

Cabinet

12 September 2019

Warwickshire Youth Justice Plan 2019/20

Recommendation

That Cabinet support the Warwickshire Youth Justice Plan for referral to Council for final approval.

1.0 Key Issues

- 1.1 The annual Youth Justice Strategic Plan and its submission to the national Youth Justice Board for England and Wales (YJB) is a statutory requirement under the Crime and Disorder Act 1998. Grant funding from the YJB to Youth Offending Teams (Locally called the Youth Justice Service) is reliant on the submission of an acceptable plan within the required template/format. We have received confirmation, from our JYB Regional Head of Improvement contact, that the plan as attached to this report meets the required national criteria and standards.
- 1.2 This plan reflects the performance, work and achievements of the Warwickshire Youth Justice Service (WYJS) throughout the preceding fiscal year, with particular reference to the prescribed Youth Justice Board indicators relating to Reoffending, First Time Entrants and Custody rates commenting in respect of previous trends, family group and national comparators.
- 1.3 This plan also sets out the key strategic priorities that the Youth Justice Service will focus on. These embrace the key Transformation Behaviours for Warwickshire County Council, and look to progress the key indicators prescribed by the National Youth Justice Board.
- 1.4 The Youth Justice Chief Officer Board is a multi-agency group chaired by the Warwickshire County Council Strategic Director for People, Nigel Minns. Within statute this Board is responsible to the YJB for the overview and implementation of the Youth Justice plan and will receive regular 'RAG rated' action plan updates to drive forward our key indicators and quality standards.
- 1.5 It will be noted that the presentation of this plan is well into the current fiscal year, this is due to the relatively late indication of grant and conditions from the YJB.

- 1.6 An Equality Impact Assessment will be undertaken in respect of this plan and will help ensure that our service development is relevant to the diversity of our population and the needs of different neighbourhoods/groups. The Youth Justice Chief Officer Board receives regular performance information that identifies any disproportionality and will inform plans to address any barriers to improvement and ensure delivery is equitable and fair.

2.0 Options and Proposal

- 2.1 The plan sets out the key aspirations and targets for the local Youth Justice Service moving forward.
- 2.2 There are a series of key actions outlined for 2019/20 on page 12 and these will be the key focus for the service. This will be formulated into a RAG rated action plan.

3.0 Financial Implications

- 3.1 The Appendix at the end of the plan outlines the partnership budget for Youth Justice in accordance with Youth Justice Board requirements. The YJS gross budget is in total £2,493,798. This part of the plan is based upon partners providing cost and budget information which is co-ordinated by WCC Finance.
- 3.2 The Youth Justice Board grant has only been very marginally reduced for 2019/20, which has supported the smooth preparation of a balanced budget for our local Youth Justice Service.

4.0 Timescales associated with the decision and next steps

- 4.1 The objectives outlined in this plan will be reviewed on a minimum quarterly basis by the Youth Justice Chief Officer Board
- 4.2 This report is being presented to Cabinet on 12 September 2019 and Council on 15 October 2019.

Background papers

None

Appendix

Warwickshire Youth Justice Plan 2019/20

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The report was circulated to the following members prior to publication:

Local Members: N/A

Other Members: Councillors Morgan, Crump, Dahmash, Chattaway, Roodhouse, Chilvers, Williams, Hayfield and C.Davies.

Warwickshire Youth Justice Service



Warwickshire Youth Justice Service
Strategic Plan

March 2019 to April 2020

Warwickshire Youth Justice Plan 2019/20

'BEING THE BEST WE CAN BE FOR OUR CHILDREN AND YOUNG PEOPLE'

The Warwickshire Youth Justice Service (YJS) Partnership is pleased to share our Annual Plan for 2019/20. We have reviewed our achievements and challenges over the last year, in order to prepare this Plan for our continuous improvement over the next year.

