

# WEST MERCIA YOUTH OFFENDING SERVICE

## YOUTH JUSTICE PLAN

2015/16



## CONTENTS

1	Introduction	4
2	Review of 2014/15	7
3	Resources and Structure	14
4	Governance and Partnerships	18
5	Risks to Future Delivery – Annual Action Plan	24
6	Management Board Approval	27
Appendix 1	Area Profile – Herefordshire	28
Appendix 2	Area Profile – Shropshire	33
Appendix 3	Area Profile – Telford and Wrekin	38
Appendix 4	Area Profile – Worcestershire	43

## **1.0 INTRODUCTION**

### **1.1 Purpose**

Youth offending partnerships have a statutory duty to produce an annual youth justice plan which must be submitted to the Youth Justice Board for England and Wales (YJB) in accordance with the directions of the Secretary of State. It is the duty of the Local Authorities, after consultation with partner agencies, to formulate and implement the youth justice plan which sets out how youth justice services in their area are to be provided and funded.

This plan and its content have been prepared in accordance with the guidance “Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships” published in March 2015.

### **1.2 Context**

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

West Mercia Youth Offending Service was established on the 1<sup>st</sup> October 2012 and replaced the previous Shropshire, Telford and Wrekin Youth Offending Service and the Worcestershire and Herefordshire Youth Offending Service following a review of how youth justice services were provided across the West Mercia area. The YOS was initially hosted, on behalf of the youth justice partnership, by West Mercia Probation Trust, but following the dissolution of the Trust at the end of May 2014, is being hosted on an interim basis by Worcestershire County Council pending the completion of a review of the future delivery arrangements for youth justice services.

The YOS and YOS Management Board do not work in isolation in reducing offending by children and young people and improving the outcomes for children and young people who have entered or at risk of entering the youth justice system. Other key relevant plans are the Children and Young People’s Plans, Community Safety Strategies and the Health and Wellbeing Plans for each area and the Police and Crime Plan for West Mercia. In respect of this the YOS Management Board recognise the need to make strategic alliances with other relevant boards and governance bodies and the YOS recognises the need to develop more integrated working with other services for children and young people at a local level.

The YOS is subject to three national indicators, the number of young people entering the youth justice system for the first time, the use of custodial sentences and the proportion of young people receiving youth justice sanctions who re-offend .

- The rate of first time entrants in West Mercia is at its lowest level since it was first measured in the current way in 2008/09, and the rate is lower than for England.
- The rate of custody in West Mercia is at its lowest level since the current measure was introduced in 2009 and the rate has fallen each year since then. The rate is significantly below the rate for England.
- The proportion of young people re-offending in West Mercia has fallen over the past year and is significantly below the rate for England.

More detail on the service performance against these indicators including comparative data can be found in section 1.8 of the plan.

A joint Management Board and Management Team planning day was held in March 2015 where the priorities and actions within this plan were developed, based on a needs analysis and service user feedback.

### **1.3 Plans for 2015/16**

The YOS Management Board have agreed four main overarching priorities for 2015/16, key priorities for each local area are identified in area profiles (appendices 1 to 4).

#### **(i) Improving Performance and Developing Practice**

- In response to the findings of internal and external audits work to improve identified areas of practice and quality
- Implementation of the Short Quality Screening (SQS) Inspection action plan
- Re-establishing the Worcester Junior Attendance Centre (JAC) and developing the programme for the Telford JAC
- Developing service guidance and screening tools for child sexual exploitation (CSE)
- Implementation of a single ICT system and new case management system
- Review the management of risk processes and implementation of a single integrated intervention plan for young people

(ii) Understanding our Young People

- Implementation of tracker tools for re-offending, first time entrants, education, training and employment and victim work
- Further analysis of first time entrants to gain a greater understanding of journey of the child into the youth justice system
- Work to understand the nature and extent of harmful sexual behaviour by young people
- Reviewing and revising methods of collecting and the use of feedback from service users
- Building and developing the needs assessment and evidence base

(iii) Improved Joint Working and Integration

- Continued focus on joint issues between YOS and social care for looked after children and care leavers through the LAC and Care Leavers sub group of the Management Board
- Developing better joint work, information and integration with relevant children services
- Ensuring linkages with the Troubled Families and early help developments in each local authority
- Strengthening transition work with NPS, particularly through the implementation of the Y2A case transfer arrangements

