicated that a higher detection rate combined with lower proportional use of community resolutions partly explained the reason why there was a higher rate in one area, but did not completely explain the extent of the difference.

It is, therefore, planned to undertake a more comprehensive analysis during 2017/18 in order to identify the key drivers of the differential rates of FTEs across West Mercia, but also to determine the profile of the FTE cohort. As part of this work a tracking tool has been developed which will be used to better understand the journey of the child into the youth justice system. The analysis will form one of the thematic deep dives to be considered by the Management Board.

During 16/17, in conjunction with West Mercia Police WMYJS has been piloting a bureau approach to out of court disposal decision making based on the South Wales model. One of the potential outcomes of this approach is the possibility of appropriately diverting more young people from formal justice sanctions through offering a wider range of options to support informal resolutions. The bureau will be evaluated during 17/18 as part of a review of joint decision making with the intention of putting in place a new joint decision making model at the pre-court stage. This work will additionally look at developing a model of quality assuring and promoting consistency in decision making, standardising recording, and also revising the screening and assessment tools for this stage of the system.

### **Priority: Reduce custody and young people entering the adult criminal justice system**

This priority includes the national outcome indicators of re-offending (reducing young people entering the adult criminal justice system) and custody, however work planned within other priorities will additionally contribute towards these outcome areas.

The custody rate in West Mercia is low and has been reducing consistently since the establishment of the service in October 2012. Currently the custody rate is at 0.22 custodial sentences per 1,000 youth population, 24 actual custodial sentences during 2016, In 2012 there were 46 custodial sentences. Although the rate of custodial sentences is low the National Standards audit on bail and remand conducted in the last quarter of 2016/17 identified the need for improvements to ensure that the service is fully compliant to those standards. In the main this will involve the development of new remand management strategy and practice guidance for the service.

Staff will be involved in the process of informing a new resettlement framework to be completed during 2018/19. During 17/18 a register of local pathways to services for each area will be developed which will not only support the future resettlement framework but will also aid exit planning for young people ending orders and for sign posting purposes for young people receiving informal pre-court disposals.

The service implemented the use of a re-offending tracking tool during 2016/17, this has shown that very few young people are re-offending whilst subject to WMYJS interventions. It is planned to undertake further analysis of the re-offending cohort during 2017/18, and this will form another one of the Management Board's thematic deep dives which will inform further action planning for the board, or individual board members.

There are inconsistencies in the application of the service's management of risk process (MOR) across the service, and the MOR policy requires updating due to the implementation of AssetPlus. A new MOR policy and processes will be developed and implemented during 2017/18.

Although a transition protocol is in place with the National Probation Service, it pre-dates the most recent national protocol. The protocol will be reviewed to ensure that it reflects the most recent national protocol and provide for better transition planning where cases are transferred. The implementation of the use of the Y2A portal for information exchange at transition will be further explored.

### **Priority: WMYJS Interventions are of a consistently good quality**

A revised quality assurance framework and tools for assessment and planning have been implemented following the move to the AssetPlus assessment and planning framework. AssetPlus is still being embedded into practice and it is recognised that further staff development and revisions to the performance and quality framework will be required throughout 2017/18 to achieve this. The service will be investigating the feasibility of developing a balanced scorecard approach to identifying and reporting on locally defined performance measures. The effectiveness of the tracking tools, developed during 2016 will be evaluated, in particular the ETE tracking tool.

Further development of the Attendance Centre curriculum is planned and the service will be establishing ways of recognising young people's achievements including, where appropriate, accreditation.

The mentoring scheme run within the service will be developed to include assisting young people in developing links in their own community. The service is currently working with Worcester University to develop learning mentoring to assist young people improving their basic skills using students at the University as learning mentors.

It is planned to review the reparation offer to ensure that activities are more outcome based and placements are individualised to meet the needs of the young person.

### **Priority: We have systems in place to understand young people's journey through our services.**

The Management Board have agreed a number of deep dive analyses to inform further action planning for the service, the board, or individual board members. The first of these on education, training and employment was held in March 2017. A further deep dive on mental health is due in quarter 2 of 17/18. Both FTEs and re-offending are also on the schedule of deep dive themes.

The Management Board had a focus on looked after children, and during 15/16 had a looked after children reference group. Work of the group included developing a multi-agency protocol to reduce to offending by and the criminalisation of looked after children which was agreed at the beginning of 2017. It is agreed that further focus on looked after children who are in the youth justice system is required and the looked after children reference group will be re-established in 17/18.

It is planned to implement a schedule of case audits in involve Management Board members to enhance the oversight of practice by the Management Board.

**Priority: The voice of service users directly impacts on service delivery**

The service has had an active service user engagement group, who developed the services comments, compliments and complaints process and designed the service feedback forms. There is, however, inconsistency between the teams in collecting service user feedback, and the service need to better use the information collected to inform service development and planning. The group will continue throughout 2017/18 to further develop the service's approach to service user engagement, including assessing the feasibility of using ViewPoint as tool for collecting feedback.

It is additionally planned to improve the service's processes for collecting the views of victims.

**Priority: Team morale is good, staff feel enabled and have the tools required to do their job effectively.**

2016/17 was a year of significant change in service, with the implementation of a new case management system the implementation of the AssetPlus assessment and planning framework and the transfer of the service to the Office of the PCC. Perhaps most significant was a service restructure which resulted in staff being appointed into new jobs, with new job descriptions, new salary grades and revised terms and conditions. It is recognised that the changes have negatively affected morale within the service. It is planned to undertake a staff survey to establish from staff how they feel and establish actions to improve morale and ensure staff are communicated with and better involved.

A new post of Senior Practitioner was established in the new structure, part of the role of this post is service wide quality assurance and staff development. The management team will be working with the senior practitioners to better define and implement their cross service functions.

A key aspect of staff having the tools required to do their job effectively is learning and development. The service will be developing a new learning and development framework based on the 70:20:10 principles, and develop the learning plan for 17/18. This will be informed by a staff survey. A new communication strategy will also be put in place.

There are a number of protocols and working guidance which require reviewing and revising including protocols with mental health services and children services. The roles of certain specialist workers within the service will also be reviewed.

The arrangements for the delivery of the AIM2 assessment and intervention programmes for young people who are demonstrating harmful sexual behaviour will also be reviewed during 2017/18.

**Priority: The Management Board and operational staff are working together with clear collective responsibility for improving outcomes for young people**

The majority of the work planned under this priority has been undertaken prior to 1<sup>st</sup> April 2017, including agreeing a working agreement between the management board and management team, appointing lead board members and management team members for each of the priorities and agreeing a method of communicating key board decisions to staff.

During 2017/18 management board members will be visiting each of the teams to improve communication between the board and staff in the service.

### **3.2 Safeguarding**

Safeguarding remains a key area of focus for the service. WMYJS has a key role in safeguarding young people, in terms of assessing and reducing the risk of harm to young people either from their own behaviour or the actions of others and reducing the risk of harm they may pose to others.

During 2016/17 the service undertook critical learning reviews (CLRs) as part of the YJB safeguarding and public protection reviewing process. Learning from these review has informed action planning and been shared with the LSCBs. WMYJS will continue to undertake CLRs, even though these are not now mandatory. During 2017/18 the service will review the arrangements for the provision of specialist interventions for young people demonstrating harmful sexual behaviour. Directly related to safeguarding, the delivery plan for 2017/18 also includes a review of the management of risk arrangements and the development of a strategy on domestic abuse, in particular peer domestic abuse and young person to parent abuse. The management board have commissioned a deep dive on mental health and the service will be working with the national youth justice SEND (special education needs and disabilities) project.

### 3.3 Risks to the Future Delivery against the National Outcome Measures

The current performance against the national outcome measures are contained in section 2.6 of this plan. As the section notes although the FTE rate is higher than the national rate, the most recent performance is an improvement on the previous year. There are however differential rates between the four LA areas and the reasons for these differences are not fully understood. The rate of custodial sentences remains low, at 0.22 per 1,000 population, but as noted in the commentary on the priorities our key area of risk in relation to custody is with custodial remands, and this is an area that will be focussed on during 2017/18. Re-offending performance is volatile and rises and falls within a range of 30% to 35%. As part of the learning and development plan it is intended to provide training on desistance for practitioners. The review and revision of the management of risk arrangements will also consider the management of the likelihood of re-offending.

