

# Agenda

## Children and young people scrutiny committee

Date: **Tuesday 27 July 2021**

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Time: **10.15 am**

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Place: **Herefordshire Council Offices, Plough Lane, Hereford,  
HR4 0LE**

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Notes: Please note the time, date and venue of the meeting.

For any further information please contact:

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# **Agenda for the meeting of the Children and young people scrutiny committee**

## **Membership**

**Chairperson**            **Councillor Phillip Howells**  
**Vice-chairperson**   **Councillor Jennie Hewitt**

**Councillor Graham Andrews**  
**Councillor Toni Fagan**  
**Councillor Kath Hey**  
**Councillor Helen I'Anson**  
**Councillor Mike Jones**

**Councillor Jim Kenyon**  
Andy James

(Non-voting member)  
(Co-optee)

## Agenda

		Pages
	<b>THE NOLAN PRINCIPLES</b>	
1.	<b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence	
2.	<b>NAMED SUBSTITUTES</b> To receive details of members nominated to attend the meeting in place of a member of the committee.	
3.	<b>DECLARATIONS OF INTEREST</b> To receive declarations of interest in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.	
4.	<b>MINUTES</b> To approve and sign the minutes of the meetings held on 20 May 2021 and 1 June 2021.	9 - 12
5.	<b>QUESTIONS FROM MEMBERS OF THE PUBLIC</b> To receive any written questions from members of the public. <i>Deadline for receipt of questions is 5:00pm on Wednesday 21 July 2021.</i> <i>Accepted questions and answers will be published as a supplement prior to the meeting. Please submit questions to:</i> <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a> .	
6.	<b>QUESTIONS FROM MEMBERS OF THE COUNCIL</b> To receive any written questions from members of the council. <i>Deadline for receipt of questions is 5:00pm on Wednesday 21 July 2021.</i> <i>Accepted questions and answers will be published as a supplement prior to the meeting. Please submit questions to:</i> <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a> .	
7.	<b>YOUTH JUSTICE PLAN 2021 - 2022</b> To endorse the Youth Justice Plan 2021/22 for approval by full Council and consider whether there are any comments the committee would wish to make that would inform the production of the Plan for 2022/23.	13 - 50
8.	<b>CO-OPTEE MEMBERSHIP OF SCRUTINY COMMITTEES</b> To advise on the current co optee membership. To highlight the changes being proposed, following the annual council meeting and to seek approval to appoint a representative from the teaching sector following a resolution of Council.	To Follow
9.	<b>WORK PROGRAMME REVIEW</b> To review the work programme for 2021/22.	To Follow
10.	<b>DATE OF NEXT MEETING</b>	

Subject to approval of the work programme, the date of the next meeting is  
Tuesday 7 September 2021.

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## **The Seven Principles of Public Life (Nolan Principles)**

### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **6. Honesty**

Holders of public office should be truthful.

### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.





## **Minutes of the meeting of Children and young people scrutiny committee held at Hereford Town Hall, St Owen Street, Hereford, HR1 2PJ on Thursday 20 May 2021 at 2.00 pm**

**Present:** Councillor Diana Toynbee (vice-chairperson)

**Councillors:** Paul Andrews, John Hardwick, Kath Hey, Phillip Howells and Mike Jones

**Co-optees:** Mr Sam Pratley

**In attendance:** Councillor Felicity Norman, Cabinet Member Children and Families

**Officers:** Solicitor to the Council, Interim Director Children Services, Interim Head of Legal Services, Senior Solicitor and Senior Solicitor

### **39. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Graham Andrews, Councillor Carole Gandy and Mr Andy James.

### **40. NAMED SUBSTITUTES**

Councillor John Hardwick acted as a substitute for Councillor Graham Andrews.

### **41. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **42. MINUTES**

The minutes of the meeting on 23 March were put to the vote and agreed by a simple majority of the committee.

**RESOLVED:** That the minutes of the meeting of 23 March are agreed as a correct record.

### **43. UPDATE ON CHILDREN'S LEGAL TEAM**

The Vice Chairperson of the committee referred the committee to the report published in the supplement on 14 May and explained that the Chairperson of the committee had agreed to the late circulation of the report in line with paragraph 4.2.13 (b) of the Council's constitution. Due to the current pressures experienced by Legal services the report was not available at the time of despatch but the Chairperson determined that it should be considered as a matter of urgency to provide an update on measures being implemented rapidly in response to the recent court judgement.

The report was introduced by the interim Head of Legal Services and the Solicitor to the Council.

During the course of the debate the committee raised the following principal points:

- The issues in the report concerning the incorrect provision of legal advice were highlighted.
- The effective hand-over of information to newly appointed staff working on cases.
- Resources in the Legal Team and difficulties concerning recruitment of staff.
- The timescales that would be applied to achieve improvement and the involvement of the Department for Education (DfE) adviser in setting the timescales.
- An invitation to attend a forthcoming meeting of the scrutiny committee would be extended to the DfE adviser.
- Details of the 'Red Book' and its importance to legal services officers.
- The role of internal audit to track progress with the implementation of recommendations leading to improvement.
- The use of external consultants and advisers to assess the suitability of protocols and procedures established to realise improvement.
- The difficulty of delivering documents and papers to the court and the disclosure protocol.
- The access of social work staff to solicitors for advice and to raise concerns.
- The morale of staff in children's and legal services.
- The service level agreement (SLA) between legal services and children's services.
- The importance of relationships between staff and the balance with processes implemented to ensure effective working.
- The care concern line and the number of cases that were being followed up was queried. It was agreed that the email address for the care concern line would be added to the improvement board papers to ensure it was further promoted.
- The committee noted that the report provided useful background information concerning the work of legal services within the children and families directorate. The assessment in the report of the challenges to legal services and the objectives for improvement would assist the committee in its scrutiny of the progress of the improvement journey.

The cabinet member children and families explained that an improvement in the co-ordination of legal and children's services was required. The notice of improvement from the DfE had now been received and the improvement board was being set up.

The recommendations below were proposed by Councillor Phillip Howells and seconded by Councillor Paul Andrews. The recommendations were agreed unanimously by the committee.

**RESOLVED: That:**

- **A scrutiny panel is established to monitor recommendations arising from notable cases and their implementation and to have an overview of care concern cases;**
- **A project plan with timescales of all legal services teams actions, required as part of the overall improvement plan considerations be produced for the July meeting of CYPSC. (e.g. new escalation protocol and end of life protocol); and**
- **As part of the project plan, a tasks vs resources available breakdown be produced to identify who does what to show: 1) Where resources and gaps exist; and 2) the actions and timescales to address them.**

#### **44. WORK PROGRAMME REVIEW**

The committee received and noted the work programme 2021/22 subject to the addition of: the establishment of a scrutiny panel for notable cases and; a report to the July meeting providing a project plan with timescales of all legal services teams actions, required as part of the overall improvement plan considerations, and a breakdown of the resources available/tasks required.

The meeting ended at 3.28 pm

**Chairperson**





## **Title of report: Youth Justice Plan 2021 - 2022**

**Meeting: Children and young people scrutiny committee**

**Meeting date: Tuesday 27 July 2021**

**Report by: Interim Director for Children and Families**

### **Classification**

Open

### **Decision type**

Budget and Policy Framework

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

### **Wards affected**

(All Wards);

### **Purpose**

To review the draft Youth Justice Plan 2021/22 at appendix a, and agree for the plan to be considered by full council.

The Youth Justice Plan (the plan) forms part of the council's budget and policy framework and is reserved to full council to approve.

### **Recommendation(s)**

**That:**

- a) The Youth Justice Plan 2020/21 (appendix a) is approved.**

## Alternative options

1. There are no alternative recommendations because it is a function of the committee to make reports or recommendations on matters within the budget and policy framework of the council.
2. The Youth Justice Plan is required to be produced on an annual basis and the draft has been approved by West Mercia Youth Justice Service management board; one alternative option would be to amend the contents of the plan prior to approval being sought by full council, however the practical implications of this would be that any amendments would need to be approved by the management board, as required by the Youth Justice Plan Guidance issued on behalf of the secretary of State by the Youth justice Board for England and Wales, and by each of the Councils of the three other Local Authorities in West Mercia.
3. The Youth Justice Plan be recommended to full council for approval but with recommendations for the management board to consider in preparing the Youth Justice Plan for 2022/23.
4. In addition the council could choose not to endorse the adoption of the youth justice plan 2021/2022; however, this is not recommended as it is a statutory requirement for the plan to be approved by full council; therefore there are no practical alternative options.

## Key considerations

5. The plan is prepared on an annual basis on behalf of Herefordshire, Shropshire, Telford and Wrekin and Worcestershire councils. The basic plan preparation is undertaken by the West Mercia Youth Justice Service according to the deadlines and content requirements set by the Youth Justice Board for England and Wales (YJB).
6. The plan sets out how youth justice services across West Mercia are structured and resourced and identifies key actions to address identified risks to service delivery and improvement.
7. Under section 40 of the Crime and Disorder Act 1998, each council has a duty to produce a plan setting out how youth justice services in their area are provided and funded and how the youth justice service for the area is funded and composed, the plan is submitted to the YJB.
8. The plan for 2021/22 was prepared in May 2021 in line with guidance issued by the YJB. The draft plan was agreed by the West Mercia Youth Justice Service Management Board on 12 May 2021.
9. West Mercia Youth Justice Service is a multi-agency, multi-disciplinary service which delivers statutory youth justice services across West Mercia. Youth justice services are defined in the Crime and Disorder Act 1998, but in summary carry out joint decision making with Police for informal Out of Court Disposal, Youth Cautions and Conditional Youth Cautions, provide reports and information to the Courts to aid remand and sentencing decisions, provide bail information and supervision, carry out case

management of community sentences and manage and provide through care of young people receiving custodial sentences. The services are delivered from community based teams aligned to each of the four Local Authority areas. The Herefordshire team is based in Hereford.

10. The service is accountable to a management board comprising senior officers from each of the statutory youth justice partnership agencies. Herefordshire Council's management board representative is the Director for Children and Families.
11. The annual Youth Justice Plan sets out how the service is structured and resourced and outlines the 2021/22 improvement action plan for the service addressing the priorities agreed by the management board. A short review of 2020/21 and commentary on the service's performance against the national youth justice indicators is also provided along with some specific data on Herefordshire at appendix 3. The key priorities for the period 2021/22 are:-

#### OUR PEOPLE

- 1.1 Rebuilding Teams and Increasing Staff Morale following Covid-19 working arrangements
- 1.2 Promoting staff engagement in service development and improvement

#### OUR PARTNERSHIPS

- 2.1 Strengthening opportunities for emotional and mental health support for our service users
- 2.2 Improving joint and integrated work with partner agencies

#### OUR PRACTICE AND PERFORMANCE

- 3.1 Strengthening our Pathways, Intervention and Risk Planning
- 3.2 Strengthening and increasing restorative approaches
- 3.3 Promoting and understanding the child first approach in our practice
- 3.4 Improving our resettlement offer

#### OUR GOVERNANCE

- 4.1 How we hear and respond to the voice of the child, our stakeholders and staff
- 4.2 Understanding and Communicating Our Vision, principles and priorities
- 4.3 Responding to national and local standards, guidance and learning

#### COVID-19 SERVICE RECOVERY AND TRANSFORMATION

Actions addressing each of the priorities are also included in the delivery plan in section 4.10 of the plan.

12. The Youth Justice Service is subject to three national indicators. Performance against the indicators is outlined in the plan. The Herefordshire specific information is set out on pages 20 to 22 of the plan.
13. First time entrants (FTE). There were 26 FTEs in the year 2019, which is a decrease of 28 from previous year when there were 54 first time entrants. The general trend in Herefordshire has been downward since 2015.
14. For the purposes of the youth justice service and for comparison the indicator is expressed as the number of first time entrants to the youth justice per 100,000 youth population. This rate was 162 for Herefordshire in 2019. The Herefordshire rate in 2019 is lower than both the rates for West Mercia, 187 and for England 211.
15. The Police and Youth Justice Service implemented a revised joint decision making process for out of court disposals in June 2019, which brought more young people into scope to benefit from receiving informal interventions to address their risks and needs. This will have contributed, partly, to the reduction of first time entrants to the youth justice system in 2019.
16. The second indicator is about the use of custody, which is measured as the number of custodial sentences per 1,000 youth population. The use of custody performance for 2020 was 0.00, as there were no custodial sentences made on Herefordshire children during the year.
17. The third indicator is re-offending. There are two measures which both measure re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed that young person in the cohort. The first, the frequency rate, is the average number of re-offences per offender who re-offends. The second measure is the proportion (%) of the cohort who re-offended. Due to the way the Ministry of Justice measure this indicator there is a delay in the results being published. The most recent data available for the preparation of the plan was for the cohort identified in 2018, whose re-offending was tracked for 12 month period until December 2019.
18. The frequency measure for Herefordshire for this period was 2.39 offences per re-offender which compares favourably to the West Mercia rate of 2.91 and is significantly less than the England rate of 3.93. The proportion of the cohort re-offending was 23.2%, which was similar to West Mercia's 23.7% but significantly better than the England performance of 38.9%. The performance range nationally for the frequency measure is 2.00 to 8.97 and the binary measure 14.6% to 59.3% placing Herefordshire in top quartile of the national performance range for both measures.

## Community impact

19. The principal aim of the youth justice system is the prevention of offending and re-offending by children and young people. The plan sets out an action plan to address the significant risks identified.



20. The work of the youth justice service supports the achievement of the measure, in the Herefordshire County Plan, to improve the life chances of disadvantaged children in Herefordshire.
21. Children in care are over represented in the criminal justice system, and where possible the youth justice service will seek to divert children in care from formal justice disposals through the joint decision making arrangements for out of court disposals.