(iv) Governance and Communication

- Complete the service review and agree future delivery arrangements for youth offending services across West Mercia
- Developing a more integrated approach to leadership and management of the YOS between the management team and management board
- Further development of the communications strategy
- Review of health participation in the YOS governance structure

## **1. REVIEW OF 2014/15**

### **1.1 Changes in Service Delivery Arrangements**

West Mercia YOS was based on a model of a YOS delivering a defined core service supported by commissioned non-core activities. Until June 2014 the non-core activities that had not been out sourced were delivered by a centrally managed provider services team within the YOS whilst subject to a commissioning process. The resulting decision from the commissioning process was that a cluster of specific youth justice activities including bail and remand services, provision of reparation and unpaid work, Intensive Supervision and Surveillance, resettlement, mentoring and programme and activity requirements would be integrated into the YOS. A revised YOS structure was implemented in June 2014 to accommodate most of these activities within the area teams aligned to the Local Authority areas, with the provision of reparation and unpaid work and mentoring co-ordinated centrally. A structural diagram of the YOS is included in section 3 of this plan.

### **1.2 Review of Key Developments 2014/15**

#### **(i) Priority 1 – Reduce Offending and Protect Communities from Harm**

- In recognition of increasing numbers of young people entering the service with sexual offences the YOS implemented the strategy of providing harmful sexual behaviour (HSB) assessments and interventions within the service. Twenty six practitioners in the area teams have been trained to undertake AIM2 assessments, a nationally recognised assessment tool for adolescents demonstrating HSB, and twenty two practitioners trained to deliver the Good Lives (AIM2) intervention programme. Co-working arrangements have been put in place along with a service wide support group.
- Restorative Justice training was provided across the service throughout 2014/15, with 95 staff and volunteers now trained in RJ conferencing. The service RJ policy and guidance was reviewed, updated and adopted by the Management Board.
- Intensive Supervision and Surveillance, which was partly outsourced, was brought in house and consistent arrangements implemented across the five area teams. Reparation activities across the service became centrally co-ordinated under a single manager.

#### **(ii) Priority 2 – Enabling Staff to Deliver Now and Into the Future**

- New supervision policy implemented
- Communications group established and internal communications framework agreed

### **(iii) Priority 3 – Finish the Job**

- The responsibility for the provision of Unpaid Work for 16 and 17 year olds transferred to the YOS on 1<sup>st</sup> June 2014. The decision was taken to manage Unpaid Work within the YOS and the YOS has worked towards meeting the national specification, this has included providing the following training for staff involved in service delivery; health and safety, motivational interviewing, pro-social modelling and restorative justice. Key staff are undertaking the level three award in education and training. Young people undertaking unpaid work are able to gain an ASDAN accredited qualification.
- A comprehensive Operational Manual was developed which is supported by an exemplar record on the case management system.

### **(iv) Priority 4 – Get Connected, Stay Connected**

- The work of the Management Board reference group on Looked After Children and Care Leavers has continued throughout 2014/15, and a work programme developed.
- Remand protocols have been developed between the YOS and each Local Authority and a PACE transfer protocol developed between the Police, YOS and Local Authority Emergency Duty Teams. Work has commenced on developing a multi-agency protocol to reduce the need to criminalise looked after children.

### **(v) Priority 5 - Know the Right Thing**

- A number of key case audits were undertaken during 2014/15 including a mock inspection, national standards audit and an independent audit of key practice standards. These have led to revised quality assurance and performance frameworks being implemented.

## **1.3 Innovative Practice**

The YOS has been working with a multi-disciplinary academic team from Middlesex University and Royal Holloway University of London in piloting the Mobile Application for Youth Offending Teams (MAYOT). MAYOT is a smart phone application that provides a common platform for engagement and dialogue between the case worker and young person. The application allows communication around key activities, reminders for appointments, the provision of information and an activity meter/progress chart. Team members and young people from the South Worcestershire Team have been involved during 2014/15 in the iterative co-design and testing of the application. There are now twelve YOTs either using or planning to use the MAYOT application.