Outcome Measure	Performance Indicator	Risk	Key Mitigating Actions	Other Relevant Delivery Plan Actions
First Time Entrants	The number of first time entrants to the youth justice system per 100,000 youth population	Lack of understanding of the drivers behind differing rates could mean that improvement actions focus on wrong factors	Comprehensive analysis of FTE cohort	1.1
		Inconsistencies in out of court decision making contributing to differential rates of FTEs across the area	Review and revise the OoCD joint decision making arrangements	1.2, 1.3, 1.5 and 2.3
Custody	The number of custodial sentences per 1,000 youth population	Absence of a remand management strategy may lead to an increase in young people being remanded	Development of a remand management strategy	2.2
Re-Offending	(i) The average number of re-offences per re-offender  (ii) The proportion of offenders (%) re-offending within 12 months	Management of risk policy out of date and inconsistently applied	Revision of the Management of Risk policy and guidance	2.1
		Poor quality assessments, plans and delivery against local/national standards	Continued work on embedding AssetPlus. Developing a balanced scorecard approach to performance reporting	3.1 and 6.2
		Interventions are not focussed on the most significant factors or are not delivered with integrity	Review and development key intervention delivery arrangements including AIM2, reparation, mentoring, AC curriculum and use of ETE trackers	2.3, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 4.2, 5.1, 6.9 and 7.1
		Staff do not have an understanding of desistance theory	Ensure that desistance theory is incorporated in the 2017/18 training plan	6.2, 6.5 and 6.4
		Lack of understanding of the characteristics of the re-offending cohort	Deep dive analysis	

### 3.4 Delivery Plan

Ref	Action	Owner	Timescale (by end of quarter)
<b>Priority: Reducing First Time Entrants to the Youth Justice System</b>			
1.1	Undertake a comprehensive analysis of FTEs to identify characteristics of the cohort, and the development of a tracking tool to identify young peoples journey into the youth justice system	TM – T	2
1.2	Evaluate the Shropshire Youth Bureau pilot	TM – T	2
1.3	Review Joint OoCD decision making arrangements, taking into account Youth Bureau evaluation and decision making processes for LAC and develop a joint decision protocol with West Mercia Police to include putting in place an audit and scrutiny process in respect of OoCD decision making	TM – T	3
1.4	Developing Standardised recording of CRs	TM – T	3
1.5	Review assessment arrangements for OoCD	TM – T	3
<b>Priority: Reduce custody and young people entering the adult criminal justice system</b>			
2.1	Review and revise management of risk policy, procedure and guidance including considering how other agencies (where involved) can be better engaged in the process.	TM – S	3
2.2	Development of Remand Management Strategy	TM – H	3
2.3	Development of registers of services and pathways in each area for step down (exit strategies) and referral for support of community resolutions/simple cautions.	Team Managers	4
2.4	Review and revise transition arrangements and protocol with NPS	HoS	3
2.5	Development of Service Resettlement Framework		Deferred 17/18
<b>Priority: Youth justice service interventions are of a consistently high quality</b>			
3.1	Development of a balanced scorecard for in service performance reporting.	HoS/TM- S	3
3.2	Develop QA process for stand down and progress reports	TM – H	3
3.3	Review use and effectiveness of the ETE tracking tool.	TM – W	3
3.4	Establish ways of recognising young people's achievements within intervention including exploring the possibility of accreditation	VDO	3
3.5	Developing the mentoring offer to include assisting young people developing links in their community	VDO	3



Ref	Action	Owner	Timescale (by end of quarter)
<b>Priority: Youth justice service interventions are of a consistently high quality</b>			
3.6	Review of the reparation offer to ensure restorative activities are outcome based and activities are individualised and age related.	TM – T	3
3.7	Development of the AC curriculum to ensure compliance with the operating model	TM – T	3
3.8	Investigate with the University piloting a learning mentoring scheme using students.	VDO	4
<b>Priority: We have systems in place to understand young people's journey through our services and to evaluate impact and Effectiveness</b>			
4.1	Arrange schedule and format for joint management team and management board member case audits	TM – S	4
4.2	Review YJS SM provision , including the arrangements to input to NDTMS	TM – S	3
4.3	Re-establish a LAC reference group	TM – W	2
<b>Priority: The voice of service users directly impacts on service delivery</b>			
5.1	Develop the current feedback process to ensure the information is used to inform practice development	TM – W/SP	4
5.2	Develop and implement strategy for service's use of ViewPoint	TM – W/SP	3
5.3	Develop a process of receiving feedback from victims which is used to inform service	TM – T/SP	2
<b>Priority: Team morale is good, staff feel enabled and supported and have the tools required to do their job effectively</b>			
6.1	Conduct staff survey	HoS	2
6.2	Developing and defining the role of senior practitioners in undertaking learning reviews and cross service auditing	HoS	2
6.3	Development of service communication plan	HoS	3
6.4	Arrange a staff conference	HoS	2
6.5	Development of Learning and Development framework and a training plan which is informed by audit/survey of training needs and learning and development needs identified in annual appraisals	TM – S	3
6.6	Review arrangements for covering weekend and public holiday courts.	TM – H	2
6.7	Developing a policy to ensure that parents/carers and fully involved in compliance and engagement arrangements	TM – T	2
6.8	Put in place process to ensure that parental and young people's assessments are initiated in court	TM – H	3
6.9	Review AIM2 arrangements	TM – W/SP	3
6.10	Review role of the police officers	TM – H	2
6.11	Review information sharing arrangements with ChSC and ensure joint planning	Team Managers	4

Ref	Action	Owner	Timescale (by end of quarter)
<b>Priority: Team morale is good, staff feel enabled and supported and have the tools required to do their job effectively</b>			
6.12	Redefine role of CAMHS secondees and amend protocols with CAMHS	HoS	4
6.13	Define minimum standards with respect to re-allocating cases	TM – H	4
6.14	Development of a service domestic abuse strategy	VDO	3
6.15	Review and revise young people moving between areas guidance	TM – T	2
<b>Priority: The management board and operational staff are working together with clear collective responsibility for improving outcomes for young people</b>			
7.1	Schedule of management board visits to teams	ChMB	2

Key to owners:

TM – H      Team Manager, Herefordshire  
 TM – S      Team Manager, Shropshire  
 TM – T      Team Manager, Telford and Wrekin  
 TM – W      Team Manager, Worcestershire  
 VDO        Volunteer Development Officer  
 HoS         Head of Service  
 SP          Delegated Senior Practitioner  
 ChMB       Chair of the Management Board

## Appendix 1

### West Mercia Youth Justice Service Resources 2017/18

#### Income

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice (YOT) Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2017/18.

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities <sup>1</sup>			1,212,499	1,212,499
Police Service	237,892		63,000	300,892
National Probation Service	126,066		15,000	141,066
Health Service	129,860		36,894	166,754
Police and Crime Commissioner			180,293	180,293
YJB Youth Justice (YOT) Grant			1,195,802	1,195,802
<b>Total</b>	<b>493,818</b>		<b>2,703,488</b>	<b>3,197,306</b>

The grant to run the Attendance Centres, £50,519, is included in the total for the YJB Youth Justice Grant in the table above

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<sup>1</sup> 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.