## **Environmental Impact**

22. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
23. We will work with our partners in the West Mercia Youth Justice Service through the Youth Justice Service Management Board to minimise waste, reduce energy and carbon emissions and to consider opportunities to enhance biodiversity. This will be managed and reported through the governance arrangements set out in the plan.

## **Equality duty**

24. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to

- a) discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

25. The plan will support the council in its overall duty to promote equality. In particular, the plan makes proposals to improve the outcomes of children and young people who are in conflict with the law, by ensuring their individual needs are assessed and assisting them in accessing services that meet their needs.

## **Resource implications**

26. The council's 2021/22 financial contribution to YOS is £189,576. This is budgeted for in the Medium Term Financial Strategy (MTFS) and is sufficient to deliver the youth justice plan.

## **Legal implications**

24. The Council is under a number of statutory obligations to reduce crime and anti-social behaviour. The Crime and Disorder Act 1998 requires the Council to formulate and implement a strategy for the reduction of crime and disorder.
25. The Crime and Disorder Act 1998 requires the Council, after consultation with the relevant persons and bodies, to formulate and implement for each year, a plan (a “Youth Justice Plan”) setting out how Youth Justice Services in their area are to be provided, funded and will deliver against their targets

## **Risk management**

27. The risks are identified in the plan, together with the actions to mitigate them.

## **Consultees**

28. There has been no public consultation on the Youth Justice Plan.
29. Herefordshire Council, Shropshire Council, Telford and Wrekin Council, Worcestershire County Council, West Mercia Police, the National Probation Service, CCGs and the Office of the West Mercia Police and Crime Commissioner have contributed to the plan through their YJS management board representatives who agreed the plan on 12 May 2021. The Herefordshire Council management board representative is the Director for Children and Families.
30. The content of the plan was informed by a workshop attended by the management board representatives or their delegates.

## **Appendices**

Appendix A – West Mercia Youth Justice Plan 2021/22

## **Background papers**

None identified.



# WEST MERCIA YOUTH JUSTICE PARTNERSHIP



## YOUTH JUSTICE PLAN



2021/22



## Preface

Under the Crime and Disorder Act 1998 (the Act) youth offending partnerships have a statutory duty to produce an annual youth justice plan which is submitted to the Youth Justice Board for England and Wales in accordance with the directions of the Secretary of State. The purpose of the plan is to outline how statutory youth justice services, as defined in the Act, are structured, funded and delivered in the area. All statutory youth justice services within West Mercia are delivered directly or commissioned by West Mercia Youth Justice Service.

This plan outlines the vision and priorities for West Mercia Youth Justice Service and outlines key actions to be undertaken during 2021/22.

The content and format of the plan has been informed by and prepared in accordance with “Youth Justice Plans: YJB Practice Guidance March 2021” issued on behalf of the Secretary of State by the Youth Justice Board for England and Wales on 30<sup>th</sup> March 2021.

## Contents

<b>1.0</b>	<b>INTRODUCTION</b>	<b>2</b>
1.1	Approval of the Plan	2
<b>2.0</b>	<b>YOUTH JUSTICE PLAN 21/22 EXECUTIVE SUMMARY</b>	<b>3</b>
2.1	Context	3
2.2	Priorities and Key Actions	3
<b>3.0</b>	<b>REVIEW OF 2020/21</b>	<b>5</b>
3.1	Youth Justice Outcome 2020	5
3.2	Performance	7
3.3	Views of Service Users	8
3.4	Implementation of Revised Joint Decision Arrangements for OoCD	8
3.5	National Standards Self-Assessment	9
3.6	Covid-19	9
<b>4.0</b>	<b>YOUTH JUSTICE PLAN 2021/22</b>	<b>11</b>
4.1	Vision and underlying principles	11
4.2	Risks and Challenges to Service Delivery	11
4.3	Child First Approach	12
4.4	Work with Parents/Carers	12
4.5	Safeguarding	12
4.6	Exploitation, Peer on Peer Abuse and Serious Violence	12
4.7	Ethnic Disproportionality	13
4.8	Links to the YJB Strategic Plan	13
4.9	Priorities 2021/22	13
4.10	Delivery Plan 2021/22	16
<b>APPENDICES</b>		
	Appendix 1 – Resources	17
	Appendix 2 – Governance, Leadership, Partnerships and Structure	18
	Appendix 3 – Area information – Herefordshire	20
	Appendix 4 – Area information – Shropshire	23
	Appendix 5 – Area information – Telford and Wrekin	26
	Appendix 6 – Area information – Worcestershire	29

## 1.0 Introduction

### Introduction from Karen Bradshaw, Chair of West Mercia Youth Justice Service Management Board



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).

The previous year has been difficult due to the Covid-19 pandemic and the restrictions placed on the service as a result and the service was one of seven selected by HMI Probation for a thematic inspection on how YOTs had responded to Covid-19. The thematic inspection was positive about the ways in which services had adapted their delivery models and ensured meaningful engagement with children. From our local monitoring the board have been pleased to note that there has been no deterioration of performance in terms of frequency of contact with children and timeliness of key processes. Service development has also continued during this period, with the full implementation of the revised joint decision arrangements for out of court disposals during 2020, the development of a service website and piloting an approach for parent support in partnership with a third sector agency.

Service performance against the three national outcome indicators has improved on previous years. The performance in relation to the rate of young people receiving a custodial sentence has improved between 2019 and 2020 from 0.13 to 0.07 custodial sentences per 1,000 youth population, and this rate is significantly below the national rate of 0.14. The proportion of young people re-offending (cohort identified in 2018) is 23.7% which is significantly lower the national rate at 38.4%, and an improvement on the previous year when it was at 25.3%.

The first time entrant (FTE) rate for the period 2019 is at 187 FTE per 100,000 youth population and represents a major improvement on the previous year when it was at 297, and for the first time West Mercia rate is lower than the national rate which is 211 for the same period.

For 21/22 the partnership has continued to identify priorities based on the four themes of;

Our People  
Our Partnerships  
Our Performance, Quality and Practice; and  
Our Governance

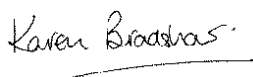
With an additional priority of Covid-19 recovery and transformation.

The youth justice partnership recognise that we do not work in isolation in reducing offending by children and improving the outcomes for children 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, and this will particularly be the case in tackling growing issue of criminal exploitation and county lines type activity.

### 1.1 Approval of the Plan

This plan was approved at the West Mercia Youth Justice Service Management Board meeting held on 12<sup>th</sup> May 2021.

Signed:



Date: 12<sup>th</sup> May 2021

## 2.0 Youth Justice Plan 21/22 Executive Summary

### 2.1 Context

The previous year has been challenging due to delivering the services throughout the Covid-19 lock down periods and associated restrictions, this has resulted in three continuing risks to service delivery; increased caseloads, additional demands on operational managers and continuing Covid-19 secure working arrangements effect on staff and potential negative effect on effective case management. There are mitigations in place as part of the service's recovery plan.

The YJB vision is of a child first youth justice system, and during 21/22 the service will be working to further understand and embed a child first approach in practice. A particular model of support for parents provided by a third sector organisation to parents will be piloted.

The service will continue to contribute to partnership work in order to address exploitation and peer on peer abuse. Although serious youth violence is currently not a significant issue, the service will monitor data in relation to serious violence and will respond accordingly if this becomes a more prevalent or a serious issue in West Mercia.

Although there is not a significant over representation of BAME children in the overall offending population in West Mercia, we recognise that there needs to be a more granular level of analysis, and there are actions to address this in the National Standards improvement plan.

### 2.2 Priorities and Key Actions 21/22

The youth justice partnership has identified the following priorities and key actions for 2021/22.

#### 1 OUR PEOPLE

##### 1.1 Rebuilding Teams and Increasing Staff Morale following Covid-19 working arrangements

- *Team development training*
- *Staff conference*
- *Staff recognition*

##### 1.2 Promoting staff engagement in service development and improvement

- *Staff involvement in Covid-19 recovery*
- *Process for staff contribution to leadership team decision making*
- *Internal communication strategy*

#### 2 OUR PARTNERSHIPS

##### 2.1 Strengthening opportunities for emotional and mental health support for our service users

- *Review of health contribution to the service*
- *Implementation of the emotional and mental health improvement plan*
- *Strengthening service links with the Liaison and Diversion Schemes*

##### 2.2 Improving joint and integrated work with partner agencies

- *Providing social care access to youth justice service information systems*
- *Strengthening transition to adult services arrangements with the Probation Service*
- *Reviewing and agreeing the remand strategy with the local authorities*

#### 3 OUR PRACTICE AND PERFORMANCE

##### 3.1 Strengthening our Pathways, Intervention and Risk Planning

- *Staff training*
- *Developing programmes*

##### 3.2 Strengthening and increasing restorative approaches

- *Review how we deliver victim liaison and restorative processes*
- *Revise policy and guidance*

### 3.3 Promoting and understanding the child first approach in our practice

- *Training and awareness*
- *Developing a service child first policy*

### 3.4 Improving our resettlement offer

- *Resettlement deep dive report*
- *Resettlement policy*

## 4 OUR GOVERNANCE

### 4.1 How we hear and respond to the voice of the child, our stakeholders and staff

- *Review how the management board hear the voice of the service users*
- *Relaunch the staff survey*

### 4.2 Understanding and Communicating Our Vision, principles and priorities

- *Promoting the vision, principles and priorities in the service*
- *Linking appraisals to the priorities and principles*

### 4.3 Responding to national and local standards, guidance and learning

- *Implement the National Standards improvement plan*
- *Develop process to measure impact of learning from reviews and audits*

## 5 COVID-19 SERVICE RECOVERY AND TRANSFORMATION

- *Continued implementation of the recovery and transformation plan*

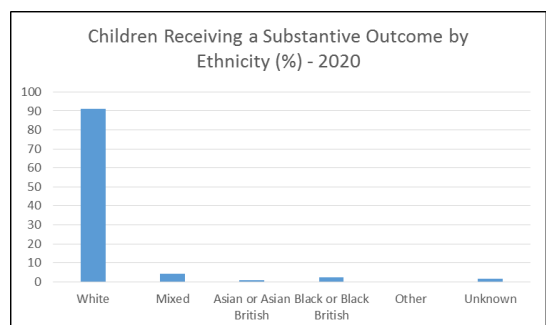
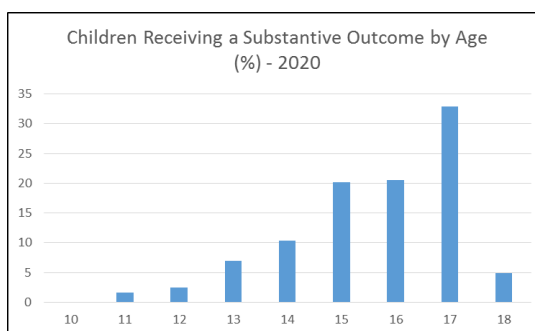
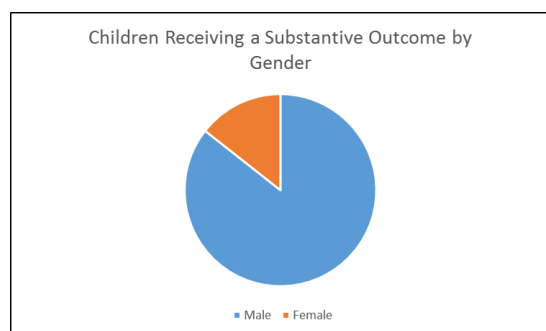
## 3.0 Review of 2020/21

### 3.1 Children Receiving Youth Justice Outcomes 2020

#### 3.1.1 Substantive Youth Justice System Disposals 2020

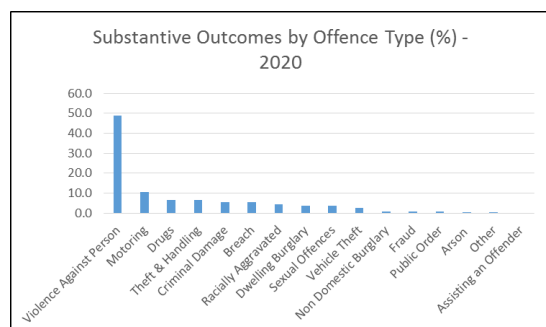
A total of 243 West Mercia children, were made subject to 277 substantive youth justice system disposals (cautions or convictions) during 2020. Of the children receiving substantive youth justice outcomes 14% were female and 86% male.

The majority, 79%, of children receiving substantive outcomes were aged 15 years or older. No 10 year olds were made subject to substantive outcomes, and 11 and 12 year olds accounted for 4% of outcomes.

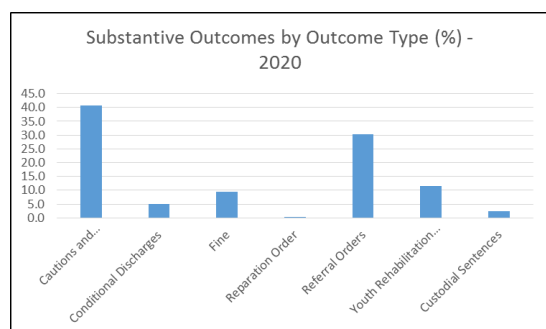


The proportion of children who received a substantive outcome who were white was 91%, with children from BAME groups accounting for 7% of outcomes. According to the mid 2011 population data (the latest available) BAME children accounted for 6% of the youth population in West Mercia.

Looked after children accounted for 19% of children receiving substantive outcomes.