Warwickshire covers a wide geographical area with a varied demographic and cultural profile. A key challenge for the service is the geographical size of the County and the spread of work. We work hard to ensure that everyone is able to access relevant and bespoke services. Approximately 115,928 children and young people aged 0-17 years live in Warwickshire which equates to 20.3% of the population. Projections suggest that the population of the 11- 14 years age group will increase by 11% by 2032. 10% of children in Warwickshire live in households with out of work benefit claimants compared with the national average of 13%. Children and young people from minority ethnic groups account for 14% of all children living in the area, compared with 26% in the country as a whole, and the biggest representation within this cohort are identified as Indian and Other White (source ONS 2011 census). The number of secondary school young people for whom English is an additional language is 7.4% compared with a national average of 16%. The proportion of children entitled to and claiming free secondary school meals was 8% compared with a national average of 13%. There are eight Lower Layer Super Output Areas (LSOAs) in Warwickshire ranked within the top 10% most deprived nationally, six of which are located within Nuneaton and Bedworth Borough which also has the largest concentration of children living in low-income (17.1%) or workless households (12.9%). The rate of Children Looked After per 10,000 of the child population is 63.9 (including Unaccompanied Asylum Seeking children – UASC) or 58 per 10,000 (excluding UASC).

The YJS had contact with approximately three hundred Warwickshire young people in 2018/19, at all tiers of the Youth Justice system, including all types of crime prevention work.

The Warwickshire YJS Partnership has a very strong commitment to our children and young people, and recognises that improving their life chances, personal wellbeing and choices will assist desistance (the prevention of offending and reoffending). This also impacts on the quality of life in our communities enabling people to lead safer and happier lives.

Since the Youth Justice Plan for 2018/19 was prepared there have been significant changes in management and governance of this service. There have also been some excellent achievements and outcomes for our young people:

- The level of reoffending for our children and young people has continued to fall, with a decrease of 44.3% against the previous year, which compares favourably with the national, regional and our statistical family group rates. In Warwickshire 27.3% of our service users reoffend, and whilst this is a positive statistic, the YJS Partnership continues to strive to improve these figures further
- The number of First Time Entrants in the Youth Justice system has declined by 31.2% in 2018/19 compared to the previous year, continuing a downward trend which had already seen figures reduced by 30.94% over the previous recording period.
- Overall the number of young people from Warwickshire who serve a custodial sentence is numerically very low, with just five custodial sentences imposed on four children during 2018/19. The Warwickshire custody rate per 1000 children is 0.06% compared to the West Midlands rate of 0.36%, a statistical family group rate of 0.20% and a national rate of 0.31%.
- In the autumn of 2018, Her Majesty's Inspectorate of Probation (HMIP) undertook a Single Agency Inspection of the service and concluded that our work is good overall, with some outstanding features. It was also recognised that some areas continue to require improvement and these reflected the self-assessment of the local YJS Partnership. This inspection was a fantastic achievement and it was recognised that the bespoke assessments and interventions offered to those young people appearing before, and being sentenced by, the Youth Court and Crown Courts is of a continuing high standard.
- For our service users in 2018/19 we have continued to offer a range of interventions to address specific aspects of offending behaviour including knife crime, violence, exploitation and substance misuse. We continuously utilise our data analysis of offending trends and spikes to inform our approach and ensure that the Youth Justice 'offer' is bespoke and relevant

- Warwickshire YJS has a 'Quality Mark' from the Restorative Justice Council, which confirms our strong approach to ensuring that young people understand the impact and consequences of their offending, and that victims are informed and participate in our services wherever possible. Our whole approach is based on a 'high support, high challenge' Restorative model both for our service users and increasingly in our work conduct and behaviour.