## The YJB Youth Justice (YOT) Grant

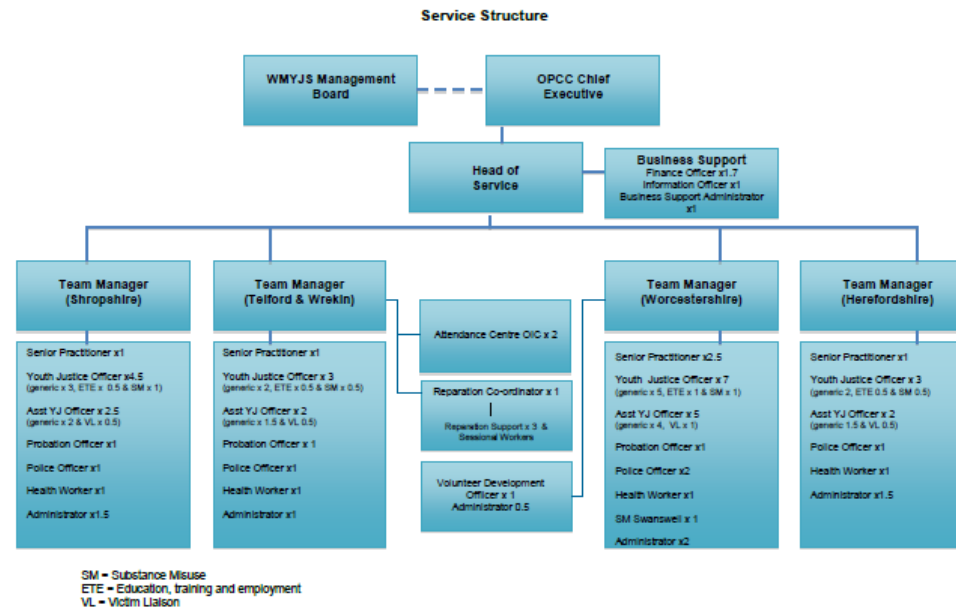
The YJB Youth Justice (YOT) Grant is provided for the provision of youth justice services with an aim of achieving the following outcomes; reducing re-offending, reducing first time entrants, reducing the use of custody, effective public protection and effective safeguarding. The grant will form part of the overall pooled partnership budget for WMYJS, which is used to deliver and support youth justice services across West Mercia. The outline draft budget for 2017/18 is provided below; the expenditure against the Youth Justice Grant is included in this budget.

Category	Budget (£)
Employee Costs	2,044,495
Other Employee Costs	1,878
Training	30,000
Premises	169,322
Supplies and Services	61,103
ICT	111,374
Third Party Payments	161,191
Transport	124,125

## Appendix 2

### West Mercia Youth Justice Service Structure and Staffing Information

The West Mercia Youth Justice Service comprises four multi-agency service delivery teams, aligned to the Local Authority areas to deliver the majority of services. The reparation service and volunteer services are co-ordinated centrally across the whole service, as are the finance and data and information functions.



WMYJS is compliant with the minimum staffing requirements outlined in the Crime and Disorder Act 1998, as can be seen from the structural diagram above. There are four HCPC registered Social Workers within the staffing group.

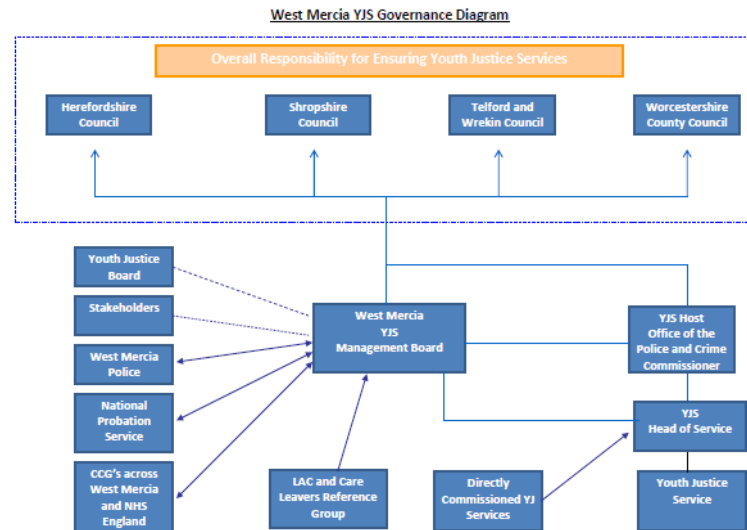
## Appendix 3

### West Mercia Youth Justice Service Governance and Partnership Information

#### Governance

WMYJS is managed on behalf of the Local Authorities and the WMYJS partnership by the Office for the West Mercia Police and Crime Commissioner (OPCC). Day to day management of the Head of Service is provided by jointly the Chief Executive of the OPCC and the Chair of the Management Board (DCS Shropshire). The Youth Justice Service is accountable to the WMYJS Management Board and the Management Board is accountable to each of the Local Authorities for the commissioning and delivery of youth justice services.

The partnership Youth Justice Plan is approved by the Management Board and by each of the four top tier Councils. The diagram below outlines the governance arrangements of West Mercia Youth Justice Service.



The Youth Justice Service Management Board is currently chaired by the Director of Children Services for Shropshire Council. The Membership of the Board at 1<sup>st</sup> April 2017 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Jake Shaw	Assistant Director
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Clive Jones	Director of Children, Family and Adult Services
Herefordshire Council	Chris Baird	Director of Children's Wellbeing
National Probation Service	Tom Currie	Head of West Mercia
West Mercia Police	Debra Tedds	Assistant Chief Constable
West Mercia Clinical Commissioning Groups	Helen Bayley	Lead Nurse for Integrated Clinical Care and Safety, Shropshire CCG
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

The Management Board meets every two months and monitors the performance and quality of the service through regular reporting. Where necessary the Management Board will monitor compliance with the YJB Grant conditions through exception reports. There is an agreed process of reporting community safeguarding and public protection incident reviews into the Management Board and the Board monitors the progress of critical learning review action plans as a standard agenda item.

The Management Board has a schedule of thematic deep dives, the purpose of which is to identify any issues, in particular with regards to provision of services and multi-agency working, and agree actions for the Management Board or individual board members in order to improve services for young people in the youth justice system.

The Management Board ensures 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.

## **Partnerships**

The Youth Justice 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.

WMYJS is a member of the four Safeguarding Children Boards and several of the board's sub groups and the Children's Trusts or equivalent partnerships. WMYJS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. WMYJS is an active member of the West Mercia Criminal Justice Board, the West Mercia Reducing Offending Board, the West Mercia Victim and Witness Board and the MAPPA Strategic Management Board.

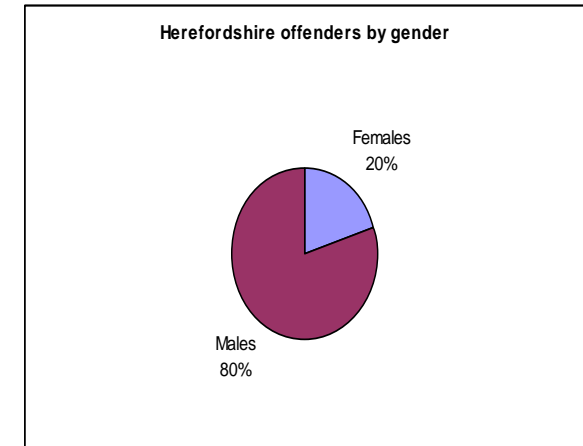
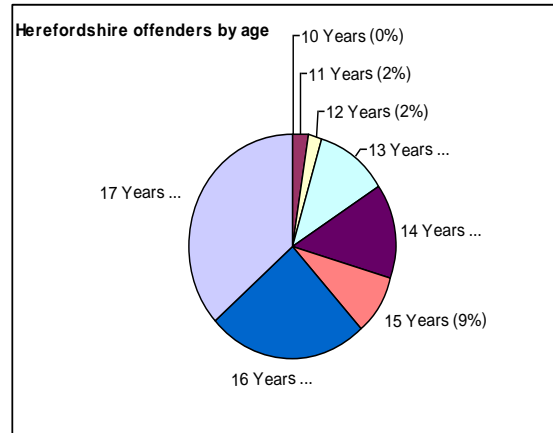
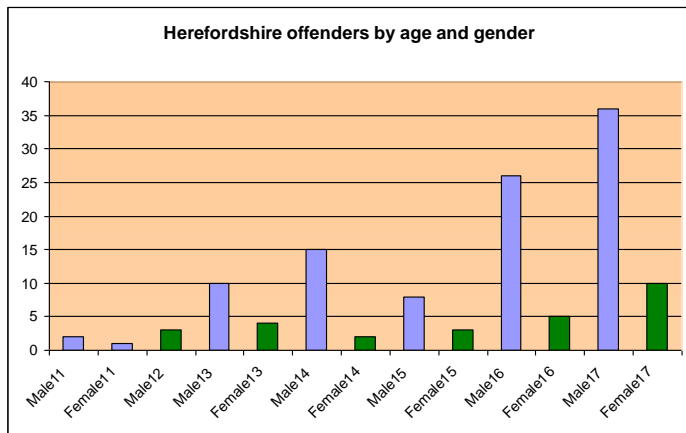
WMYJS is represented on the Channel Panels across West Mercia established as part of the Prevent strategy. WMYJS staff have undertaken WRAP training in most areas. Further work is required to ensure that the WMYJS is able to respond in delivering appropriate programmes of intervention to young people who are at risk of extremism.