Offences from the offence group of violence against the person accounted for the primary offence for 49% of the outcomes, motoring offences for 10%, drug related offences 7%, theft and handling 7%. These four offence group types accounting for 73% of all outcomes.



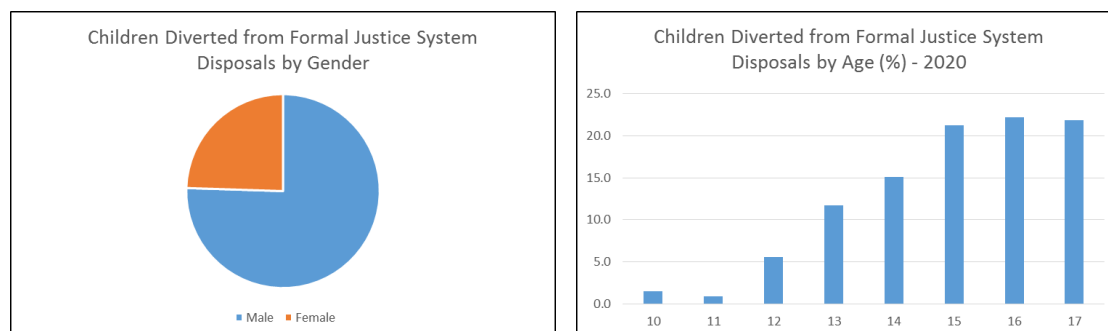
Youth cautions of all types (caution, caution supported by a voluntary intervention and conditional cautions) accounted for 41% of outcomes, Referral Orders 30% of outcomes and Youth Rehabilitation Orders 12% of outcomes. Custodial sentences formed 2.5% of outcomes.



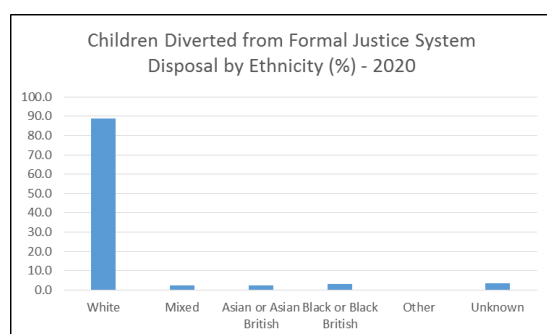
### 3.1.2 Children Diverted from Formal Youth Justice System Disposals

Children who have admitted an offence and who might be suitable for an out of court disposal are referred to a joint agency decision panel, included in the range of options available to the joint agency panels are informal disposals, which allow for the matter to be dealt with without the child receiving a criminal record for that offence.

In 2020, 325 children were diverted from formal justice system disposals through the issuing of 338 informal disposals. Of the children receiving informal disposals 76% were male and 24% were female.

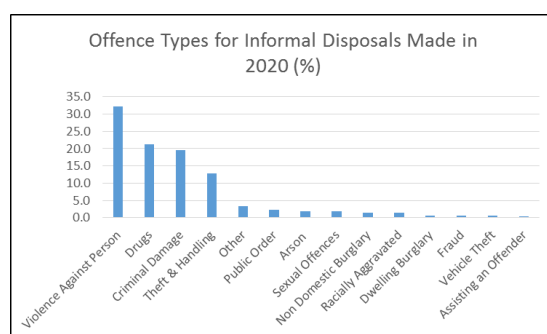


The majority, 65%, of children receiving informal disposals were aged 15 years or older. Children aged 12 and under accounted for 8% of the informal disposals including 10 year olds who accounted for 1%.



The proportion of children who received an informal disposal who were white was 89%, with children from BAME groups accounting for 7% of informal disposals. According to the mid 2011 population data (the latest available) BAME children accounted for 6% of the youth population in West Mercia.

Looked after children accounted for 4% of children diverted from formal justice system disposals.

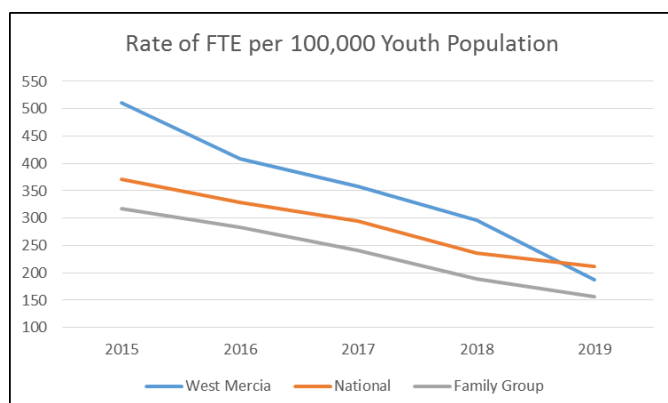


Offences from the offence group of violence against the person accounted for the primary offence for 32% of informal disposals, drug related offences for 21%, criminal damage 20% and theft and handling 13%. These four offence group types accounting for 86% of all informal disposals.

## 3.2 Performance

The Youth Justice Service is subject to three national outcome indicators

### (i) First Time Entrants



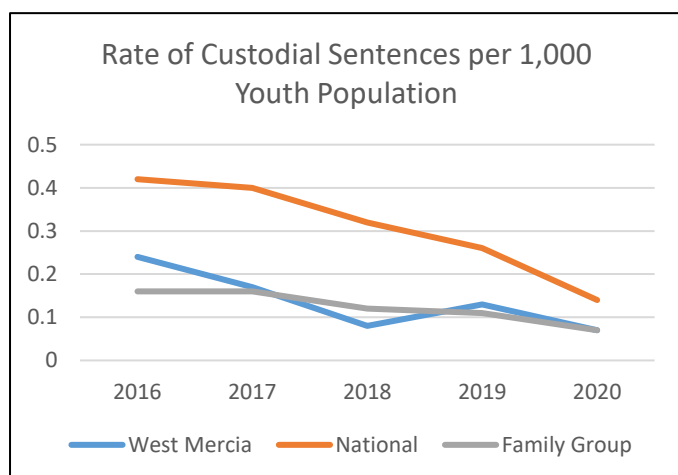
This measure is expressed as the number of first time entrants (young people receiving their first formal youth justice sanction, either a caution or conviction) per 100,000 youth population within a 12 month period. The lower the number the better the performance.

The most recent published data is for the year 2019, where the West Mercia performance was 187, compared to a national performance of 211 and statistical neighbour performance of 157. The rate of 187 is lower than the national performance for the first time and represents a significant improvement on the performance in the

previous year when the rate was 297. The gap between both the West Mercia rate and the other two rates has been reducing since 2017. The range of rates nationally is from 62 to 645, placing the West Mercia performance in the top quartile of the performance range.

A revised joint decision arrangement for out of court disposals was implemented in phases across the four local authority area in West Mercia between June 2019 and March 2020, this will have contributed to reduction during 2019, but is expected to have a more significant effect in the year 2020/21 following the full implementation.

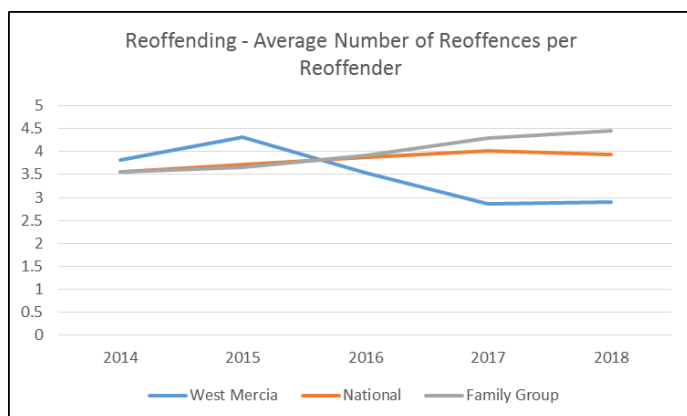
### (i) Use of Custody



The use of custody indicator is expressed as the number of custodial sentences per 1,000 youth population within a 12 month period. The lower the rate the better the performance.

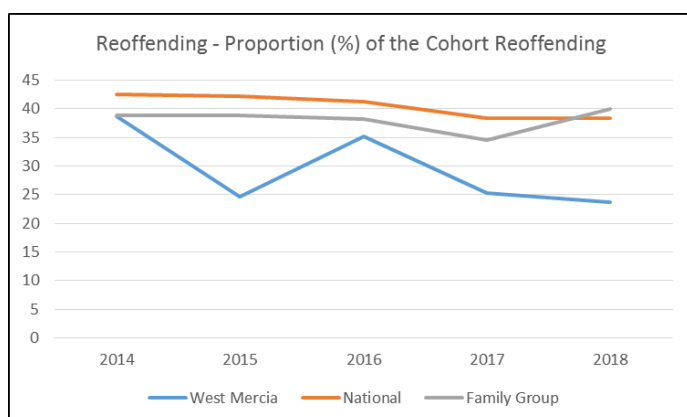
The most recently published data for this indicator is for 2020, where the West Mercia rate was 0.07, which compares favourably against the national rate, 0.17 and is the same as the statistical neighbour rate of 0.07. The range of rates nationally is between 0.00 and 0.55 placing the West Mercia performance in the top quartile of the performance range.

## (ii) Reoffending



There are two measures for the re-offending indicator, both for the same cohort of offenders (all young people receiving a formal justice system disposal (caution or conviction) within a specified period of time). The cohort is then tracked for any re-offending within 12 months, the first measure (frequency measure) is the average number of re-offences per re-offender, and the second measure (binary measure) is the proportion of the cohort re-offending. For both measures a lower figure denotes better performance.

The most recently published data for this indicator is for the cohort identified in 2018.



The frequency measure for West Mercia is 2.91, which compares favourably against the national rate of 3.93 and statistical neighbour rate of 4.46. The range of rates nationally is from 2.00 to 8.97, placing the West Mercia in the top quartile of the performance range.

The binary measure for West Mercia is 23.7%, which compares favourably against the national rate of 38.4% and the statistical neighbour rate of 39.9%. The range of rates nationally is from 14.6% to 59.3% placing West Mercia in the top quartile of the performance range.

### 3.3 Service User Feedback

During 2020 the service has used an internet based survey, Viewpoint, to capture service user feedback. Responses to some key questions from the 70 surveys completed during 2020 are outlined below:-

- 85% of children said that the YOT took their views seriously
- 70% rated the service provided to them as very good
- 72% felt that they had enough say in what went into their intervention plan
- 97% said they got the help they needed to stop offending.
- 92% said they got the help they needed to feel happier about what they thought of themselves or what others thought of them
- 67% reported being a lot less likely to offend and 12% said they were a bit less likely

### 3.4 Implementation of Revised Joint Decision Arrangements for Out of Court Disposals

The revised joint decision arrangements for out of court disposals were fully implemented across the service during 2020. Now all decision making for children who have admitted committing an offence, unless excluded due to seriousness of the offending, is through a joint agency panel led by the youth justice service and police, following an assessment by the youth justice service.

This revised process has brought into scope more children for joint decision making, and the panel has a range of informal disposals available to them allowing, where it is appropriate to do so, the panel to divert child from formal justice system disposals. This will contribute to reducing the number of first time entrants to the youth justice system and contributes to the fourth tenet of the child first approach (see section 3.3).

### 3.5 National Standards Self-Assessment

The partnership submission on the readiness self-assessment in respect of the 2019 National Standards for Youth Justice was completed and submitted to the YJB in May 2020, along with the improvement plan.

We reached the following assessments for each standard:

NS 1: Out of Court Disposals	Strategic Standards: Requires Improvement
	Operational Standards: Requires Improvement
NS2: At Court	Strategic Standards: Requires Improvement
	Operational Standards: Requires Improvement
NS3: In the Community	Strategic Standards: Requires Improvement
	Operational Standards: Good
NS4: Secure Settings	Strategic Standards: Requires Improvement
	Operational Standards: Good
NS5: Transitions and Resettlement	Strategic Standards: Requires Improvement
	Operational Standards: Good

The assessment and evidence supporting the self-assessed results has subsequently been moderated by the YJB who found that the self-assessment offered an evidence based reflection of judgements against service standards.

Progress against the improvement plan is being monitored quarterly by the partnership management board and the continued implementation, review and revision of the National Standards action plan is included in the delivery plan for 21/22. Additional actions under other priority areas in the delivery plan will also contribute to meeting National Standards, in particular actions associated with improving resettlement practice and transitions from youth to adult services.

### 3.6 Covid-19

In March 2020 the service put in place a Covid-19 business continuity plan to ensure that the service could continue to offer a service to the children in the youth justice system, their families and victims. To being with the plan centred on developing a range of methods to meaningfully engage with children remotely, although certain activities were suspended completely, in the main those which brought children together in groups or in contact with community groups. Partnership staff were not generally redeployed and remained within the youth justice service. The service put in place a Covid-19 operating plan for staff which has been regularly updated since.

West Mercia was one of seven YOTs select by HMI Probation for the thematic review of the work of youth offending services during the COVID-19 pandemic which took place in June and July 2020. The inspection was positive about the ways in which YOTs had adapted their service delivery models and methods of engaging children, with some children preferring or becoming better engaged through remote methods. The partnership took the learning from the inspection into account during the most recent lockdown, in particular ensuring the inclusion of youth justice service open cases in the vulnerable group to be targeted for the offer of onsite schooling.

The partnership put in place a Covid-19 recovery plan which has led to the partial reopening of offices, increasing the number of face to contacts with children, assessments informed by home visits and reintroducing the activities that were initially suspended under the initial contingency plan. According to assessed needs and the child's ability to engage remotely, including having the equipment to do so, some remote engagement continues on a case by case basis, and as part of blended delivery model. The recovery plan has only been implemented to the point that Government restrictions have allowed.