OUR SERVICE USERS

As a service we are committed to ensuring that children and young people are at the heart of everything we do. We have strong and continuous commitment to improving how we capture service user feedback, including parents/carers and victims, with the firm commitment to use this to plan, shape and improve future delivery. The HMIP Inspection recognised the strong child focus of our approach and that our service regularly works to address the individual needs and risks that are a key part of our young people's experience. Warwickshire was one of the first Youth Offending Teams to adopt a trauma/contextual safeguarding approach to high risk cases and we are working to increasingly embed this approach in our work. In this way we can all contribute to the prevention of offending and the improvement of the quality of life and safety for the whole community. Feedback that we receive about our service is generally very positive indeed and there were no formal complaints received about our work in 2018/19.

'We want to highlight that the YJS was the first service and Louise was the first professional that has successfully engaged with Jo into conversation and attending sessions. We know that WYJS has really tried to support us (the family), has listened and not given up on us'. (anonimised feedback from family meeting 2019).

We are working to routinely gather electronic service user feedback, and also seek opportunities for meaningful exchanges with young people about what they think. We hope to use this to improve our services. Our venue in the Rugby area offers a range of facilities for young people to utilise pursuing constructive activities. This is a key part of our continuing improvement cycle, and we hope to extend the use of this centre and the range of facilities offered.

In respect of our responsibility to the community, we have worked to ensure that young people are aware of the impact of crime and take responsibility for making amends for their behaviour. Recent practical Reparation work has included high quality signage for a local Farm which had been a victim of crime, work with a local professional Football Club to address issues of inappropriate behaviour at matches, and the creation of attractive outdoor furniture and equipment for woodland and rural venues.

We are mindful that the development of our services needs to address the diversity within our population, and ensure that the differing communities we service, both rural and semi urban, receive appropriate services. We are aware of the differing needs of our service users and proactively work to ensure relevant services and that if any disproportionality is identified we work to ensure that this is addressed. A key area of focus over the next year will be to ensure services for girls and young women receiving Pre Court outcomes receive appropriate services. We regularly receive feedback from young people that expresses appreciation for the quality of their relationship with case managing staff. We are keen to channel this positivity and engagement into support in shaping services.

GOVERNANCE, STRUCTURE AND PARTNERSHIPS

The partnership maintains a lively and functional Chief Officer Board (COB) which the HMIP Inspectorate confirmed has a strong strategic vision for the service. Senior representatives from all five statutory partners – Social Care, Education, Police, Probation and Health (both on behalf of the Clinical Commissioning Group, Providers and Public Health) are regular attendees and in addition we welcome the membership of the local Chair of the Youth Court Panel and the Warwickshire Police and Crime Commissioner. The partnership also appreciates the interest and contribution from the Youth Justice Board area representative whenever this is possible. The widespread commitment and interest from the full range of partners supports the YJS in the ongoing maintenance of strong multiagency working and ensures that everyone makes an effective contribution to improving the outcomes for YJS service users, their families and victims. The presence on the COB of a representative from the local Youth Court Panel (Magistrate Chair) provides an opportunity to share the perspective of sentencers within the discussions re future planning and resource allocation. It is pleasing that all Statutory Partners have maintained their staffing contributions within the YJS.

Chief Officer Board meetings are quarterly and are chaired by the Warwickshire County Council Director of Children's Services, with the Vice Chair being the Director of Public Health. The Board receives quarterly in depth performance and finance reports which we are increasingly used to guide our allocation of resources and priorities, in accordance with one of our Inspection recommendations. The Board has welcomed the continuous improvements in the analysis of our data, working to understand and address any disproportionality issues, to prioritise and get upstream of any trends or spikes in offending. In order to improve the connection between strategic decision making and operational delivery, each Board meeting includes a spotlight agenda item where a frontline worker shares an area of practice for

discussion and reflection. This will include feedback on outcomes for children and young people and the impact on their reoffending. These spotlights are particularly useful for identifying risks and gaps which need further prioritisation and focus.