## APPENDIX 4 - AREA PROFILE – HEREFORDSHIRE

### Youth Offending Population – all Young People

There are 16,101 young people aged 10 to 17 in Herefordshire. In 2016/17 there were 179 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 125 individual young people accounted for these 179 outcomes, 0.78% of the youth population.

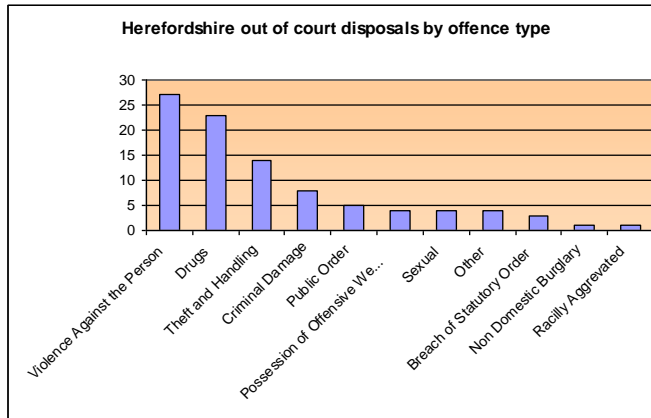


Of the 125 young people entering or in the youth justice system in 2016/17, 80% were male. The majority, 70%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

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

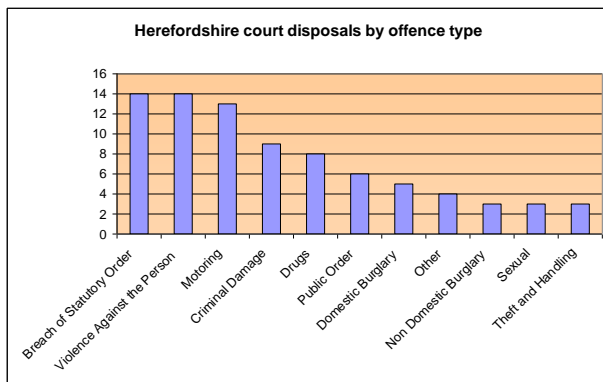
During 2016/17 there were a total of 95 pre-court disposals made on 76 Herefordshire young people, 83 of these were Youth Cautions and 12 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in

2016/17 intervention programmes were provided for 26 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were violence against the person, 28% drug offences, 24% followed by theft and handling, 15% and criminal damage, 8%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 49 Herefordshire young people accounted for 84 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 53 of the 85 court outcomes.

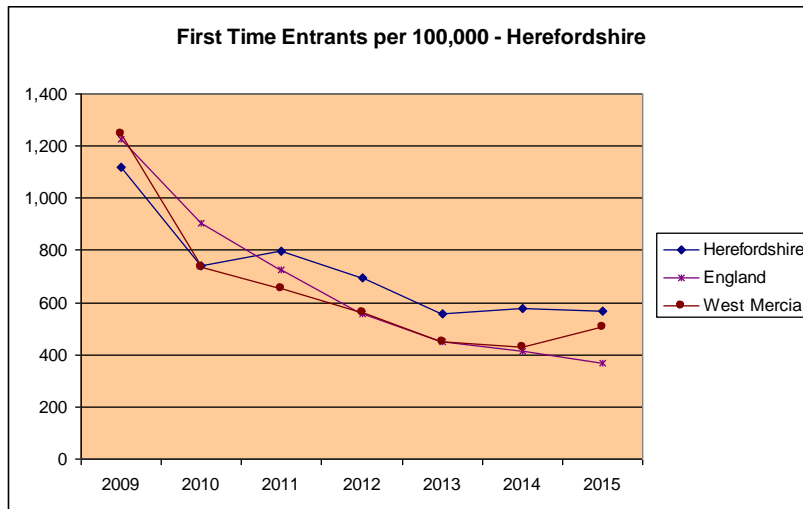
The majority, 83% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 40% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 17% of all offences. Motoring offences were the next frequently occurring offence, 15%, followed by criminal damage, 11% and drugs 10%. 17% of court outcomes were in respect of breach of a statutory order.

### Performance against the 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 (Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 15 to September 16 there were 486 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of 35% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in year ending September 2106 is 79, compared to 131 in the year ending September 2012. The rate of 486 is an improvement in performance on the previous year when the rate was 596.

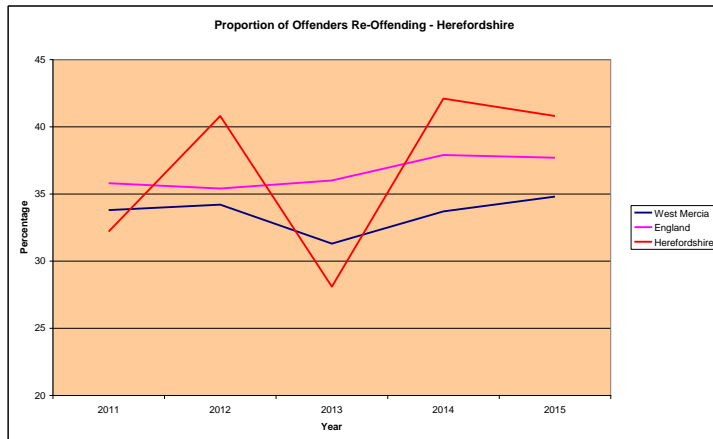
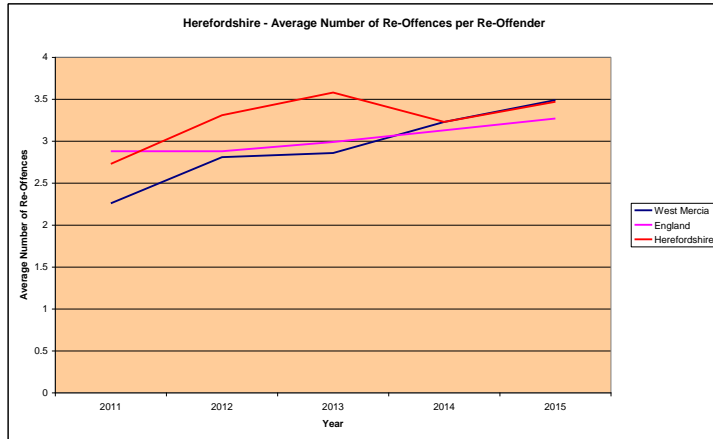
At 486 Herefordshire has the second highest rate of FTEs across West Mercia, the range in rates across the West Mercia authorities is 303 to 515. Some analysis into reasons for the high rate in Herefordshire was undertaken in 14/15, and it found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis is planned for 17/18.

### (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 3 custodial sentences during 2016, equating to a rate of 0.19 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2015/16 where there were 4 custodial sentences equating to a rate of 0.25. The 2016 rate of 0.19% compares to a West Mercia rate of 0.22 and a national rate of 0.37.

### (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 re-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 2014/15. This is the year where the cohort is identified, they are then followed for re-offending for a 12 month period, hence to March 2016.

The frequency measure performance for Herefordshire for 2014/15 is 3.47, compared to the West Mercia performance of 3.49 and national performance of 3.27. Herefordshire is, therefore, performing less well than for England but slightly better than for West Mercia as a whole. Although the performance has slightly deteriorated from 13/14 when it was 3.23, it is better than for 12/13 where it was 3.53.

