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## **Youth Justice Strategic Plan 2018-19**

**Youth Justice Services  
(inc Cheshire East, Cheshire West, Halton and Warrington)**

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September 2018

## **Introduction**

This plan will:

- Review achievement and performance in 2017-18 (Appendix A).
- Illustrate priority areas for 2018-2019.
- Produce an organisational structure chart (Appendix B).
- Produce a governance structure chart (Appendix C).
- Produce a financial/resourcing outline (Appendix D).
- Be formally adopted by the Youth Justice partnership in September 2018.
- Reflect shared priorities in the relevant four Local Authority Community Safety Plan, Policing and Crime Plan, and Local Children's Safeguarding Board plans.
- Produce a child appropriate version of the plan for service users and other relevant children.

## **Finance and value for money**

The partnership has suffered considerable reductions in funding from the Youth Justice Board over the last 9 years and the amalgamation of two Youth Offending Services in the Cheshire sub region to form the current Youth Justice Services is partly in response to approximately £1M per annum reductions.

Local authority and other partners are also facing continued considerable reductions in funding and this poses a significant risk to the partnerships ability to continue providing high quality, creative, appropriate interventions and services which reflect existing and emerging local needs in the Cheshire sub region. The increased identification of pernicious criminal exploitation along County lines, as well as other forms of criminal abuse within the localities, is recognised across the region as well as nationally. Whilst the YJS is only one of the partners, the ability to identify potential victims of such abuse is hindered by the lack of secure and sustainable investments in the 'Divert' intervention which is YJS primary early intervention pre-court.

The ability to maintain quality amidst further reduced investment is a significant issue for both pre-court and statutory interventions.

The partnership will undertake a review of funding and investment/outcomes by way of a Zero Based Review which will report by January 2019 in order to inform future short and mid-term actions required.

In addition to the review of the Youth Justice Service there are other developments sub regionally, such as the new Safeguarding governance arrangements as required by Working Together 2018 and the review of Community Safety arrangements across the four local authority areas, which will inform future service delivery and YJS is a key partner in these considerations.

## **Review of performance 2017-18**

See appendix A for more detail but we continue to do better than our regional and national averages in the three main indicators: reducing re-offending, first time entrants and use of custody.

We will report in similar style to last year's figures, however as Cheshire West, Halton and Warrington and Cheshire East have now merged into one Youth Justice Service, the performance data and monitoring have been reviewed and will report as a single organisation. Data will continue to be reported at local level too, in order to assist local planning, assessment and commissioning.

The YJS Performance report will be presented to the Management Board on a quarterly basis and will include the proposed performance measures as outlined below.

A new reporting framework is to be designed and implemented in 2018-19 in order to reduce the burden on the management team but maintaining performance monitoring and quality assurance systems and process. The challenge is to produce high quality data and analysis whilst acknowledging fewer resources in the management team.

## **Performance Measures 2017-18**

A brief review of YJS performance for the year 17-18 can be found in Appendix A.

## **Thematic Reports: HMIP Youth Offending Teams and Public Protection published October 2017:**

The YJS were one of the areas selected for the fieldwork and received a letter of outcomes, at our request, from HMIP in June 2017. This was considered at the Board meeting in June and an action plan developed and implemented. This will be reviewed again in 2018-19 to ensure progress is maintained. HMIP were complimentary regarding the high standards they observed in YJS practice.

## **Health Needs**

The annual report in relation to health needs will focus on completing an analysis of the data for the year, looking specifically at the number of referrals and presenting issues and how long they have been 'in treatment'. The report will also analyse what the outcomes were (in terms of either harm reduction or improvements from original presentation) and (if appropriate) where they have been signposted to for further intervention. It will also report on progress against NHSE funded 'Collaborative Commissioning Network' project which is overseen by the Health Sub Group.

## **Scrutiny Panels - Out of Court Disposals**

The scrutiny panel annual report will provide an overview of the scrutiny panel process, provide detail of the number of cases discussed at the four youth scrutiny panels over the year and highlight the number of cases agreed/disagreed with by the panel of magistrates. The report will then provide some case examples to explore further the reasoning behind the panel's decisions.

## **Domestic Abuse**

An annual review will be considered by the YJS Management Board. There is a Cheshire wide focus on multi agency involvement into all forms of domestic abuse, including child to adult, and this will inform the Youth Justice Services response.