The YJS is directly managed and supported by Warwickshire County Council (WCC) for the Partnership. During 2018/19 there have been changes in senior strategic leadership and management of the Service and a fresh appointment to the post of Service Manager for YJS. The YJS moved to be part of the Children and Families Service Group within the 'People' Directorate as part of the Transformation agenda within the County Council. This move facilitates the emphasis on a child focussed agenda of the YJS, allowing stronger links in terms of ensuring best outcomes for children and young people. These changes were smoothly managed and have been welcomed within the staff group and the Partnership. Strong links are retained with the Safer Warwickshire Partnership through membership of the Strategic Board and relevant sub groups. As part of the WCC Transformation agenda the YJS is well placed to adopt its core values and always aims with a child focus to

- Do what we say
- Help people and communities to find their own solutions
- Moving with purpose and energy
- Building strong partnership working relationships
- Focussing on solutions and outcomes
- Being the best we can be

The Youth Justice Service continues to enjoy the opportunity of a bespoke Information and Performance Officer within its service. This ensures our ability to monitor and meet Youth Justice Board grant conditions including the timely submission of data, compliance with Secure Estate transmissions and completion of Quality Assurance and National Standards audits. The key information also helps guide partners in the allocation of their resources to improve desistance and improve the quality of life for some of our most vulnerable children and young people.

RESOURCES AND VALUE FOR MONEY

The whole partnership continues to invest in the work of Youth Justice and this supports the financial grant contribution from the Youth Justice Board.

There are secondees within the YJS from Social Care, Probation, Police and Health in accordance with the Crime and Disorder Act 1998. Health delivery from our local RISE (CAMHS) service is embedded and it has been pleasing for our local substance misuse service (COMPASS) to receive dedicated funding from the Police

and Crime Commissioner to provide staff to work within the multiagency YJS partnership. Our education focus is provided from within the staff team funded by WCC and a current realignment of staff will result in a more focussed and dedicated service designed to relate to local education and training providers and the Inclusion services within the Local Authority. We are pleased to have identified the budget to continue to support a FTE Education Psychology service which is working to provide universal Speech Language and Communication screening for all statutory service user entrants. We have benefitted from a small European Social Fund grant (0.5 FTE post) to promote 'Active Inclusion' in education and training for our post 16 population, and this has supported the identified concern regarding this age group's engagement in what is one of the most significant protective factors against offending.

WCC efficiency savings were not required from YJS for 2019/20 but planning is in place to ensure that the service plays its part in the Transformation agenda whilst continuing to support the high quality of service delivery evidenced to date.

The Youth Justice Board grant is primarily utilised to fund staffing to support the priorities and delivery agreed by the Chief Officer Board and in accordance with the Conditions of Grant. Warwickshire is pleased to enjoy a strong partnership relationship with a Remand Foster placement service provided by Barnardos which is a creative and closely monitored service offering the courts a constructive alternative to Secure Remands. The dedicated Secure Remand grant received from the Youth Justice Board contributes to the purchasing of these services, and minimises the use of Secure Remand for some of the most challenging young people.

Table One at the end of this document outlines our resources and partnership contributions. In essence, the service is well resourced, sustained and valued by the local partnership. In terms of actual people working in the YJS, staffing vacancies are promptly addressed within the partnership, recent examples would be the recruitment of Probation secondees and social workers to join our workforce and maintain agreed staffing levels. Generally the level of staff turnover is low and retention levels are high. Staff enjoy being part of a high performing Youth Justice Service which offers good quality workforce development and supervision. Staffing trends and any turnover are overseen by the Chief Officer Board where any partnership difficulties can be addressed.

During 2019/20 the YJS has the benefit of a small grant from the Police and Crime Commissioner which will support the development and provision of our pre-court work both within Out Of Court Disposals and Prevention and Diversion.

PARTNERSHIP ARRANGEMENTS

The YJS sustains strong and active links with the Children and Families, SEND, Community Safety and Safeguarding partnerships with the intention of aligning Youth Justice Services both strategically and operationally across the widest partnership possible to avoid duplication and provide continuity.