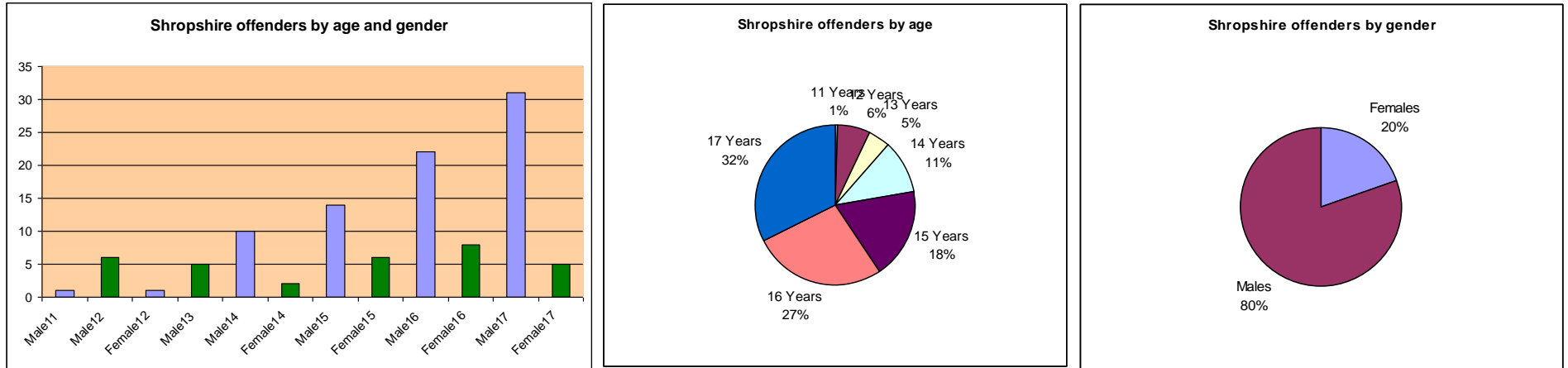
For 2014/15 the binary measure for Herefordshire is 40.8 compared with a West Mercia performance of 34.8% and a national performance of 37.7%. For 2014/15, therefore, there were a greater proportion of the cohort re-offending than for West Mercia, but they were, on average, re-offending with less frequency. The 2014/15 performance of 40.8% represents an improvement on the performance for the previous year when it was 42.1%. It should also be noted, that the overall cohort sizes are decreasing year on year. In 2011/12 there were 255 offenders in the cohort and 344 re-offences and compared to a cohort size of 157 and 222 re-offences in 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

## APPENDIX 5 - AREA PROFILE – SHROPSHIRE

### Youth Offending Population – all Young People

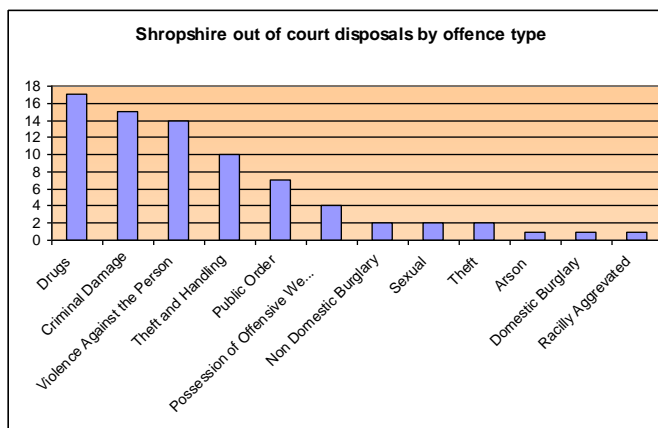
There are 27,663 young people aged 10 to 17 in Shropshire. In 2016/17 there were 146 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 111 individual young people accounted for these 146 outcomes, 0.40% of the youth population.



Of the 111 young people entering or in the youth justice system in 2016/17, 80% were male. The majority, 77%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

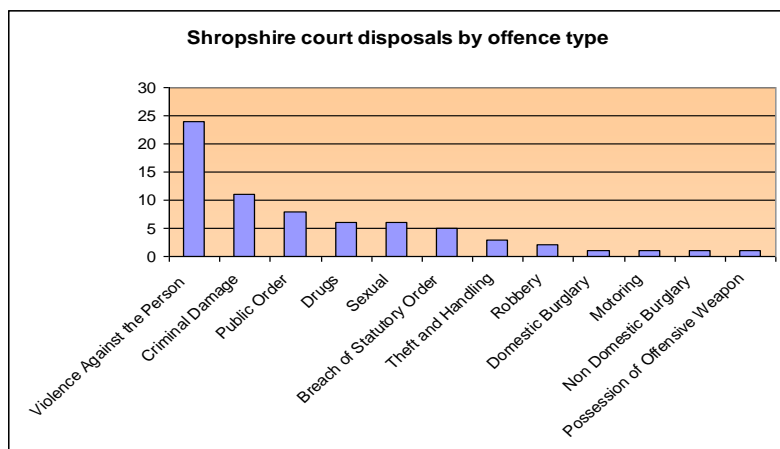
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 76 pre-court disposals made on Shropshire young people, 70 Youth Cautions and 6 Youth Conditional Cautions. The youth justice service is required to assess all young people made subject to second or subsequent Youth Caution and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 34 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were drug offences, 22%, followed by criminal damage, 20%, violence against a person, 18%, and theft and handling 13%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 48 Shropshire young people accounted for 70 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 59 of the 70 court outcomes.

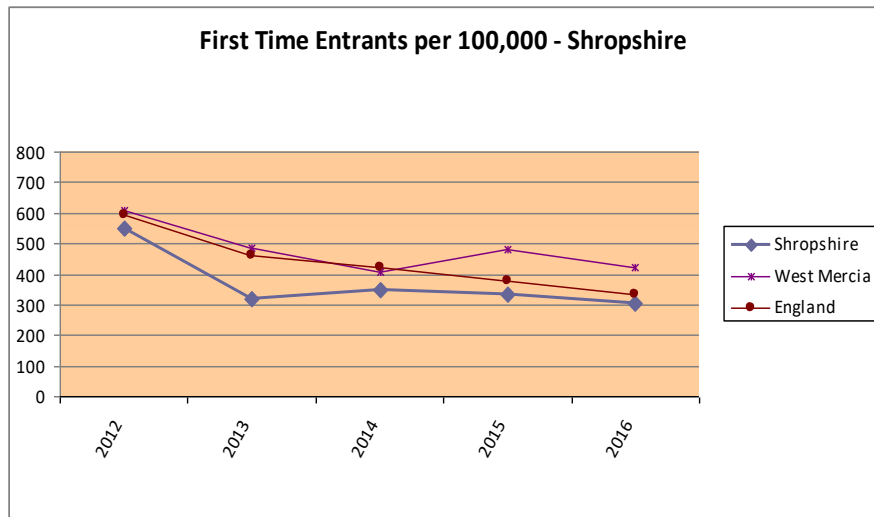
The majority, 91% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 50% of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 34% of all outcomes. Criminal damage was the next frequently occurring offence, 16%, followed by public order 11%, and drug offences and sexual offences, both accounting for 9%.

## 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 (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the year October 2015 to September 2016 there were 303 first time entrants per 100,000 youth population in Shropshire, representing a reduction of 45% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in the year ending September 2016 is 85, compared to 166 in 2012.