The leadership team and management board have monitored key processes during the Covid-19 period, including frequency of contact with children and timeliness of panel meetings, high risk case planning meetings and assessments and performance against these measures has been good.

West Mercia Youth Justice Plan 21/22

The contingency plan has been kept under review and revised following changes in Government advice and restrictions, but the partnership is keen to look at service transformation based on the learning from the Covid-19 period, including those in terms of remote working for staff, the blended approach to service delivery to children and fostering and maintaining the spirit of creativity and innovation that was apparent in the early months of the lockdown. Covid-19 recovery and service transformation is one of our key priorities for 21/22, and will involve a full review and revision of the recovery and transformation plan.

## 4.0 Youth Justice Plan 2021/22

### 4.1 Vision and Underlying Principles

The West Mercia Youth Justice Partnership have agreed a vision statement and underpinning principles for the service following a joint workshop with the service's management team and a staff consultation.

Vision:

***Together, preventing offending and improving lives***

Underlying Principles:

- *Ensure that we secure best practice, innovation and outstanding quality in all we do*
- *Reducing demand by preventing offending and effectively managing the risks posed by those who have offended*
- *Offer the best value for money by combining resources*
- *Work with victims and communities to repair harm from offending*
- *Recognising the capacity of young people to grow and develop with the right support*
- *Listen to children's and victim's opinions and use them to shape what we do*
- *Building resilience within families and local communities*
- *Recognise the important role families play in preventing children from getting involved in crime*
- *Grow and sustain a positive and stable workforce*

One of our key priorities for 2021/22 is understanding and communicating our vision, principles and priorities.

### 4.2 Risks and Challenges to Service Delivery

The following risks to service delivery and development have been identified for 2021/22:-

1. Effective case management is compromised due to increased case loads  
Some teams have experienced an increase in open cases, partly due to the full implementation of the revised joint decision making model for Out of Court Disposals during 2020 and due to the backlog of Court cases caused by first lockdown, now coming through the system in parallel with new cases.  
  
The short term mitigation has been to increase capacity in those teams affected through the use temporary increases in hours for staff on less than full time contracts. This may be a temporary issue, but will need to be monitored, and if the changes in the balance of cases between the service teams is sustained, a reconfiguration of the distribution of resources between the teams will be required in the longer term.
2. Additional demands on operational managers leading to burn out or negatively impacting on their well-being; and
3. Additional demands on operational managers negatively impacting on timely service improvement activity  
It was a finding in the thematic inspection of YOTs response to Covid-19, that whilst caseloads for staff were manageable team managers have been stretched. Although travel time has been reduced, management supervision of staff and cases has taken much more time. This continues to be case with managers trying to balance these increased demands alongside their partnership and service development responsibilities.  
  
Mitigations in place for risk 2, include the access to welfare support and occupational health services, agreement to defer non-priority service development work and the short term reduction of report requirements from the management board. Mitigations for risk 3 include a temporary increase in capacity in 21/22 to work on identified service development actions.
4. Effective case management compromised due to the effect of Covid-19 restrictions and working arrangements on service staff

West Mercia Youth Justice Plan 21/22

The past year has affected staff differently, but the inability to bring teams together, other than by phone conferences has had a negative effect on staff morale and effective team working. As such the partnership had identified rebuilding teams and increasing staff morale as a key priority for 21/22 and actions are included in the delivery plan.

### **4.3 Child First Approach in Practice**

The YJB's vision of a child first youth justice system is one where services:

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

Even though activities can be identified which would demonstrate the service has begun to adopt a Child First approach, for example the implementation of the joint decision arrangements for Out of Court Disposals and where appropriate the diversion of children from formal justice system disposals, there is still much to do to before we could claim that a child first approach has been embedded in practice.

Promoting and understanding child first approach in our work has, therefore, been adopted as one of the 12 main priorities for the service for 2021/22.

### **4.4 Work with Parents and Carers**

The service piloted an approach for support for parents of service users during the last quarter of 20/21, called Kitchen Table Talks, provided by a third sector organisation. The service is extending this pilot into the first six months of the 21/22.

### **4.5 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. The service continues to be active members of the children safeguarding partnership arrangements in each of the local authorities and there is a S11 action plan in place.

### **4.6 Exploitation, Peer on Peer Abuse and Serious Violence**

County line type activity and child criminal exploitation has been identified as a growing issue across West Mercia. In 2020 the service identified 101 children at risk of county lines or criminal exploitation out of the 275 that had an assessment completed. The service will, through the pre-court joint decision making arrangements, seek to avoid the criminalisation of young people on the edges of this activity.

The service works as part of the child exploitation strategy and operation groups and the Serious Organised Crime Joint Agency Groups (SOCJAG) to address the issues of county lines type activity, organised crime group and gang activities. Exploitation is a priority across all four local authority areas and the service contributes to the partnership work in each of local authority areas, including Get Safe Strategic and Operational Groups in Worcestershire, the West Mercia Youth Justice Plan 21/22

Child Exploitation Strategy and Operational Groups in Shropshire, Telford and Wrekin and Herefordshire, and is a contributing partner in the work on Harmful Sexual Behaviour and peer on peer abuse in Herefordshire.

Serious violent crime is not a significant issue in West Mercia currently, however we recognise that this may become an emerging issue associated with serious organised crime and the service will, as a result, be developing weapon crime programmes. The service is a contributing partner in West Mercia Police's knife crime prevention programme, Steer Clear. The service will continue to monitor data in relation to serious violent crime and will respond accordingly if this becomes a more serious issue.

#### **4.7 Ethnic Disproportionality**

In West Mercia there is a small disproportion in the number of BAME children in the youth offending population over the percentage of BAME children within the youth population. BAME children make up 7% of the offending population but only 6% of the 10-17 year old population. Analysis of the BAME group shows that black children are over represented in the BAME offending population compared to the general population and Asian children are under-represented (2019 data).

Local analysis of cases dealt with through the joint decision making panels show that BAME children were diverted from formal justice system disposals in 57% of cases compared to white children, 40%. In terms of custodial remands in the period November 2019 to October 2019 there were 9 children made subject to 10 remands to YDA and one child was Black and 9 were White. In the same period there were 6 custodial sentences all were for White children. Given the low numbers of children made subject to custodial remands and sentences it is difficult to draw any firm conclusions in relation to any ethnic over representation at this stage in the system in West Mercia.

We recognise there needs to more granular level of analysis before we are able to identify any actions required to address any identified disproportionality within West Mercia and there are actions in the National Standards improvement plan to address this.

#### **4.8 Links to the YJB Strategic Plan 2021-24**

The vision identified in the YJB strategic plan for 2021 – 24 is for a child first youth justice system which sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. We will work during 21/22 to ensure we understand the child first approach and ensure that is translated into practice.

#### **4.9 Priorities for 2021/22**

##### **Priorities**

The youth justice partnership has identified the following priorities for 2021/22.

- 1 OUR PEOPLE
  - 1.1 Rebuilding Teams and Increasing Staff Morale following Covid-19 working arrangements
  - 1.2 Promoting staff engagement in service development and improvement
- 2 OUR PARTNERSHIPS
  - 2.1 Strengthening opportunities for emotional and mental health support for our service users
  - 2.2 Improving joint and integrated work with partner agencies
- 3 OUR PRACTICE AND PERFORMANCE
  - 3.1 Strengthening our Pathways, Intervention and Risk Planning
  - 3.2 Strengthening and increasing restorative approaches
  - 3.3 Promoting and understanding the child first approach in our practice
  - 3.4 Improving our resettlement offer



## 4 OUR GOVERNANCE

4.1 How we hear and respond to the voice of the child, our stakeholders and staff

4.2 Understanding and Communicating Our Vision, principles and priorities

4.3 Responding to national and local standards, guidance and learning

## 5 COVID-19 SERVICE RECOVERY AND TRANSFORMATION

### **The Priorities in detail**

#### **OUR PEOPLE**

##### **1.1 Rebuilding Teams and Increasing Staff Morale following Covid-19 working arrangements**

The contingencies put in place to deliver the service since March 2020 have had a detrimental effect on staff morale and the service teams. Working from home and remote working and management has affected staff in different ways and there has been no opportunity to bring whole teams together, other than through telephone conferencing. Since offices have been open to staff again the Covid-19 secure arrangements have meant that only small exclusive bubble groups have been able to go in at any one time. During 21/22 we will address this issue through team development training, staff recognition and a service conference.

##### **1.2 Promoting staff engagement in service development and improvement**

Staff surveys have identified that staff would like greater opportunity to contribute to decision making in the service and be better informed of decisions regarding service development. In 21/22 we will seek to involve staff in the Covid-19 recovery and transformation planning and investigate how staff are better able to contribute to leadership team discussions and decision making. We will put in place an internal communications plan.

#### **OUR PARTNERSHIPS**

##### **2.1 Strengthening opportunities for emotional and mental health support for our service user**

In 2020 57% of assessments on children in the service identified the child's emotional development and mental health as a factor against desistance. Following an emotional and mental health practice deep dive commissioned by the management board, and reported in July 2020, there is already an EMH action plan in place. In 21/22 we will continue to progress the action plan, review the health contribution in some of teams with the relevant clinical commissioning groups, provide staff training and develop our relationships with the Liaison and Diversion services across West Mercia.

##### **2.2 Improving joint and integrated work with partner agencies**

The service is always seeking to improve joint and integrated work with partner agencies. In particular in 21/22 we would seek to improve and agree a joint approach to remands with the local authorities and improve our transitions to adult services work with the Probation Service. The latter work will additionally contribute to the improvement plan for National Standard 5, Transitions.

#### **OUR PRACTICE AND PERFORMANCE**

##### **3.1 Strengthening our Pathways, Intervention and Risk Planning**

Scrutiny of practice has identified our intervention planning and risk planning to be an area for improvement. Through training we will identify a consistent view of what a good plan is, and through revised quality assurance processes drive and maintain improvements in planning. In addition to improving intervention planning we will seek to enhance the programmes available for staff to use and promote innovation and creativity.

### **3.2 Strengthening and increasing restorative approaches**

We intend to review our arrangements for victim contact and delivery of restorative processes during 21/22, following the annual needs assessment identifying recording issues in respect of this work and a low use of direct restorative processes. Additionally in the staff survey undertaken to assist in informing the youth justice plan for 21/22, victim work and restorative approaches had the highest number of responses for an area of practice requiring development.

### **3.3 Promoting and understanding child first approach in our practice**

The reasons for identifying this as one of our priorities for 2021/22 are well rehearsed in sections 3.3 and 3.6 of this plan.

### **3.4 Improving our resettlement offer**

The service has recognised that resettlement is an area of practice that requires improvement and needs to be developed to make the service's resettlement offer more constructive. Work will include undertaking an audit and deep dive and the development of policy and practice guidance. This will also contribute to our improvement plans for National Standard 5, Transitions.

## **OUR GOVERNANCE**

### **4.1 How we hear and respond to the voice of the child, our stakeholders and staff**

Although there is an end of order feedback process in place for children, we need to expand the feedback process for other service user groups. Some recent work piloted in West Mercia by a third sector organisation commissioned by the service has demonstrated the importance of seeking the views of parents and carers. In 21/22 we will identify, in particular, how the management board hears and takes account of the voice of the child, including their lived experience. We will also relaunch the staff survey and develop a process for the management board to receive feedback from the magistrates.

### **4.2 Understanding and Communicating Our Vision, principles and priorities**

We need to ensure that the service staff and partners know what our vision, principles and priorities are, and how in particular the vision and underlying principles are translated into practice and impact on outcomes for children. This will be achieved through promoting these within the service and reinforcing through linking into appraisal objectives.

### **4.3 Responding to national and local standards, guidance and learning**

Under this priority we will continue to implement and revise our national standards action plan, and develop a process of measuring the impact of learning from learning reviews and case audits on practice.

## 4.10 Delivery Plan 2021/22

Priority Area	OUR PEOPLE			
Sub Priority	Rebuilding Teams and Increasing Staff Morale following Covid-19 working arrangements		Promoting staff engagement in service development and improvement	
Planned Actions	Team development training Service Conference Developing a staff recognition scheme		Staff involvement in shaping post covid-19 service transformation  Process for staff contribution to leadership team discussion/decisions Internal communication strategy	
Priority Area	OUR PARTNERSHIPS			
Sub Priority	Strengthening opportunities for emotional and mental health support for our service users		Improving joint and integrated work with partner agencies	
Planned Actions	Review of health needs and health provision to YJS with CCGs Implementation of EMH deep dive action plan Strengthen links/work with liaison and diversion		ChSC access to ChildView Developing and strengthening transition arrangements with NPS  Joint YJS/Local Authority remand strategy	
Priority Area	OUR PRACTICE AND PERFORMANCE			
Sub Priority	Strengthening our Pathways, Intervention and Risk Planning	Strengthening and increasing restorative approaches	Promoting and understanding the child first approach in our practice	Improving our resettlement offer
Planned Actions	Training and development Revised QA approach Developing programmes and innovative approaches	Review the structure and approaches to deliver victim work and restorative approaches within the service to include, recording, QA and training. Promote policy and guidance	Staff briefings and communications Training Child First Policy/Guidance	Resettlement deep dive Resettlement policy and guidance
Priority Area	OUR GOVERNANCE			
Sub Priority	How we hear and respond to the voice of the child, our stakeholders and staff	Understanding and Communicating Our Vision, Principles and Priorities		Responding to national and local standards, guidance and learning
Planned Actions	Review the process of how the management board hear and respond to the voice of the child  Re-launch the staff survey Process to gain feedback from the courts/magistrates into the management board and team	Promoting the vision, principles and priorities within the service  Reinforce through linking vision, principles and priorities to appraisals		Implement, review and revise our national standards action plan, with a focus on NS 4 and 5  Develop a process to measure impact from learning reviews and case audits on practice
Priority Area	COVID-19 SERVICE RECOVERY AND TRANSFORMATION			
Planned Actions	Review, revise and implement the covid-19 recovery and transformation plan			

## Resources

### Income and Partnership 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 (YOT) Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2021/22.