Warwickshire was a regional lead in the adoption of the 'Trauma' informed/Contextual Safeguarding approach to understanding the offender journey. This is now locally referred to as an 'Enriched Case Management' approach and high risk young people receive additional scrutiny and resources with a view to ensuring that they get the enhanced approach that is necessary to address their offending behaviour and lifestyle. This approach is being shared across the wider partnership and similarly with our long history of Restorative Practice, the YJS is well placed to assist in the development of integrated services within Children and Families.

The YJS Service Manager is a member of the Warwickshire Safeguarding Children's Partnership which has recently been refreshed under the new Government guidance in respect of 'Working Together'. This continued membership provides opportunities to feed in any Critical Incident reporting to the wider partnership and ensure that the needs/issues in respect of safeguarding young offenders are included in the considerations of that Partnership. Other members of the YJS Chief Officer Board are also representatives within that Partnership and sub groups, and this ensures there is strategic opportunity to raise issues regarding the welfare and vulnerabilities of young offenders. The YJS recently contributed to a Partnership Learning Review event in respect of a particularly vulnerable child and there is active participation at both strategic and operational level. In addition the YJS Chief Officer Board members have embarked on an audit process of particular Youth Justice cases, supported by Operational Management. This provides the opportunity to individually examine and learn about particular high risk cases, using this insight and knowledge to inform strategic thinking and future resource allocation.

A key partnership priority within the local Safeguarding Partnership and across the wider Community Safety partnership is the prevalence of known Child Sexual

Exploitation (CSE) and Criminal Exploitation within our County. There is an awareness within the partnership that many young people travel to Warwickshire under duress to work or supply drugs and weapons. The bespoke CSE unit within WCC has become part of the additional portfolio of the YJS Manager and the overlaps in working are significant. This work is extending to include Criminal Exploitation and provides the opportunity for joint partnership working to address one of the key challenges for Warwickshire which is to work to find a suitable and safe response for our children subject to exploitation. Warwickshire YJS regularly utilises the National Referral Mechanism for exploited and trafficked children. There are case examples where this recognition has impacted upon police and court decision making. However there is no complacency about the national challenge that is shared in trying to ensure a joined up and modern response to these issues. The YJS Service Manager is part of the regional efforts to ensure that services are not confined to Local Authority boundaries and that the safeguarding of children and young people, who freely move around, is developed and becomes joined up.

YJS is directed represented on the Safer Warwickshire Partnership and provides regular reports and updates on trends and concerns within the service. There is also the opportunity for healthy dialogue and debate with representatives from Districts and Localities to ensure that the YJS is responsive to the needs of the communities it serves. YJS is a regular Channel Panel member and is part of the partnership service response to young people identified as vulnerable to radicalisation or extreme views contrary to the best interests of the community and individuals. Local team managers from the Youth Justice Service attend local Antisocial Behaviour and Neighbourhood groups to gain and share intelligence and insight into current concerns, but also offer a joined up response to key young people who are presenting a challenge.

The work of the Safer Warwickshire Partnership is supported by task groups including the 'Serious and Organised Crime Joint Action Group'. The YOT is a key member of this group which strives to highlight and develop the joint response to the increasing trend of weapon crime and organised violence. The YJS has been an active participant in the analysis of trends and the development of bids for funding to target these challenging issues. Within the YJS there are programmes and interventions designed to target weapon crime and responsibility.

The YJS is well supported by local Elected Members and the Service Manager has met with those who have a lead portfolio to ensure they are informed and have the opportunity to be actively engaged in the debates about priorities and response. There is an ongoing dialogue and spotlight visits are being undertaken by the lead Member for Children and Young People following the change in portfolio lead in April 2019.

Given that YJS is managed within the Children and Families Directorate, the opportunity to align the practice of Youth Justice has been enhanced. A new Early Help Strategy is being developed within the Directorate and the plan is to ensure that early interventions in Youth Justice, thresholds and the aligning of work is developed and sorted so that families receive joined up services at the early stages of concern. This will support and the YJS development of our Out of Court Disposals delivery.