## **1.4 Thematic Inspections**

During 2014/15 the YOS Management Board has considered the findings from the following thematic inspections; The Work of Probation Trusts and Youth Offending Teams to Protect Children and Young People, Girls and Offending and The Contribution of Youth Offending Teams to the Work of the Troubled Families Programme. An action plan in relation to the findings and recommendations of the report on the work of the YOT to protect children and young people has been put in place, and reports on this have been considered by two of the LSCBs. More detailed plans are to be developed in response to the other two reports.

## **1.6 Youth Offending in West Mercia**

More detailed information on offending types, offenders by age and gender and numbers and offenders by proportion of youth population for each local authority area are contained in appendices 1 to 4 of this plan.

- There has been a considerable reduction in the number of young people committing offences over the past ten years from 3997 young people offending in 2005 to 1295 in 2014.
- The majority (82.5%) of young people entering the youth justice system are aged 14 or over
- Nearly a quarter (23%) of first time entrants to the youth justice system are female
- The four most prevalent offence types are violence against the person, theft and handling, criminal damage and drug related offences.
- Just over a third of young people (37%) receiving outcomes that require YOS interventions are children in care
- Whilst there are some variations across the local authority areas the four most prevalent assessed areas of risk and need are thinking and behaviour, family and personal relationships, lifestyle and mental health and wellbeing.
- Young people from outside of West Mercia have a significant impact on the levels of youth crime in West Mercia. Out of area young people were responsible for 16% of all offending resulting in a substantive outcome in 2014.
- Just under half (48%) of young people receiving outcomes that require YOS interventions have mental health or emotional well being issues
- Two fifths of young people receiving outcomes that require YOS interventions have substance misuse needs



## 1.7 Views of Young People

The following data is taken from a ViewPoint survey of 122 young people during 2014 who were subject to court orders managed by West Mercia YOS.

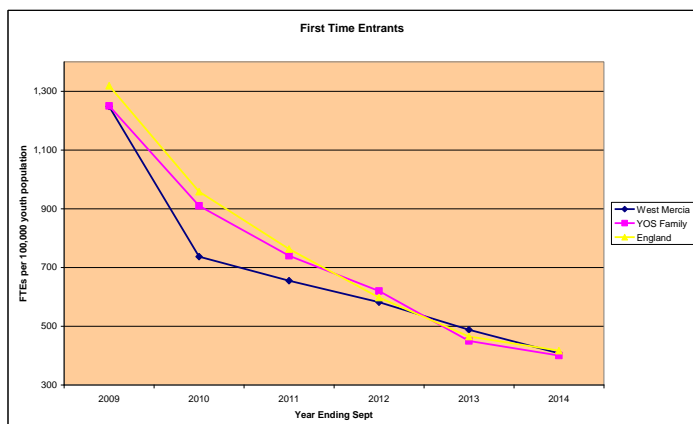
- 79% said that the work with the YOS has made them less likely to offend
- 94% said that the service given to them by the YOS was good most or all of the time
- 81% said they had enough say what went into their intervention plan
- 49% said they needed help with school, training or getting a job, of those needing help 86% said they received the help needed
- 25% said they needed help to cut down drug use and of those needing help 76% said they received the help needed.
- 31% said they needed help with relationships or things about their family, of those needing help 87% said they received the help needed.
- 24% said they needed help to deal with strange or upsetting thoughts, of those needing help 79% said they received the help needed
- 61% said they needed help to understand how to stop offending, of those needing help 93% said they received the help needed

## 1.8 Performance Review

Youth Justice Partnerships are subject to three national indicators;

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

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



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

The rate of FTEs across West Mercia for the year ending September 2014 was 408, which is an improvement on the performance for year ending September 2013 when the FTE rate was 488. The performance for the year ending September 2014 is better than the national rate of 417. The average for the family group is 400.