Agency	Staffing Costs – Seconded (£) <sup>1</sup>	Payments in kind (£)	Other Delegated Funds (3)	Total
Local Authorities <sup>2</sup>			1,179,999	1,179,999
Police Service	242,650		63,000	305,650
National Probation Service	64,294		5,000	69,294
Health	132,457		36,894	169,351
Police and Crime Commissioner			110,293	110,293
YJB – Youth Justice Grant			1,314,743	1,314,743
Other (movement from reserves)				
<b>Total</b>	<b>439,401</b>		<b>2,779,929</b>	<b>3,219,330</b>

### 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.

The grant, partner contributions and available resources will be used to deliver youth justice services across West Mercia, to implement our improvement plan against the priorities identified for 21/22, to improve or sustain the current performance against the three national outcome measures, improve compliance with National Standards and aid the services recovery and transformation from Covid-19.

The outline draft budget for 2021/22 is provided below; the expenditure against the Youth Justice Grant is included in this budget.

Category	Budget (£)
Employee Costs	2,135,062
Other Employee Costs	31,668
Premises	165,500
Supplies and Services	39,198
ICT	97,458
Third Party Payments	238,925
Transport	72,118
<b>TOTAL</b>	<b>2,779,929</b>

### Commissioned Services

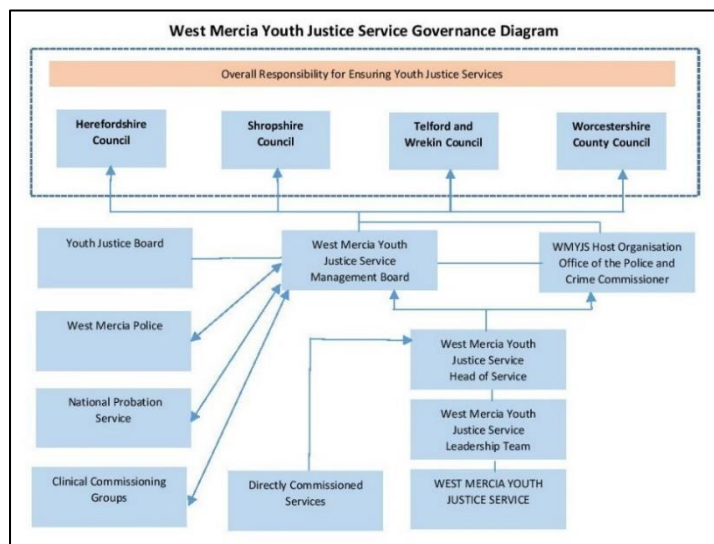
The Youth Justice Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS. Quarterly contract monitoring and compliance meetings are held with YSS.

<sup>1</sup> Seconded staff figures are draft and based on 20/21, confirmation had not been received at the time the plan was prepared

<sup>2</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.

## Governance, Leadership, Partnership Arrangements and Structure

WMYJS is managed on behalf of the Local Authorities and the WMYJS partnership by the Office of the West Mercia Police and Crime Commissioner (OPCC). 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 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.

The Management Board has considered a number of thematic deep dives and practice presentations, 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 has a process in place to provide oversight to safeguarding or public protection case learning reviews.

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

The Youth Justice Service Management Board is currently chaired by the Director of Children Services for Shropshire Council. The Membership of the Board at 1st April 2021 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council and Worcestershire Children First	Tina Russell	Interim Director of Children Services
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Jo Britton	Director of Children Services
Herefordshire Council	Chris Baird	Director of Children and Families
National Probation Service	Jackie Stevenson	Head of West Mercia Delivery Unit
West Mercia Police	Supt Mo Lansdale	Head of Criminal Justice
Herefordshire and Worcestershire Clinical Commissioning Group	Jade Brooks	Director of Operations
Shropshire Clinical Commissioning Group and Telford and Wrekin Commissioning Group	Zena Young	Executive Director of Quality
Office for the West Mercia PCC	Andy Champness	Chief Executive
Member providing Children Social Care Advice	Tina Knight	Service Delivery Manager, Telford and Wrekin Council

## Partnerships

Management Board representative understanding their dual role when sitting on other partnership and governance boards, and where appropriate will advocate on behalf of children in the youth justice or the work of the youth justice service on those boards.

WMYJS is a member of relevant groups under the Safeguarding Children Partnerships in each of four local authority areas and children and young peoples' strategic partnerships or equivalent partnerships where these exist and early help partnerships. The service is also represented on West Mercia Police's children and young people strategic board.

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 Crime Reduction Board, the PCCs Victim and Witness Board and the MAPPA Strategic Management Board.

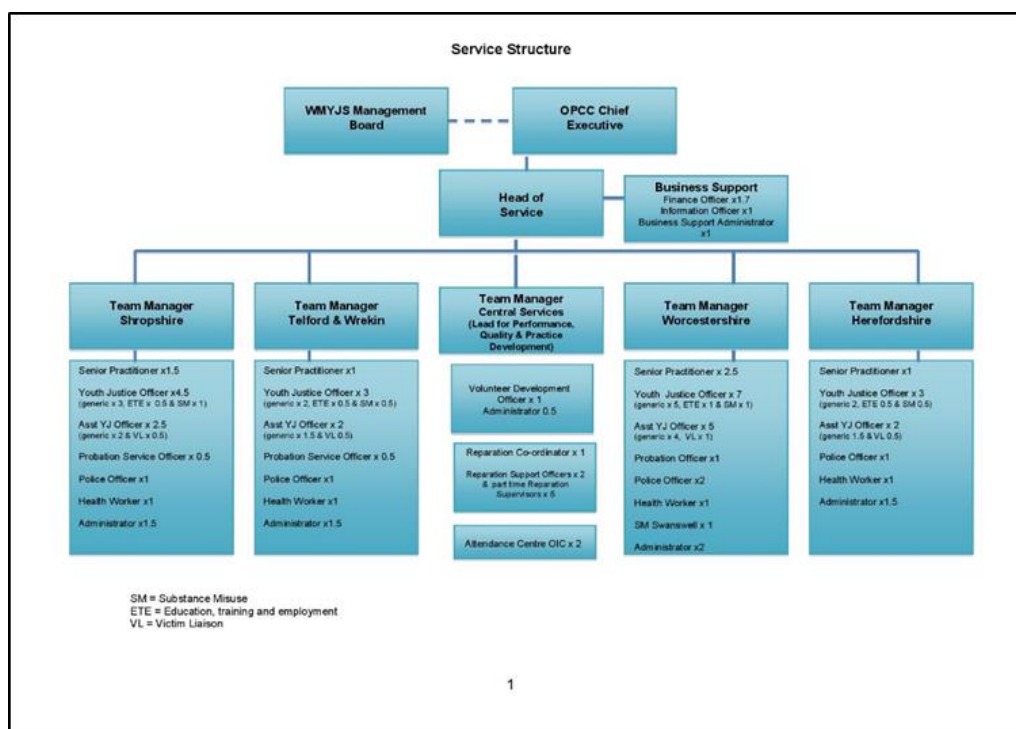
At an operational level the service is represented on the Channel Panels established as part of the Prevent Strategy, the Serious and Organised Crime Joint Agency Groups, the Child Exploitation Operational Groups. Depending on the local area the service team managers attend other multi-agency meetings according to the needs of the local area, for example Corporate Parenting Boards, SEND meetings, MASH partnership groups, Liaison and Diversion Scheme meetings and reducing re-offending groups.

## Structure and Staffing of the Youth Justice Service

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.

Each area team comprises senior practitioners, youth justice and assistant youth justice officer posts, education, training and employment officers, victim liaison officers, seconded probation staff, seconded police officers and seconded health staff.

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



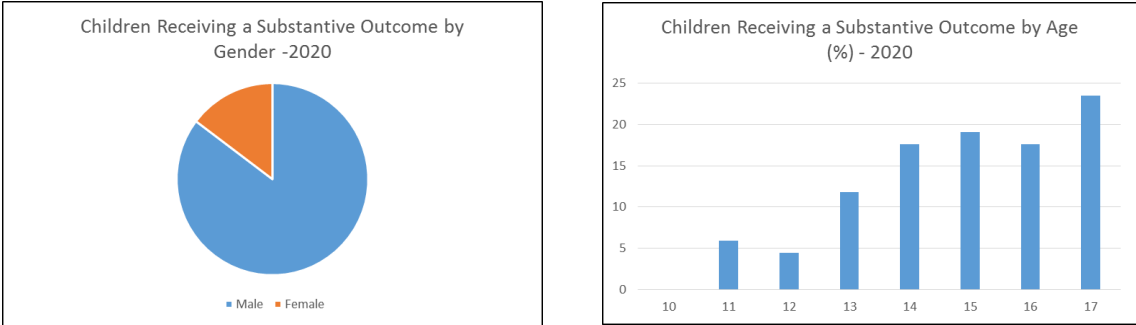
# Herefordshire Local Information

## 2.1 Children Receiving Youth Justice Outcomes 2020

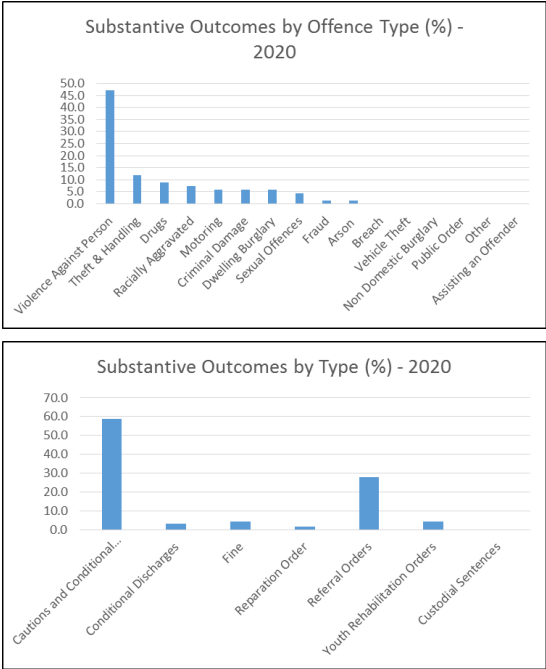
### 2.1.1 Substantive Youth Justice System Disposals 2020

A total of 68 Herefordshire children, were made subject to 68 substantive youth justice system disposals (cautions or convictions) during 2020. Of the children receiving substantive youth justice outcomes 15% were female and 85% male.

The majority, 60%, of children receiving substantive outcomes were aged 15 years or older. No 10 year olds were made subject to substantive outcomes, and 11 and 12 year olds accounted for 10% of outcomes.



Looked after children accounted for 18% of children receiving substantive outcomes.



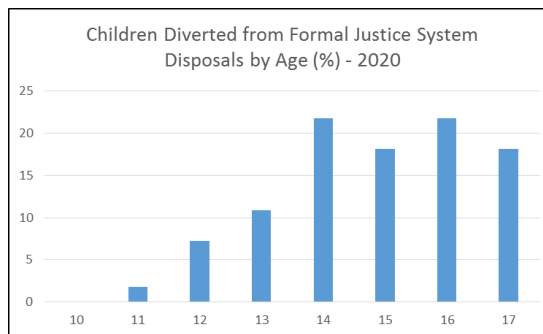
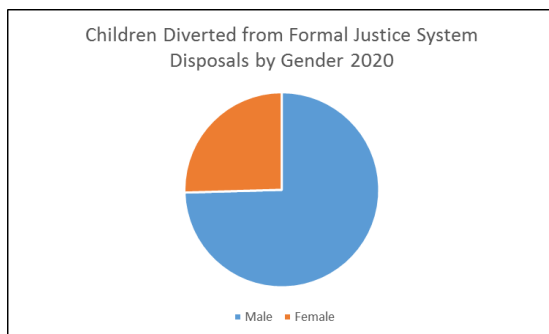
Offences from the offence group of violence against the person accounted for the primary offence for 47% of the outcomes, theft and handling 12% and drug related offences 9%. These three offence group types accounting for 68% of all outcomes.

Youth cautions of all types (caution, caution supported by a voluntary intervention and conditional cautions) accounted for 59% of outcomes, Referral Orders 28% of outcomes and Youth Rehabilitation Orders 4% of outcomes. There were no custodial sentences.

### 2.1.2 Children Diverted from Formal Youth Justice System Disposals

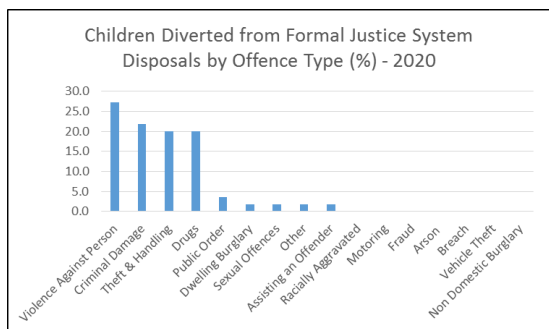
Children who have admitted an offence and who might be suitable for an out of court disposal are referred to a joint agency decision panel, included in the range of options available to the joint agency panels are informal disposals, which allow for the matter to be dealt with without the child receiving a criminal record for that offence.

In 2020, 55 children were diverted from formal justice system disposals through the issuing of 55 informal disposals. Of the children receiving informal disposals 75% were male and 25% were female.



The majority, 58%, of children receiving informal disposals were aged 15 years or older. Children aged 12 and under accounted for 9% of the informal disposals. There were no children aged 10 receiving an informal disposal.