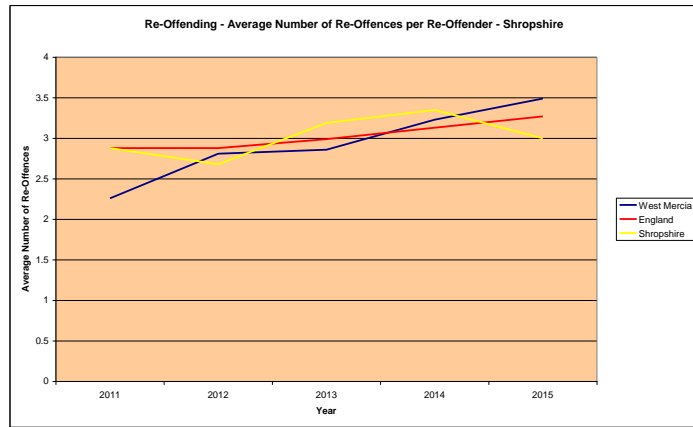
At 303 Shropshire has the lowest rate of FTEs across West Mercia, the next lowest rate being 432 and the highest 515. The Shropshire rate is lower than the national rate, 344 and significantly lower than West Mercia, 422. The September 2016 rate of 303 represents an improvement on performance from the previous year when the rate was at 332. A bureau approach to joint decision making for out of court disposal has been piloted in Shropshire throughout 16/17. This is due to be evaluated in 17/18.

### (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.

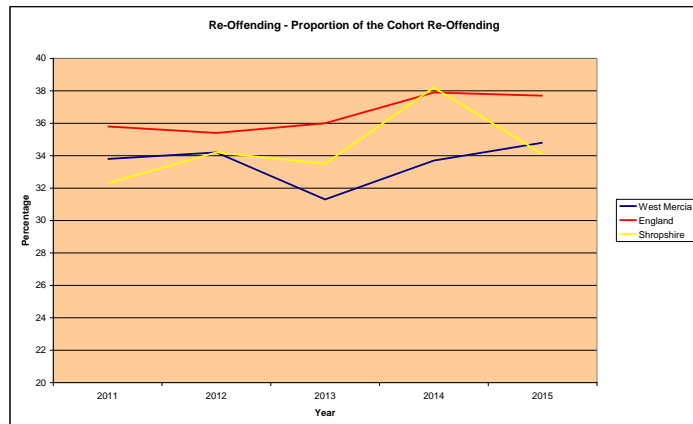
There were 8 custodial sentences during 2016, equating to a rate of 0.29 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there were 3 custodial sentences equating to a rate of 0.11. The 2016 rate of 0.29% compares to a West Mercia rate of 0.22 and a national rate of 0.37.

### (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 who re-offends 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 cohort identified in 2014/15.

The frequency measure performance for Shropshire for 2014/15 is 3.0, compared to the West Mercia performance of 3.49 and national performance of 3.27. Shropshire is, therefore, performing better than for West Mercia and for England and the 14/15 performance represents an improvement on the previous year when it was at 3.35.



For 2014/15 the binary measure for Shropshire is 34.1% which is in line with the West Mercia performance of 34.8% and better than the national performance of 37.7%. It should also be noted that the overall cohort sizes are decreasing year on year, in 2011/12 there were 304 offenders in the cohort and 279 re-offences compared to a cohort size of 179 with 183 re-offences in 2015/16. The number of actual re-offences has therefore decreased by 34% between 2011/12 and 2014/15.

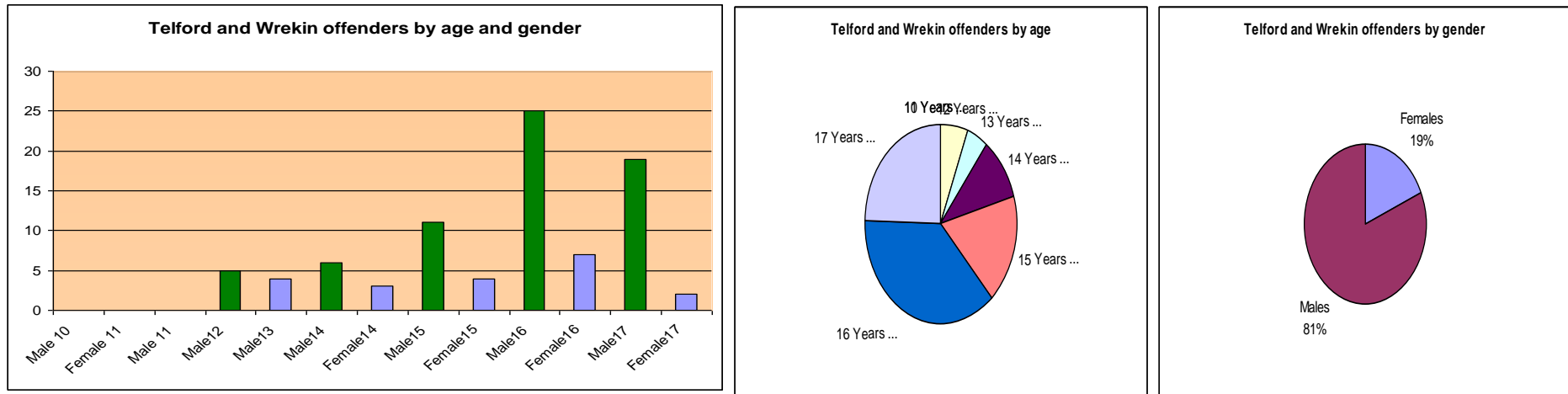
In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.



## APPENDIX 6 - AREA PROFILE – TELFORD AND WREKIN

### Youth Offending Population – all Young People

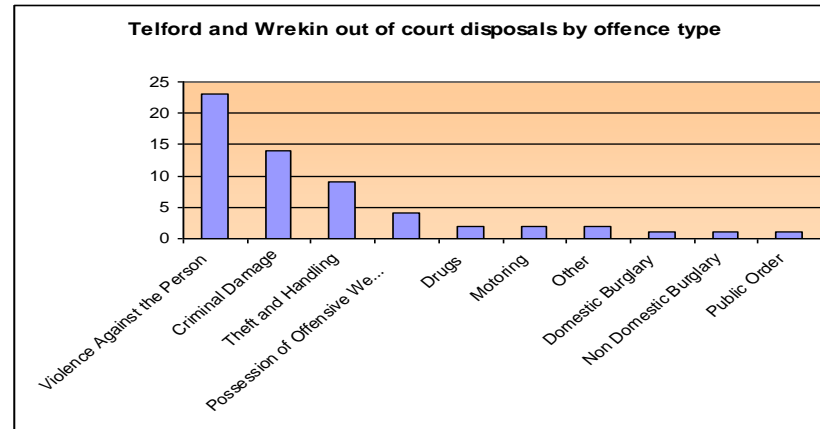
There are 16,444 young people aged 10 to 17 in Telford and Wrekin. In 2016/17 there were 139 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 86 individual young people accounted for these 139 outcomes, 0.52% of the youth population.



Of the 86 young people entering or in the youth justice system in 2016/17, 81% were male. The majority, 79%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 16 years.

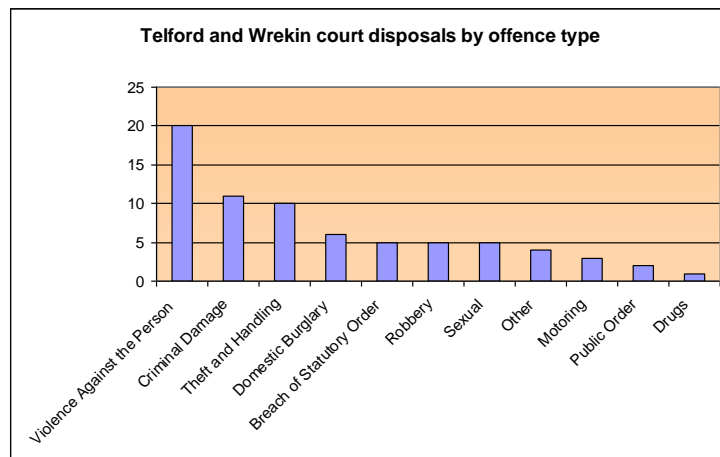
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 67 pre-court disposals made on Telford and Wrekin young people, 57 of these were Youth Cautions and 4 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 33 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 38%, followed by criminal damage, 23%, theft and handling, 15%, and possession of an offensive weapon 7%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 44 Telford and Wrekin young people accounted for 72 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 49 of the 72 court outcomes.