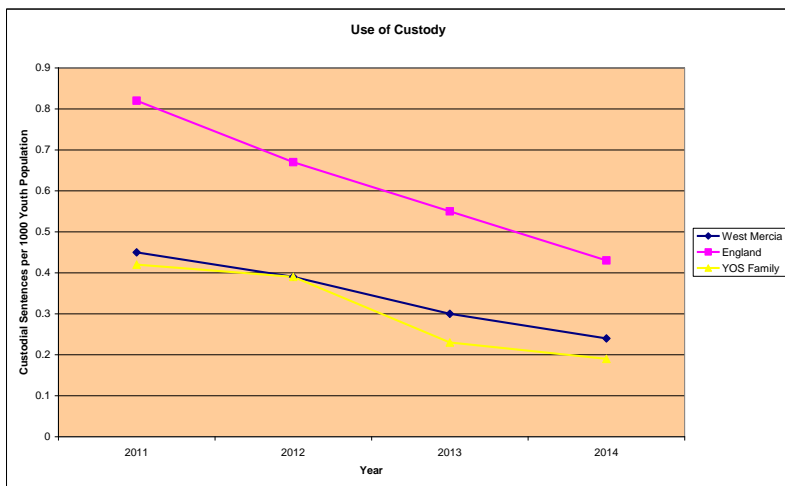
The percentage reduction in FTEs in West Mercia over the three year period between the year ending September 2009 and the year ending September 2014 was -67% compared to -68% for England and -68% for the family group.

Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 525 and the lowest 364. Some initial analysis undertaken in 2014 demonstrated that the highest rate was in part, a result of higher detection rates and a lower proportional use of the informal disposal of Community Resolution. Further analysis will be undertaken during 15/16 in order to better understand what works in preventing FTEs.

### (ii) Use of Custody

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

For the year ending December 2014 the use of custody rate for West Mercia was 0.24 against the rate for England of 0.43, West Mercia performance is, therefore, significantly better than the national performance but slightly worse than the family group rate of 0.19. The West Mercia rate for 2014 has improved from 2013 when it was 0.30.

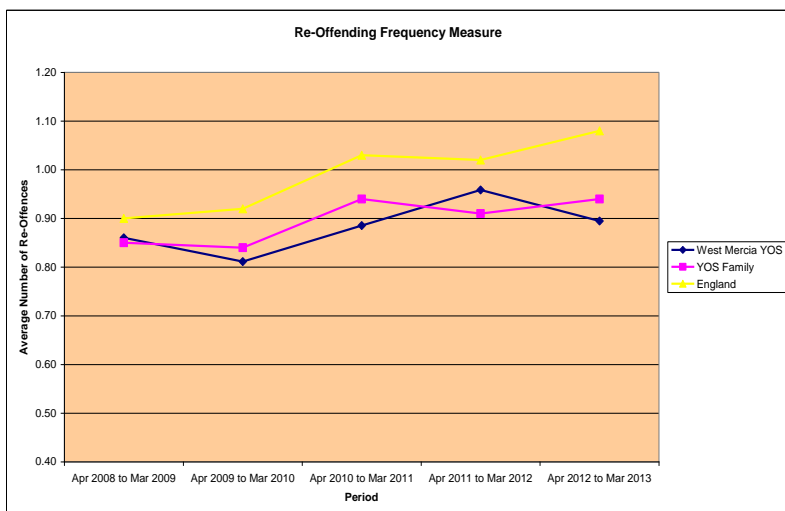


Over the three year period of 2011 to 2014 the rate has reduced from 0.45 to 0.24, a reduction of -47% which is in line in the reduction nationally over the same period.

The actual fall in custodial sentences was from 54 in 2011 to 27 in 2014, a reduction of -32%.