Looked after children accounted for 6% of children diverted from formal justice system disposals.

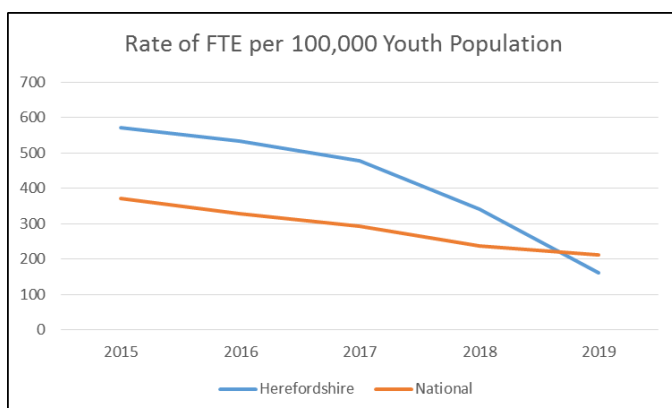


Offences from the offence group of violence against the person accounted for the primary offence for 27% of informal disposals, criminal damage for 22%, theft and handling 20% and drug related offences 20%. These four offence group types accounting for 89% of all informal disposals.

## 2.2 Performance

The Youth Justice Service is subject to three national outcome indicators

### (ii) First Time Entrants



This measure is expressed as the number of first time entrants (young people receiving their first formal youth justice sanction, either a caution or conviction) per 100,000 youth population within a 12 month period. The lower the number the better the performance.

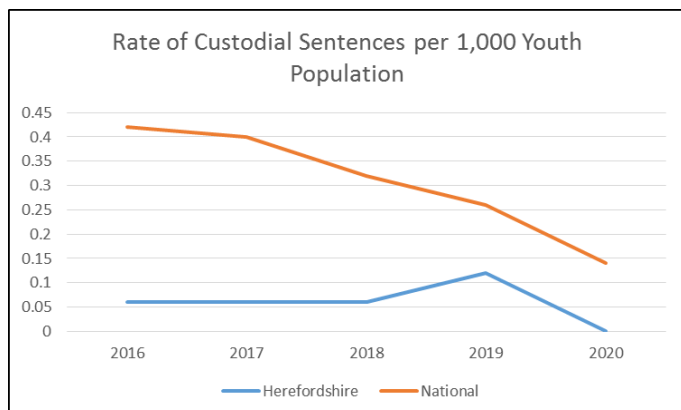
The most recent published data is for the year 2019, where the Herefordshire performance was 162, compared to a national performance of 211. The rate of 162 is lower than the national performance for the first time and represents a significant improvement on the performance in the previous year when the rate was 341. The gap

between the Herefordshire rate and national rate has been reducing since 2017. The range of rates nationally is from 62 to 645, placing the Herefordshire performance in the top quartile of the performance range.

A revised joint decision arrangement for out of court disposals was implemented in Herefordshire in June 2019, this will have contributed to reduction during 2019, but is expected to have a more significant effect in the year 2020/21 following the full implementation.



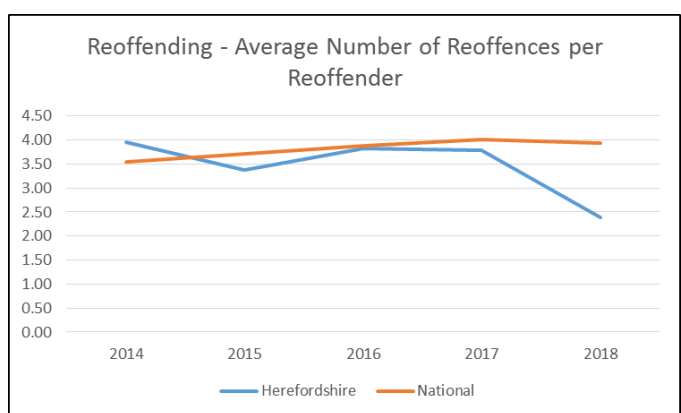
### (iii) Use of Custody



The use of custody indicator is expressed as the number of custodial sentences per 1,000 youth population within a 12 month period. The lower the rate the better the performance.

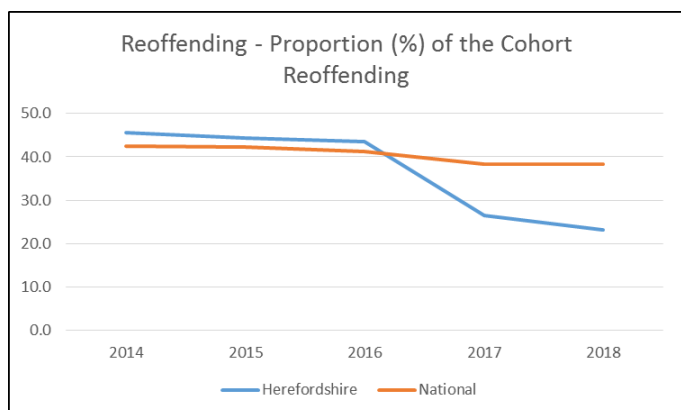
The most recently published data for this indicator is for 2020, where the Herefordshire rate was 0.00, as there were no custodial sentences made during 2020. The range of rates nationally is between 0.00 and 0.55 placing the Herefordshire performance in the top quartile of the performance range.

### (iv) Reoffending



There are two measures for the re-offending indicator, both for the same cohort of offenders (all young people receiving a formal justice system disposal (caution or conviction) within a specified period of time). The cohort is then tracked for any re-offending within 12 months, the first measure (frequency measure) is the average number of re-offences per re-offender, and the second measure (binary measure) is the proportion of the cohort re-offending. For both measures a lower figure denotes better performance.

The most recently published data for this indicator is for the cohort identified in 2018.



The frequency measure for Herefordshire is 2.39, which compares favourably against the national rate of 3.93. The range of rates nationally is from 2.00 to 8.97, placing Herefordshire in the top quartile of the performance range.

The binary measure for Herefordshire is 23.2%, which compares favourably against the national rate of 38.4%. The range of rates nationally is from 14.6% to 59.3% placing Herefordshire in the top quartile of the performance range.

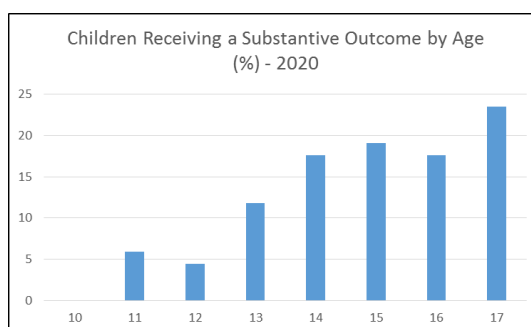
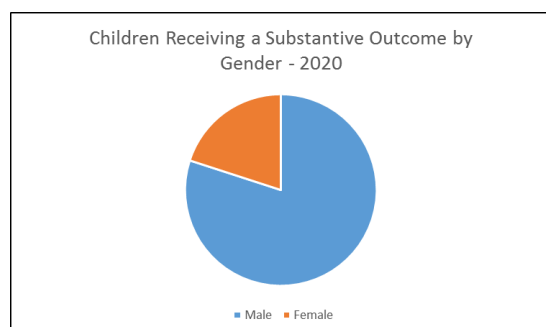
## Shropshire Local Information

### 2.1 Children Receiving Youth Justice Outcomes 2020

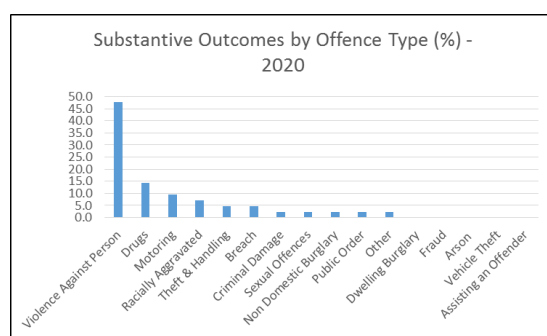
#### 2.1.1 Substantive Youth Justice System Disposals 2020

A total of 40 Shropshire children, were made subject to 42 substantive youth justice system disposals (cautions or convictions) during 2020. Of the children receiving substantive youth justice outcomes 20% were female and 80% male.

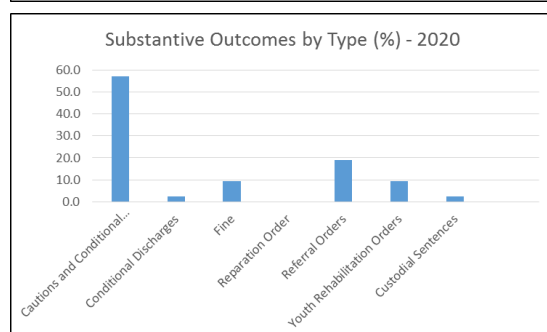
The majority, 60%, of children receiving substantive outcomes were aged 15 years or older. No 10 year olds were made subject to substantive outcomes, and 11 and 12 year olds accounted for 10% of outcomes.



Looked after children accounted for 18% of children receiving substantive outcomes.



Offences from the offence group of violence against the person accounted for the primary offence for 48% of the outcomes, drug related offences 14% and motoring offences 10%. These three offence group types accounting for 72% of all outcomes.

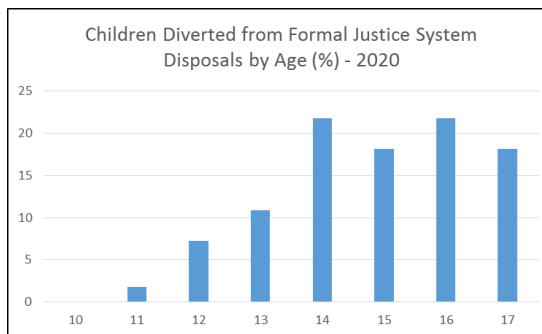
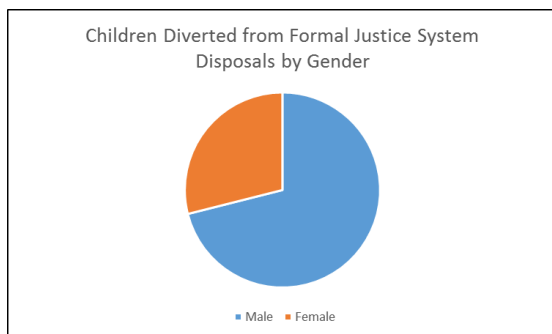


Youth cautions of all types (caution, caution supported by a voluntary intervention and conditional cautions) accounted for 57% of outcomes, Referral Orders 19% of outcomes and Youth Rehabilitation Orders 10% of outcomes. There was one custodial sentence.

#### 2.1.2 Children Diverted from Formal Youth Justice System Disposals

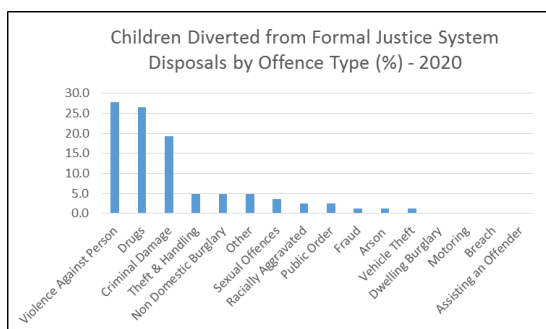
Children who have admitted an offence and who might be suitable for an out of court disposal are referred to a joint agency decision panel, included in the range of options available to the joint agency panels are informal disposals, which allow for the matter to be dealt with without the child receiving a criminal record for that offence.

In 2020, 77 children were diverted from formal justice system disposals through the issuing of 83 informal disposals. Of the children receiving informal disposals 71% were male and 29% were female.



The majority, 69%, of children receiving informal disposals were aged 15 years or older. Children aged 12 accounted for 3% of the informal disposals. There were no children under the age of 12 receiving an informal disposals.

Looked after children accounted for 3% of children diverted from formal justice system disposals.

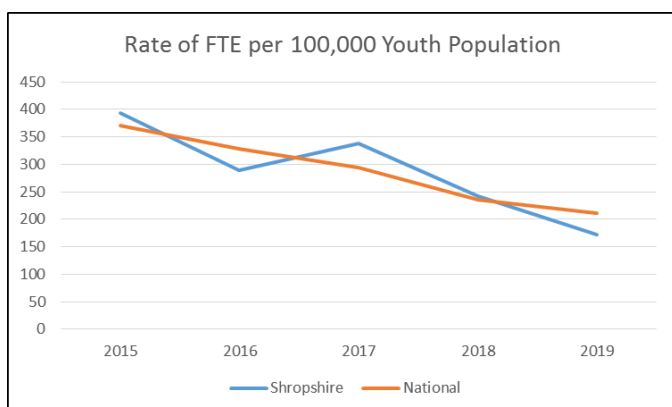


Offences from the offence group of violence against the person accounted for the primary offence for 28% of informal disposals, drug related offences 26% and criminal damage for 19%. These three offence group types accounting for 73% of all informal disposals.

## 2.2 Performance

The Youth Justice Service is subject to three national outcome indicators

### (iii) First Time Entrants



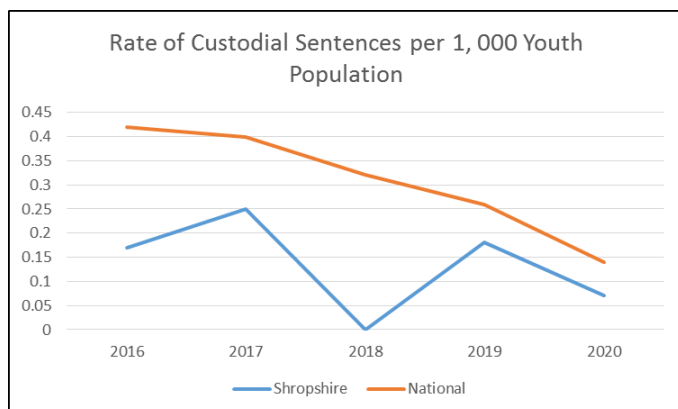
This measure is expressed as the number of first time entrants (young people receiving their first formal youth justice sanction, either a caution or conviction) per 100,000 youth population within a 12 month period. The lower the number the better the performance.