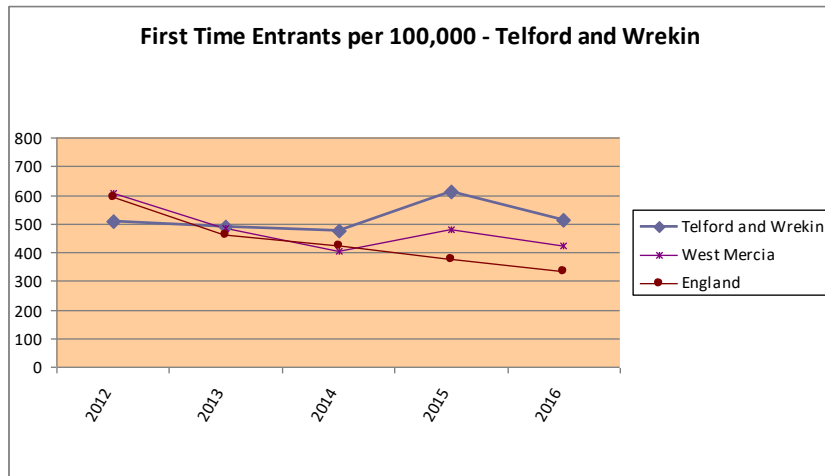
The majority, 89% of young people receiving court sentences were aged 15 to 17, with 16 and 17 year olds accounting for 78% of court outcomes.

The most frequently occurring offence for court sentences was violence against the person, accounting for 25% of all outcomes. Sexual offences were the next most frequently occurring offences, 15%, followed by breach of a statutory order, 13% and motoring offences 11%. These four categories of offences accounted for 64% 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 (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 2015 to September 2016 there were 515 first time entrants per 100,000 youth population in Telford and Wrekin. There is very little change in the rate since 2012 where it was at 509, however the rate did fall between 2012 and 2014 when it was 475. The actual number of first time entrants in the year ending September 2016 is 85, compared to 90 in 2012.

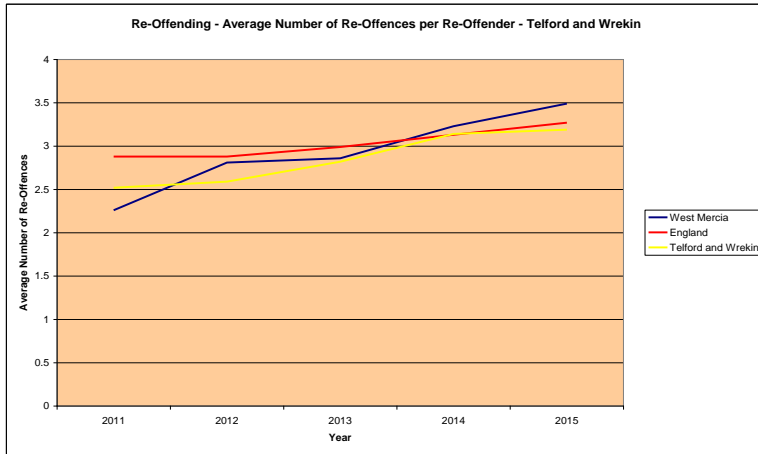
At 515 Telford and Wrekin has the highest rate of FTEs across West Mercia, the range of rates across West Mercia being 303 to 515. The rate in Telford and Wrekin has decreased from the previous year when it was significantly higher at 613. The number of FTEs has reduced from 103 to 85 between the two years, a decrease of 17%. Further analysis is planned to establish the drivers for the differential rates across West Mercia.

### (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.

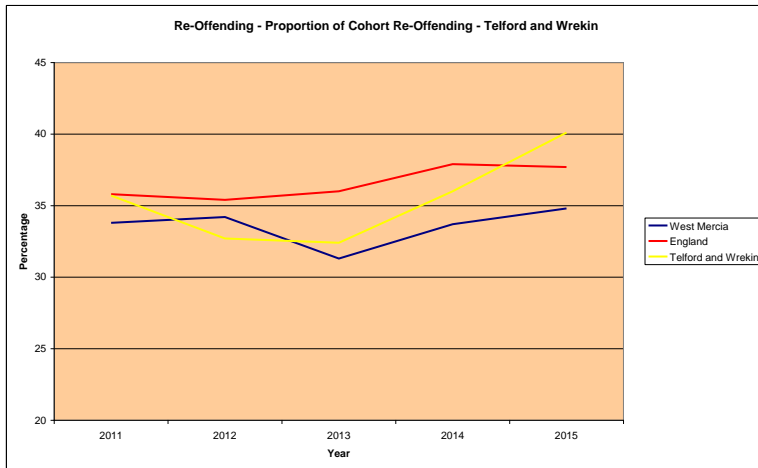
There were 2 custodial sentences during 2016, equating to a rate of 0.12 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there was 1 custodial sentence equating to a rate of 0.06. The 2016 rate of 0.12 compares to a West Mercia rate of 0.22 and a national rate of 0.37.

### (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 who re-offends 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 cohort identified in 2104/15.

The frequency measure performance for Telford and Wrekin for 2014/15 is 3.19, compared to the West Mercia performance of 3.49 and national performance of 3.27.



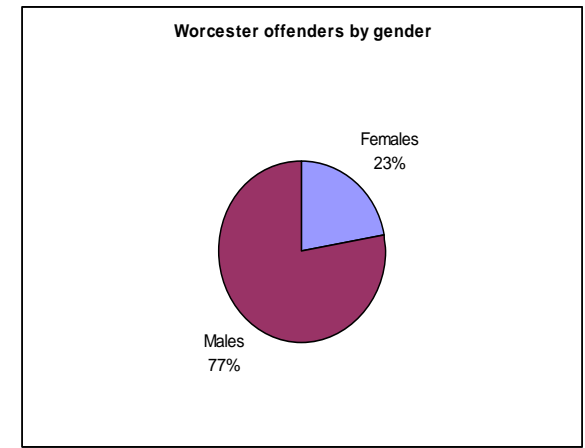
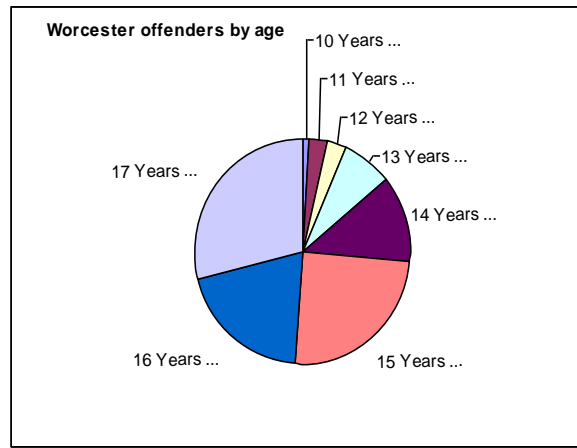
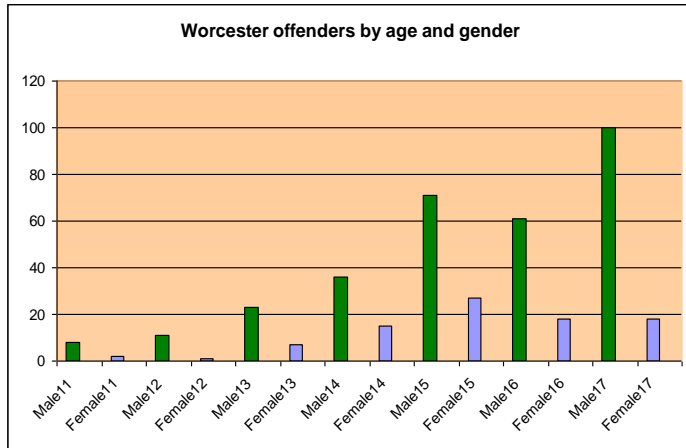
For 2014/15 the binary measure for Telford and Wrekin is 40.1% compared with a West Mercia performance of 34.8% and a national performance of 37.7%, Telford and Wrekin is therefore performing less well than West Mercia and England. The 2014/15 performance has slightly deteriorated from 2013/14 where the performance was 36%. It should be noted the overall cohort sizes are decreasing year on year. In the year 10/11 there were 266 offenders in the cohort and 239 re-offences compared to a cohort size of 142 with 182 re-offences in 2014/15. The number of actual re-offences have therefore decreased by 24% between 2010/11 and 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