## **Use of Volunteers**

The YJS recruit and train a cohort of new volunteers each year to cover Referral Order Panels across the county. For those volunteers who wish to progress, we support them to deliver services within the mentoring scheme; reparation and Restorative Justice conferencing projects. Each volunteer is invited to quarterly group supervisions and they are kept up to date with their own quarterly Newsletter. The service will seek to recruit volunteers who represent a cross section of the community they come from, giving consideration to age, gender, ethnicity, sexual orientation and life skills (including personal experience of the criminal justice system).

## **Dyslexia**

YJS will continue its commitment to being a “Dyslexia Friendly” service, ensuring that the quality kite mark achieved in 2016–2019 is maintained.

## **Quality Monitoring**

The YJS completes four internal audits per year which include an audit on Safeguarding (which will include Neglect and Serious Organised Crime) and an audit on Risk of Harm. The other two audits are decided thematically and may be influenced by other issues e.g. MAPPA audit, JTAI themes, Exploitation, etc. The findings from all the audits are reported to the YJS Management Board.

The full schedule of reporting for the Board can be found in Appendix F. Any additionality or request to track individual cases in any of the areas, which requires manual information, can be agreed but would change the schedule as another area would have to be delayed and/or deleted.

- Children in Care (Laming): The review last year has led to an agreed protocol with Cheshire Constabulary whereby potential charges being considered against children in care will receive consideration and advice from the YJS Duty Manager prior to a final decision being taken by Police. This will be implemented from 1st June 2018.
- The Divert project became the latest winners of the prestigious Howard League Award in November 2017 in the category of Children and Policing. The future sustainability of the project will continue to be a focus in 2018-19 but is boosted by the commitment from the Police and Crime Commissioner to dedicate all the PCC funding to YJS to the Divert programme. He has also indicated his desire to support any future bids to other potential funding sources. First Time Entrants remain at very low levels across all four Local Authority areas and this is largely attributable to the success of the Divert Programme (see attached 2018/19 activity report for Divert included as Appendix E).
- The Joint Thematic Area review in Cheshire West and Chester in 2017 with the theme of Neglect reported positively regarding the Youth Justice Service with

no specific recommendations. We have however devised and implemented an action plan for improvement which will be scrutinised by the Management Board and relevant LSCBs.

- Youth Justice and SEND Project. YJS achieved the AFA kite mark for quality and were also cited as an area of positive practice in the SEND Inspection by OFSTED in Cheshire East in March 2018. We will continue to develop our SEND offer and this links to the Speech and Language review from 2017 which we anticipate will result in improved consistency of resourcing from the health economy across the county footprint.
- In partnership with the six CCGs in the region, the YJS submitted a collaborative funding bid to NHS England in May 2018 with the aim of developing a consistent health offer across the region for children and young people involved in/at risk of involvement in the criminal justice system. The governance and coordination of this will sit with the Health Sub Group chaired by the Chief Clinical Officer of Warrington CCG and reporting to the YJS Management Board.
- Youth Justice Services will co-operate fully with partners undergoing single and multi-agency inspections such as Joint Thematic Area Inspections. In 2017-18 we were involved in three inspections and this places a very high burden on the staff and management team and is one of the disadvantages of the larger four local authority footprint. However, our aim is not to prepare for inspection but by maintaining high performance always be prepared to be inspected.

### **Restorative Justice and Victims**

YJS will continue its commitment to services for victims and will maintain efforts to deliver the Victim's Charter. YJS currently holds the Restorative Justice Council quality kite mark and we will strive to maintain this. The service will seek to work collaboratively with other providers of Restorative Conferencing in the geographical area to ensure all those who wish to benefit from this type of intervention. Elements of other types of RJ such as reparation, victim awareness, shuffle contacts, etc. will be offered in all statutory cases.

### **Priority themes for 2018-19**

Whilst we will continue our commitment to existing high quality delivery in all our previously identified priority areas we will also concentrate on the following areas having consulted with partner agencies represented on the YJS Management Board, the four Local Children's Safeguarding Boards and the four Community Safety Partnerships.

### **Exploitation of Children in the following thematic areas:**

**Prevent:** Religious and/or Political Exploitation.

Whilst the region is not regarded as a high priority in the respect of radicalisation and extremism, the YJS is vigilant regarding the emerging issues and particularly of the potential rise of right wing groups which are most prevalent of the extremist factions within the county. YJS contributes to the Panel structures as well as sharing information and intelligence at both local and regional level. Staff training is a regular feature to ensure that potential instances of extremism are identified and appropriately shared.

**Economic:** i.e. Serious and Organised Criminal networks who operate across County lines, child labour, trafficking, sexual exploitation. YJS will work with the four LAs and partners to identify and support children and young people groomed and recruited for the distribution and supply of drugs or weapons. This is a growing problem for the county and YJS are key participants across all four OCG strategic meetings.