The most recent published data is for the year 2019, where the Shropshire performance was 171, compared to a national performance of 211. The rate of 171 is lower than the national performance and represents an improvement on the performance in the previous year when the rate was 242. The range of rates nationally is

from 62 to 645, placing the Shropshire performance in the top quartile of the performance range.

A revised joint decision arrangement for out of court disposals was implemented in Shropshire in January 2020, this and is expected to contribute to a further reduction in the number of first time entrants.

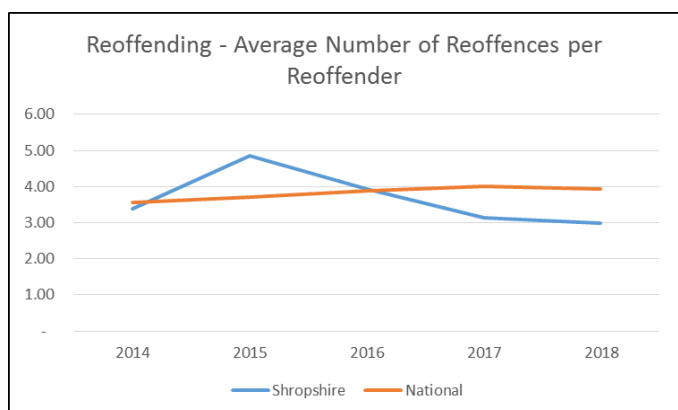
(v) Use of Custody



The use of custody indicator is expressed as the number of custodial sentences per 1,000 youth population within a 12 month period. The lower the rate the better the performance.

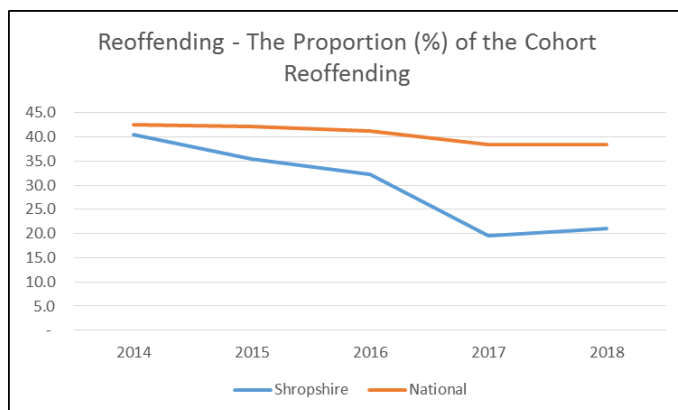
The most recently published data for this indicator is for 2020, where the Shropshire rate was 0.07, which is lower than the national rate of 0.14. The range of rates nationally is between 0.00 and 0.55 placing the Shropshire performance in the top quartile of the performance range.

(vi) Reoffending



There are two measures for the re-offending indicator, both for the same cohort of offenders (all young people receiving a formal justice system disposal (caution or conviction) within a specified period of time). The cohort is then tracked for any re-offending within 12 months, the first measure (frequency measure) is the average number of re-offences per re-offender, and the second measure (binary measure) is the proportion of the cohort re-offending. For both measures a lower figure denotes better performance.

The most recently published data for this indicator is for the cohort identified in 2018.



The frequency measure for Shropshire is 3.00, which compares favourably against the national rate of 3.93. The range of rates nationally is from 2.00 to 8.97, placing Shropshire in the top quartile of the performance range.

The binary measure for Shropshire is 21.1%, which compares favourably against the national rate of 38.4%. The range of rates nationally is from 14.6% to 59.3% placing Shropshire in the top quartile of the performance range.

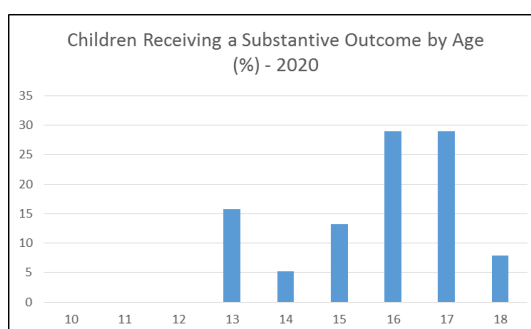
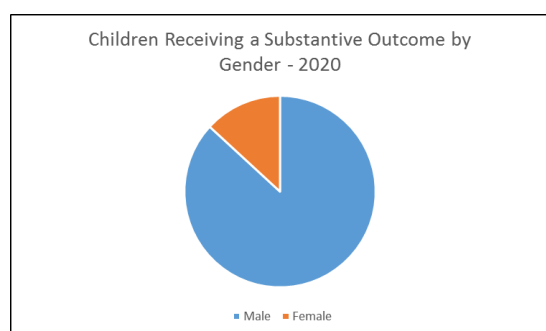
## Telford and Wrekin Local Information

### 2.1 Children Receiving Youth Justice Outcomes 2020

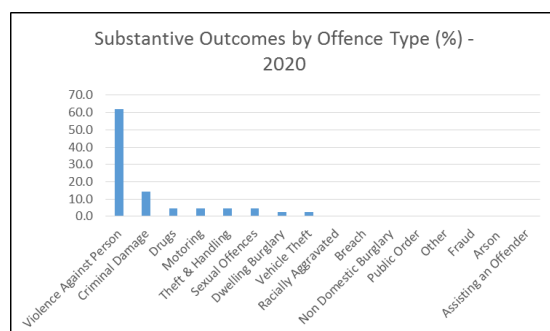
#### 2.1.1 Substantive Youth Justice System Disposals 2020

A total of 38 Telford and Wrekin children, were made subject to 42 substantive youth justice system disposals (cautions or convictions) during 2020. Of the children receiving substantive youth justice outcomes 13% were female and 87% male.

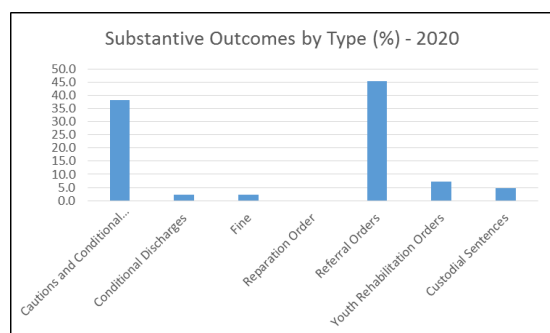
The majority, 79%, of children receiving substantive outcomes were aged 15 years or older. Children aged 13 accounted for 15% of substantive outcomes. No children aged 12 or under were made subject to substantive justice system outcomes in 2020.



Looked after children accounted for 11% of children receiving substantive outcomes.



Offences from the offence group of violence against the person accounted for the primary offence for 62% and criminal damage for 14%. Drug related offences, motoring offences, theft and handling and sexual offences each accounted for 5% of substantive outcomes.

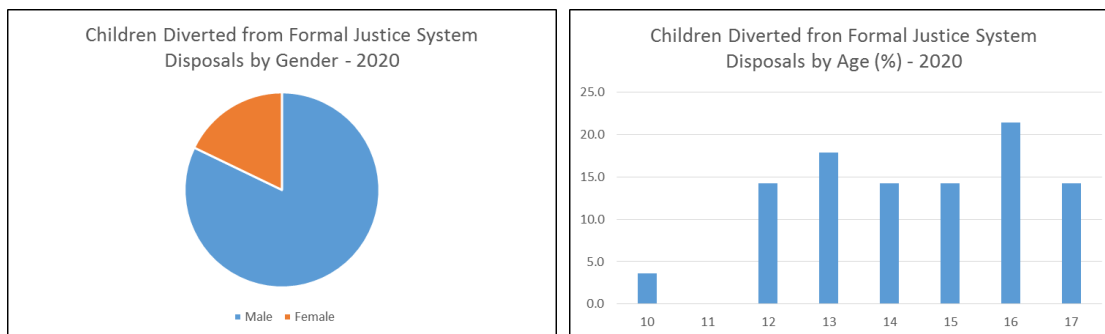


Youth cautions of all types (caution, caution supported by a voluntary intervention and conditional cautions) accounted for 38% of outcomes, Referral Orders 45% of outcomes and Youth Rehabilitation Orders 7% of outcomes. There were two custodial sentences accounting for 5% of outcomes.

#### 2.1.2 Children Diverted from Formal Youth Justice System Disposals

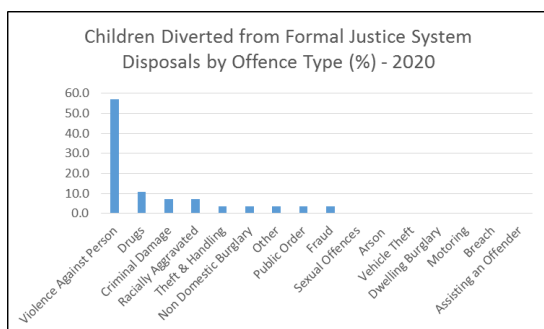
Children who have admitted an offence and who might be suitable for an out of court disposal are referred to a joint agency decision panel, included in the range of options available to the joint agency panels are informal disposals, which allow for the matter to be dealt with without the child receiving a criminal record for that offence.

In 2020, 28 children were diverted from formal justice system disposals through the issuing of 28 informal disposals. Of the children receiving informal disposals 61% were male and 39% were female.



Half of the children receiving informal disposals were aged 15 years or older. Children aged 12 and under accounted for 18% of the informal disposals.

Looked after children accounted for 7% of children diverted from formal justice system disposals.

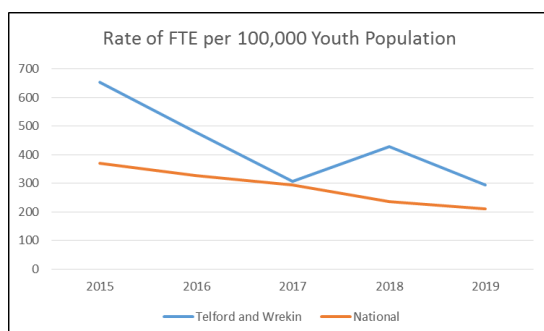


Offences from the offence group of violence against the person accounted for the primary offence for 57% of informal disposals, drug related offences for 11%, and criminal damage and racially aggravated offences for 7% each. These four offence group types accounting for 82% of all informal disposals.

## 2.2 Performance

The Youth Justice Service is subject to three national outcome indicators

### (iv) First Time Entrants



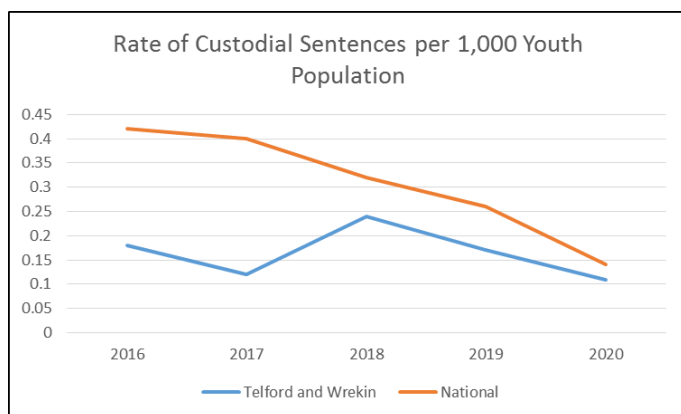
This measure is expressed as the number of first time entrants (young people receiving their first formal youth justice sanction, either a caution or conviction) per 100,000 youth population within a 12 month period. The lower the number the better the performance.

The most recent published data is for the year 2019, where the Telford and Wrekin performance was 294, compared to a national performance of 211. Although the rate of 294 is higher than the national performance it does represent a significant improvement on the performance in the previous year when the rate was 429. The

range of rates nationally is from 62 to 645, placing the Telford and Wrekin performance in the second to top quartile of the performance range.

A revised joint decision arrangement for out of court disposals was implemented in Telford and Wrekin in March 2020, and this is expected to further reduce the numbers of first time entrants to the youth justice system.

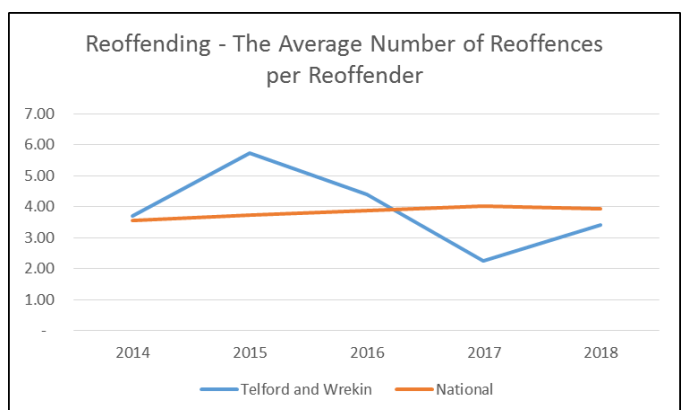
(vii) Use of Custody



The use of custody indicator is expressed as the number of custodial sentences per 1,000 youth population within a 12 month period. The lower the rate the better the performance.