It is pleasing that in Warwickshire the Children 'Looked After' (CLA) representation in our Youth Justice cohort is very small. However, joint work between YJS, commissioning and the CLA team is being undertaken to ensure that placement providers are actively committed to avoiding the escalation of offending by alternative forms of behaviour management, and to ensure that our CLA are given the best possible opportunities to thrive. The Clinical Commissioning Group representative on the Chief Officer's Board also leads the commissioning of health services for Children Looked After, thus providing a valuable link in this regard.

The YJS in Warwickshire has worked to develop its response to Out of Court Disposals and ensure that our services improve in line with our Inspection Improvement Plan. A joint decision making panel is now regularly convened and the use of Police Outcome 22 for very low level concern has meant that young people on the cusp of offending can be targeted and offered support. The joint working between Warwickshire Police and the YJS has been strong responding to the known need to drive improvements forward in this area of delivery. The assessment document developed locally embraces welfare need as well as the Youth Justice understanding of risk across the broad range of public protection, risk of reoffending and safeguarding concerns. The YJS also attends the Scrutiny Panel for Out of Court Disposals and welcomes partnership feedback on our decision making and practice. Warwickshire Police and the YJS will continue to closely monitor the functioning and decision making of our Out of Court Disposals Panel.

Co-location in the Justice Centres with Probation Services (both the National Probation Service and the local Community Rehabilitation Company) facilitates close working relationships, and the timely recruitment and secondment of staff by the National Probation Service has greatly facilitated the work of the YJS. Transition planning for young people is strong and links are in place to ensure that young people understand the differences in Adult Services and receive appropriate support at a challenging time.

Over the last year the YJS has worked to develop links with the Local Authority Education Services and a senior representative is now member of the Chief Officer Board. The YJS has started to attend Area Behaviour Partnerships and is looking to develop the work of YOT practitioners to address the key desistance factor of the educational/training engagement of young people. Recent successes within the

Active Inclusion Scheme has seen young people securing the CSCS card which enables them to find employment in the Construction Industry. The YJS has an Association of YOT Managers Award for Special Education Needs practice and the work of the purchased Educational Psychology Services is assisting us develop relevant speech, language and communication services as well as assisting young people reintegrate into education provision.

Our Public Health Strategy recognises key inclusion factors including Youth offending, and YJS has participated in the delivery of SRE awareness work within schools and other relevant venues. We are working to develop mental health services for young people on the cusp of the Youth Justice system.

A key business change for all YOT partnerships is the change in the National guidance relating to arrangements for Standards for the delivery of Youth Justice which will be fully implemented over this next planning cycle. The Chief Officer Board and the YJS Operational Management group have appointed leads for the five strands of delivery to identify key standards that will be expectations and apply in Warwickshire. This will be a key area of partnership working that addresses operational delivery but also contains our strategic ambitions for our services.

RISKS FOR FUTURE DELIVERY AGAINST THE YOUTH JUSTICE OUTCOME MEASURES

Our performance information confirms that WYJS is delivering against the three key national outcomes. YJS performance reports also focus on education and training engagement, disproportionality, overlap with Children Looked After.

A key challenge for Warwickshire is the major concern regarding child exploitation and the alignment of the management of YJS with the exploitation team is a tangible manifestation of the drive to improve services and address the issues on a multiagency basis. A refreshed Exploitation Strategy is being prepared and there are resources and staff in place to specifically address this area of challenge. There are also the resources provided by Barnardos, funded by the Police and Crime Commissioner. Through 2019/20 the aim is to review current working, improve our responses and develop a Contextual Safeguarding/Trauma informed approach to these issues. There is also an awareness within the broader Children and Families

Directorate (that reflects national concern) that the placement availability for exploited children is limited and often lacks the expertise to protect and ensure safety. Warwickshire encounters quite high numbers of children found running part of County Lines or 'cuckooing' in venues that create significant vulnerability to exploitation.