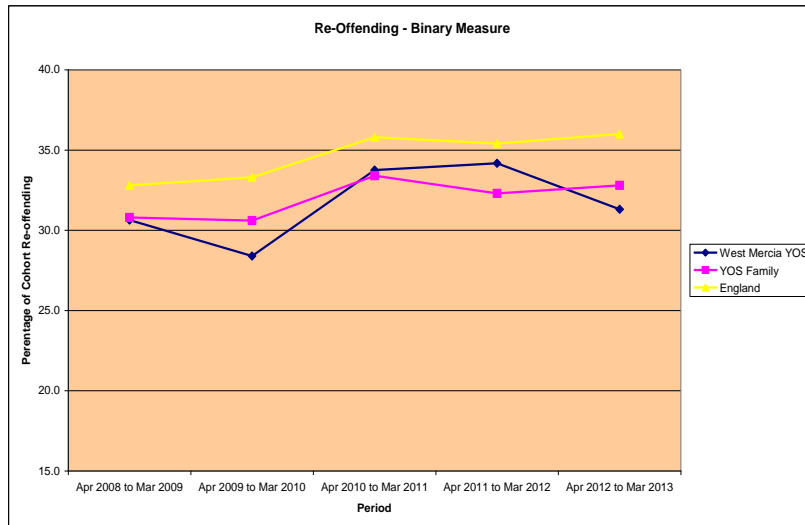
Intensive supervision and surveillance (ISS) is a community based alternative to custodial disposal. During 14/15 the YOS established a single and consistent ISS scheme for West Mercia. In 15/16 the service will develop a consistent approach to bail and remand work as part of the strategy to divert, where appropriate, young people from custodial remands and sentences.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. The most recent data for the re-offending measure is for the cohort identified in the year ending March 2013. In both measures a lower figure denotes good performance.

For the year ending March 2013 the frequency measure performance for West Mercia was 0.89, compared to national performance 1.08. The West Mercia performance is slightly better than for the family group which is at 0.94.



A comparison over the three year period of the year ending March 2011 and the year ending March 2013, shows no change in the rate. Over the same period the rate for England increased from 1.03 to 1.08. There was no change in the family group performance over this period.

The binary measure performance for the year ending March 2013 for West Mercia is 31.3% compared with national performance of 36.0% and a family group performance of 32.8%.

A comparison over the three year period of the year ending March 2011 and the year ending March 2013, shows improvement in the rate from 33.8% to 31.3% a decrease of 2.5 percentage points. Over the same period the performance of the family group improved by 0.6 percentage points, and the national performance worsened by 0.2 percentage points.

It should be noted that the cohort size is falling, from 3039 young people in the March 2009 cohort compared to 1150 young people in the March 2012 cohort. The number of re-offences has therefore decreased over the same period from 2614 to 1029 a decrease of -61%.

Locally the West Mercia YOS is implementing the Youth Justice Board re-offending tracking tool during 2015/16 in order to understand the characteristics of the re-offending group and inform the services approach to reducing re-offending

### 3. RESOURCES AND STRUCTURE

#### 3.1 Income

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice (YOT) Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2015/16.

Agency	Staffing costs Seconded (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities <sup>1</sup>		68,000	1,426,470	1,494,470
Police Service	237,892		63,000	300,892
National Probation Service	168,088 <sup>2</sup>		62,043	230,131
Health Service	139,705		66,036	205,741
Police and Crime Commissioner			180,293	180,293
YJB Youth Justice (YOT) Grant			1,410,784	1,410,784
<b>Total</b>	<b>545,685</b>	<b>68,000</b>	<b>3,208,626</b>	<b>3,822,311</b>

In addition to the YJB Youth Justice Grant outlined in the table there are three additional ring fenced YJB grants for 2015/16 , £2,000 for Restorative Justice, £27,571 for the provision of Unpaid Work and £54,798 for the provision of Junior Attendance Centres.

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

<sup>2</sup> This represents four Probation Officers, however there are currently only two Probation Officers deployed in the YOS, the cash difference has been made available and used to directly employ two case managers. Practice is that whole Probation contribution, i.e. £230,131 is transferred to the YOS and then the YOS recharged for salary and expenses of officers deployed in the YOS.

### 3.2 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 the YOS, which is used to deliver and support youth justice services across West Mercia. The outline budget for 2015/16 is provided below, the expenditure against the Youth Justice Grant is included in this budget.