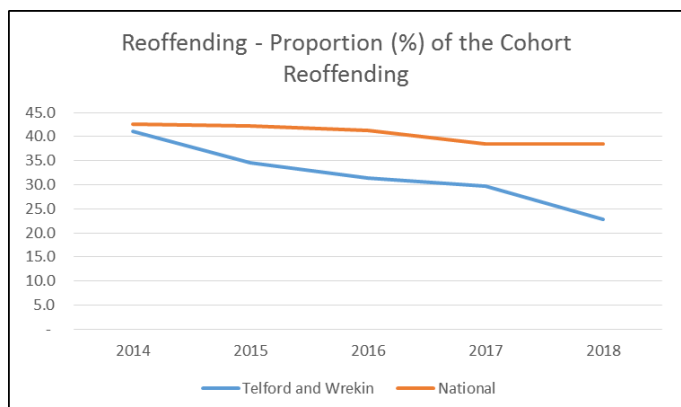
The most recently published data for this indicator is for 2020, where the Telford and Wrekin rate was 0.11, compared to a national rate of 0.14. The range of rates nationally is between 0.00 and 0.55 placing the Telford and Wrekin performance in the top quartile of the performance range.

(viii) Reoffending



There are two measures for the re-offending indicator, both for the same cohort of offenders (all young people receiving a formal justice system disposal (caution or conviction) within a specified period of time). The cohort is then tracked for any re-offending within 12 months, the first measure (frequency measure) is the average number of re-offences per re-offender, and the second measure (binary measure) is the proportion of the cohort re-offending. For both measures a lower figure denotes better performance.

The most recently published data for this indicator is for the cohort identified in 2018.



The frequency measure for Telford and Wrekin is 3.40, which compares favourably against the national rate of 3.93. The range of rates nationally is from 2.00 to 8.97, placing Telford and Wrekin in the top quartile of the performance range.

The binary measure for Telford and Wrekin is 22.7%, which compares favourably against the national rate of 38.4%. The range of rates nationally is from 14.6% to 59.3% placing Telford and Wrekin in the top quartile of the performance range.

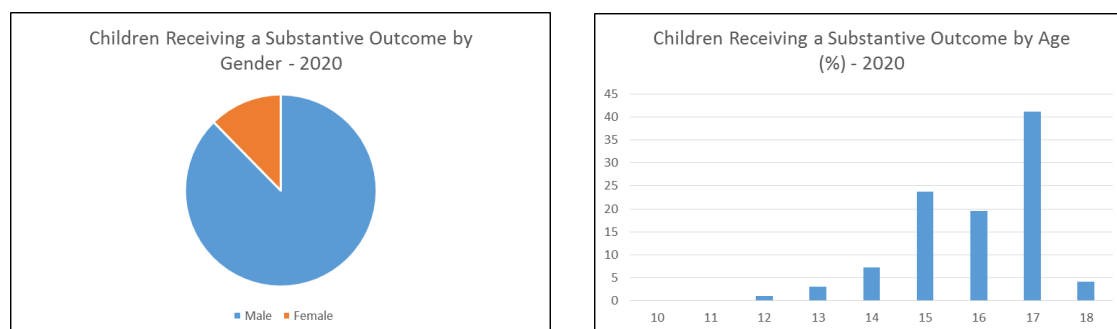
## Worcestershire Local Information

### 2.1 Children Receiving Youth Justice Outcomes 2020

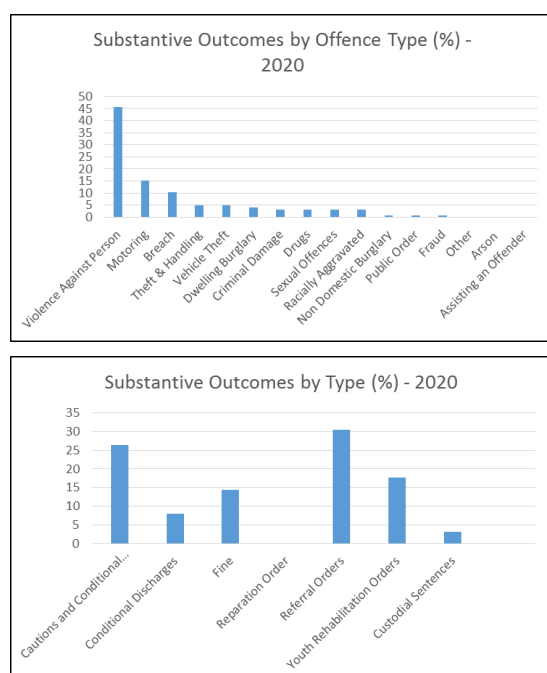
#### 2.1.1 Substantive Youth Justice System Disposals 2020

A total of 97 Worcestershire children, were made subject to 125 substantive youth justice system disposals (cautions or convictions) during 2020. Of the children receiving substantive youth justice outcomes 12% were female and 89% male.

The majority, 89%, of children receiving substantive outcomes were aged 15 years or older. No children under the age of 12 were made subject to substantive outcomes, and 12 year olds accounted for 1% of outcomes.



Looked after children accounted for 21% of children receiving substantive outcomes.



Offences from the offence group of violence against the person accounted for the primary offence for 46% of the outcomes, motoring offences for 15% and breaches of orders 10%. These three offence group types accounting for 71% of all outcomes.

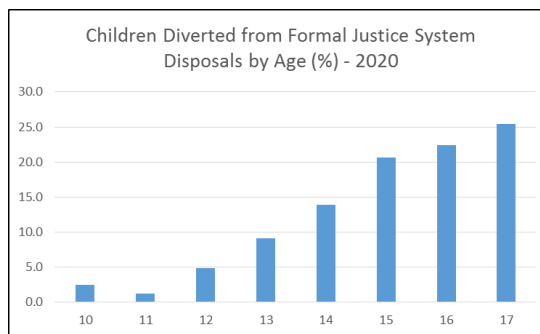
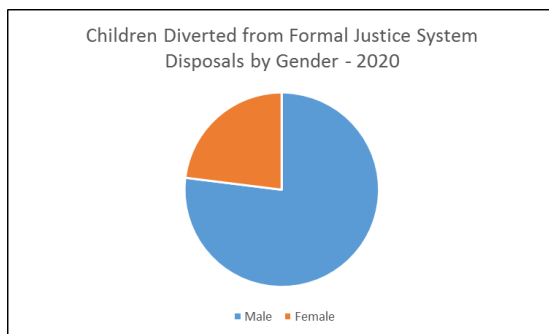
Youth cautions of all types (caution, caution supported by a voluntary intervention and conditional cautions) accounted for 26% of outcomes, Referral Orders 30% of outcomes, Youth Rehabilitation Orders 17% of outcomes and custodial sentences 3% of outcomes.

#### 2.1.2 Children Diverted from Formal Youth Justice System Disposals

Children who have admitted an offence and who might be suitable for an out of court disposal are referred to a joint agency decision panel, included in the range of options available to the joint agency panels are informal disposals, which allow for the matter to be dealt with without the child receiving a criminal record for that offence.

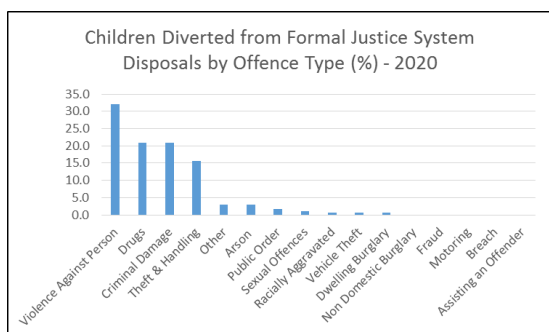
In 2020, 165 children were diverted from formal justice system disposals through the issuing of 172 informal disposals. Of the children receiving informal disposals 77% were male and 23% were female.





The majority, 69%, of children receiving informal disposals were aged 15 years or older. Children aged 12 and under accounted for 9% of the informal disposals.

Looked after children accounted for 3% of children diverted from formal justice system disposals.

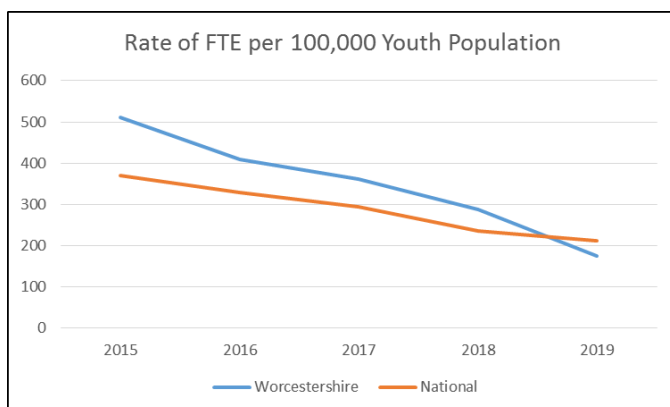


Offences from the offence group of violence against the person accounted for the primary offence for 32% of informal disposals, drug related offences 21%, criminal damage for 21% and theft and handling 16%. These four offence group types accounting for 90% of all informal disposals.

## 2.2 Performance

The Youth Justice Service is subject to three national outcome indicators

### (v) First Time Entrants



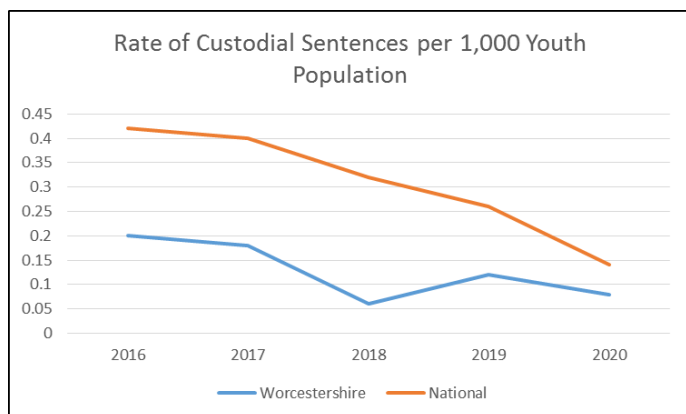
This measure is expressed as the number of first time entrants (young people receiving their first formal youth justice sanction, either a caution or conviction) per 100,000 youth population within a 12 month period. The lower the number the better the performance.

The most recent published data is for the year 2019, where the Worcestershire performance was 175, compared to a national performance of 211. The rate of 175 is lower than the national performance for the first time and represents a significant improvement on the performance in the previous year when the rate was 287.

The gap between the Worcestershire rate and national rate has been reducing since 2015. The range of rates nationally is from 62 to 645, placing the Worcestershire performance in the top quartile of the performance range.

A revised joint decision arrangement for out of court disposals was implemented in Worcestershire in November 2019 and this is expected to contribute to a further reduction during 2020.

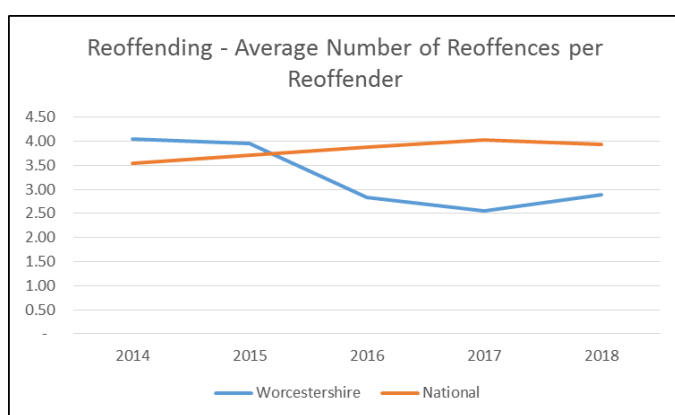
(ix) Use of Custody



The use of custody indicator is expressed as the number of custodial sentences per 1,000 youth population within a 12 month period. The lower the rate the better the performance.

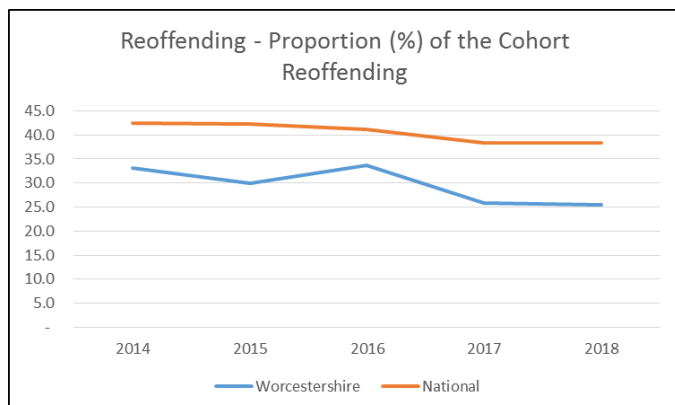
The most recently published data for this indicator is for 2020, where the Worcestershire rate was 0.08, which compares favourably against the national rate of 0.14. The range of rates nationally is between 0.00 and 0.55 placing the Worcestershire performance in the top quartile of the performance range.

(x) Reoffending



There are two measures for the re-offending indicator, both for the same cohort of offenders (all young people receiving a formal justice system disposal (caution or conviction) within a specified period of time). The cohort is then tracked for any re-offending within 12 months, the first measure (frequency measure) is the average number of re-offences per re-offender, and the second measure (binary measure) is the proportion of the cohort re-offending. For both measures a lower figure denotes better performance.

The most recently published data for this indicator is for the cohort identified in 2018.



The frequency measure for Worcestershire is 2.88, which compares favourably against the national rate of 3.93. The range of rates nationally is from 2.00 to 8.97, placing Worcestershire in the top quartile of the performance range.

The binary measure for Worcestershire is 25.5%, which compares favourably against the national rate of 38.4%. The range of rates nationally is from 14.6% to 59.3% placing Worcestershire in the top quartile of the performance range.