Within WYJS the disproportionality figures are relatively small, but there is recognition that in a predominantly white area, the experience of those from ethnic minorities may be particularly stark and harsh. It is pleasing that the Unaccompanied Asylum Seeker population is not particularly represented within the Youth Justice system. Supervision sessions with case managers, prioritise disproportionality as a standing item of the agenda and cases are considered on an individual basis with a view to sharing any concerns or trends more broadly.

As part of Inspection Improvement Plan, Warwickshire has purchased the licences for an electronic service user feedback system. All staff now have the utilisation of this process as part of their appraisal targets and a key plan is to ensure that service user feedback is routinely obtained, analysed and utilised to shape our services wherever possible. The Chief Officer Board has asked for regular updates on this area for development recognising that the Voice of the child is key for us all.

A key improvement area has been our work in relation to Out of Court Disposals, and we now have a sustainable Referral, panel decision making, assessment and intervention system with cascade training occurring to neighbourhood police teams. The Chief Officer Board receives updates on these developments at every meeting, and is aware of the potential for impact on the First Time Entrants statistics which are at present very positive. As the assessment tool becomes embedded it is hoped to invite some external practice improvement scrutiny to review our Out of Court Disposal Delivery to ensure it is modern and fit for purpose. This is a key part of the new standards for Youth Justice and our Chief Officer Board Police representative is a part of the developing our local standards.

Alongside the development of Out of Court Disposals, there is a need to revisit the Prevention and Diversion offer within the Service and align it with the Early Help offer. This work is expected to be completed by autumn 2019.

The changes in the required standards for the delivery of local Youth Justice represents a key challenge for all YJS partnerships including Warwickshire. The strategic board has set up leads for each of the five areas of delivery: Out of Court Disposals; Court work; Community cases; Custody and Transitions. The work to involve practitioners and service users in achieving best standards for best outcomes is work in progress with the required auditing planned for Spring 2020. This is a key business change for the service and will require prioritisation.

KEY ACTIONS MOVING FORWARD IN 2019/20

This plan has reflected on our achievements, challenges, aspirations and resources. Moving forward our plans aspire to being the best we can be. Our Chief Officer Board will regularly review our progress and challenges, reporting through to the Youth Justice Board representative.

Our key actions to drive continuous improvement are:

- Resources: maintain staffing levels; develop our Resource Centre for direct work with young people
- Professional Standards and Practice: implementation of New Standards for Youth Justice, continued embedding of our Enriched Case Management ('Trauma') approach; continue to address all aspects of Disproportionality; Support the implementation of 'Restorative Practice' within the Children and Families Directorate
- Service User at the heart of our work: further develop the collection and utilisation of feedback to shape our services
- Risk and Offender Management: continue to modernise and improve our response to all aspects of exploitation of children and young people; ensure we have relevant programmes to respond to serious crimes including those involving weapons and violence
- Responding to early signs of concern about offending: continue our progress in respect of Out of Court Disposal Delivery; Realign our prevention work within the wider Early Help Strategy

Appendix 1: Partner contribution to the youth offending partnership pooled budget 2019/2020

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police	187,479			187,479
Police and Crime Commissioner	75,000		5,000	80,000
Probation	72,624		5,000	77,624
Health	98,000		5,000	103,000
Local Authority	1,037,856		542,479	1,580,335
* Welsh Government				0
YJB	335,489		87,428	422,917
Other	20,000		22,443	42,443
Total	1,826,448	0	667,350	2,493,798

* Welsh YOTs only

* For multi-authority YOTs, the totality of local authority contributions should be described as one figure.

** Any money from the police and crime commissioner that has been routed through a local crime reduction partnership should be included here.

*** It should be noted that the 'Other' category is for additional funding that the YOT can use for general youth justice activities which are funded through other routes with governance sitting with the YOS Partnership Board.