**Neglect:** Many children entering the criminal justice system suffer from neglect and poor environmental factors including multiple health issues and an increased propensity to poor life outcomes. YJS will work alongside other relevant agencies in both statutory and third sectors to identify and address issues of neglect at an early stage and address those factors at an earlier stage.

### **Key performance reporting for 2018-19**

1. **FTE to the YJS:** aim to maintain current high levels of performance. We have seen an 80% reduction from 2007 levels of FTE and further reductions will be unrealistic but we aim to maintain current figures.
2. **Use of custody:** Custody rates have dropped significantly since 2009. The ambition is to ensure that custody is only utilised as a 'last option and only when necessary' by the courts. The quality assurance process whereby each and every order to detain made by the court is reviewed in 'real time' via the Duty manager system will continue with regular audit and report to the Management Board and the Magistrates Panel.
3. **Reduce reoffending:** We will continue to strive to reduce reoffending in both binary and outright terms as well as frequency and seriousness. There are many and multiple complexities in factors affecting reoffending and the YJS will be assessed on its performance in assisting in creating positive factors for individual children to increase the likelihood of desistance from offending.

The Plan was approved by the Youth Justice Services Management Board on 21<sup>st</sup> September 2018

Signed:



Mark Palethorpe  
Chair, Youth Justice Services Management Board

Signed:



Gareth Jones  
Head of Service, Youth Justice Services

## Appendix A: Achievement and Performance



YJS Strategy  
2017-18 Performance

## Appendix B: Organisational structure



YJS Team Structure  
August 2018.pptx

### Structure and staffing

#### Staff and Volunteers by Gender and Ethnicity



Table B8 - Staffing of  
the YOT by gender and



Table B7 - Staffing of  
the YOT by contract t

#### Staff and Volunteers Trained in Restorative Justice



RJ Training.doc

## Appendix C: Governance Structure



Appendix C  
Governance.docx

## Appendix D: Finance and resourcing Cash, Staffing and In Kind Contributions



Table B5 - YOT  
Budget.xls



YJ Plan Effective  
Practice Grant.docx

## Appendix E: Divert



Divert Paper May  
2018.docx

## Appendix F: Schedule of Reporting.

	<b>Date of Meeting</b>
<p><b>Performance Quarter 1</b></p> <p>YJS Performance Report  Re-Offending (4 LA Scorecards)  First Time Entrants/Divert (4 LA Scorecards)  ETE (4 LA Scorecards)  Custody and Remand (4 LA Scorecards)  Domestic Abuse (1 Scorecard, incorporating 4 LA's)</p> <p><b>Thematic Areas</b>  Findings of Young Women and Girls forum</p> <p><b>Quality Area</b>  AssetPlus Audit Findings (Appendix within YJS Performance Report)</p>	September 2018
<p><b>Performance Quarter 2</b></p> <p>YJS Performance Report  Re-Offending (4 LA Scorecards)  First Time Entrants/Divert (4 LA Scorecards)  ETE (4 LA Scorecards)  Custody and Remand (4 LA Scorecards)  Domestic Abuse (1 Scorecard, incorporating 4 LA's)</p> <p><b>Thematic Area</b>  Accommodation (4 LA Scorecards)</p> <p><b>Quality Area</b>  Safeguarding Audit Findings (Appendix within YJS Performance Report)</p>	December 2018
<p><b>Performance Quarter 3</b></p> <p>YJS Performance Report  Re-Offending (4 LA Scorecards)  First Time Entrants/Divert (4 LA Scorecards)  ETE (4 LA Scorecards)  Custody and Remand (4 LA Scorecards)  Domestic Abuse (1 Scorecard, incorporating 4 LA's)</p> <p><b>Thematic Area</b>  Scrutiny Panels Report  Prevent Duty Report</p> <p><b>Quality Area</b></p>	March 2019



Full Case Audit Findings (Appendix within YJS Performance Report)	
<p><b>Performance Quarter 4</b></p> <p>YJS Performance Report  Re-Offending (4 LA Scorecards)  First Time Entrants/Divert (4 LA Scorecards)  ETE (4 LA Scorecards)  Custody and Remand (4 LA Scorecards)  Domestic Abuse (1 Scorecard, incorporating 4 LA's)</p> <p><b>Thematic Area</b></p> <p>Health Needs Report  Transitions Report  Children in Care (4 LA Scorecards)</p> <p><b>Quality Area</b></p> <p>Risk of Harm Audit Findings (Appendix within YJS Performance Report)</p>	June 2019