## APPENDIX 7 - AREA PROFILE – WORCESTERSHIRE

### Youth Offending Population – all Young People

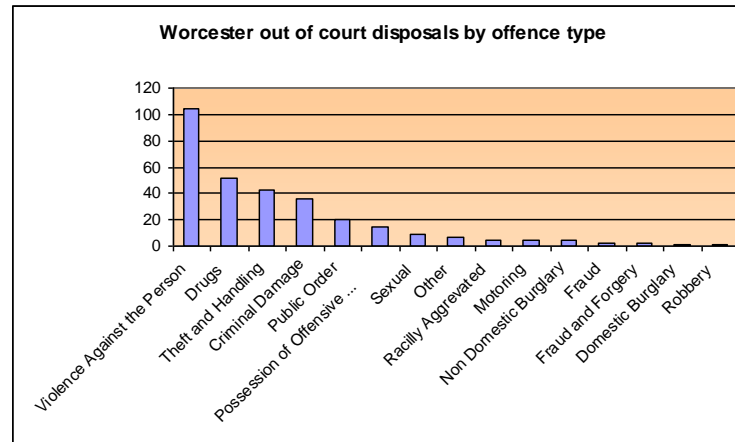
There are 50,812 young people aged 10 to 17 in Worcestershire. In 2016/17 there were 561 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 403 individual young people accounted for these 561 outcomes, 0.79% of the youth population.



Of the 403 young people entering or in the youth justice system in 2016/16, 77% were male. The majority, 73%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 15 years.

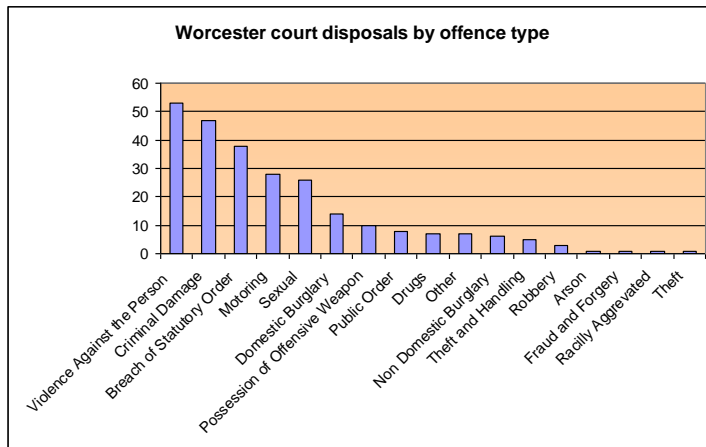
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 305 pre-court disposals made on Worcestershire young people, 299 of these were Youth Cautions and 6 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 76 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were violence against the person, 34%, followed by drug related offences, 17%, theft and handling, 14% and criminal damage 12%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 135 Worcestershire young people accounted for 256 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 198 of the 256 court outcomes.

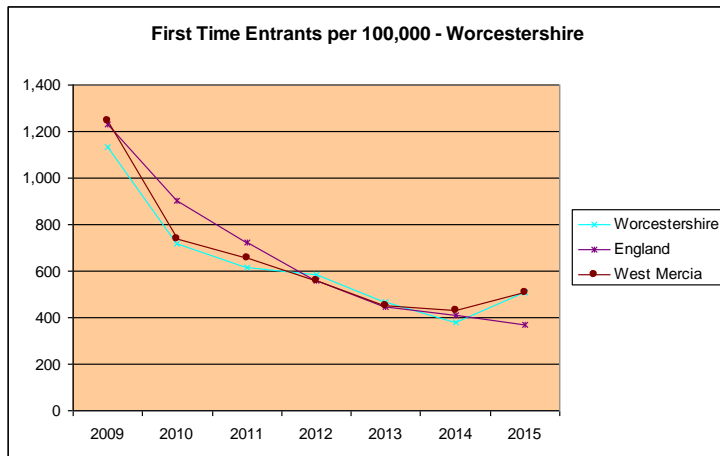
The majority, 88% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 52% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 21% of all outcomes. Criminal damage was the next frequently occurring offence, 18%, followed by breach of a statutory order, 15% and motoring offences, 11%.

## 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 (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 2015 to September 2016 there were 432 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of 21% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in the year ending September 2016 is 220, compared to 299 in 2012.

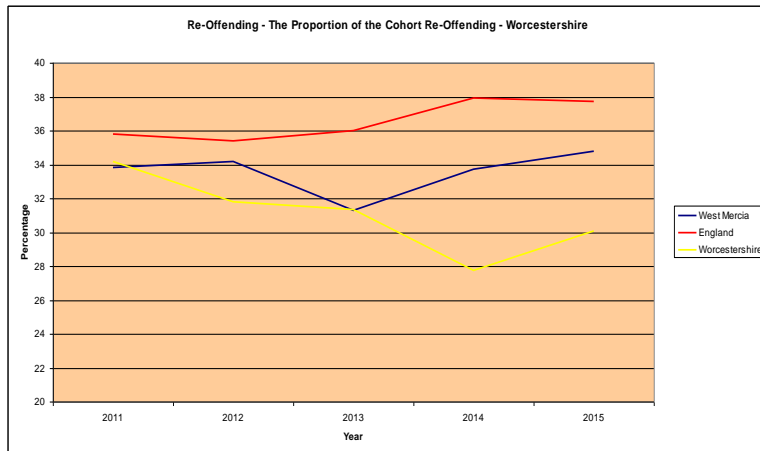
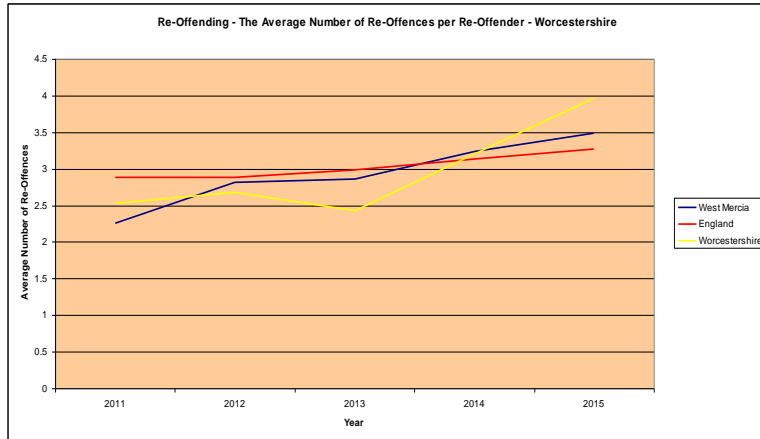
At 432 Worcestershire has the second lowest rate of FTEs across West Mercia, with the highest rate at 515 and lowest at 303. The rate in Worcestershire has decreased from the previous year when it was 471. The number of FTEs has reduced from 243 to 220 between the two years, a decrease of 10%. Further analysis is planned to establish the drivers for the differential rates across West Mercia.

### (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.

There were 16 custodial sentences during 2016, equating to a rate of 0.31 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there were 10 custodial sentences equating to a rate of 0.20. The 2016 rate of 0.31% compares to the West Mercia rate of 0.22 and a national rate of 0.37.

### (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 who re-offends 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 cohort identified in 2014/15.

The frequency measure performance for Worcestershire for 2014/15 is 3.96, compared to the West Mercia performance of 3.49 and national performance of 3.27. Worcestershire has, therefore, a lower performance than for West Mercia and England for this measure.

For 2014/15 the binary measure for Worcestershire is 30.1% compared with a West Mercia performance of 34.8% and a national performance of 37.7%. Worcestershire is therefore performing better than West Mercia and England for this indicator. It should also be noted that the overall cohort sizes are decreasing year on year. In 2011/12 there were 585 offenders in the cohort and 497 re-offences compared to a cohort size of 339 with 404 re-offences in 2014/15. The number of actual re-offences has therefore decreased by 19% between 11/12 and 14/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.