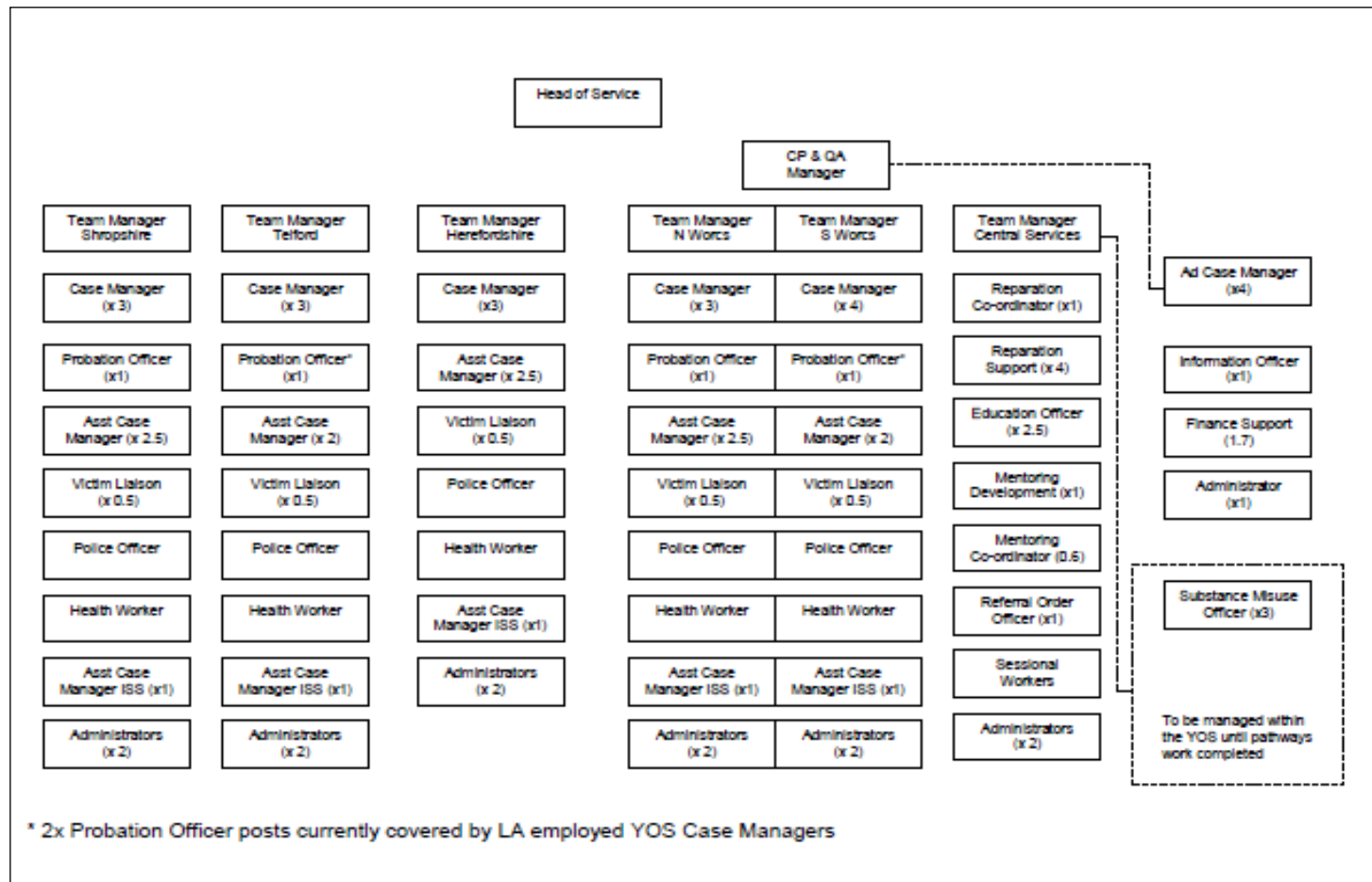
Category	Budget (£)
Salary and Wages	2,643,491
Travel and Expenses	163,685
Training and Development	28,386
Accommodation	186,323
Voluntary Associations	94,697
Commissioning	80,982
ICT	155,605
Other	107,914

West Mercia YOS is not due to implement AssetPlus, the new national assessment tool for YOTs, until 2016/17 and most of the resources required for implementation will not be required until early in 2016/17. It is expected, however, some training in advance may be required in the latter part of 2015/16 and this will be supported from part of the training and development budget.

### 3.3 YOS Structure and Staffing

The West Mercia Youth Offending Service comprises five multi-agency service delivery teams, aligned to the Local Authority areas (two teams in Worcestershire) to deliver the majority of services. These services are court facing services including the preparation of pre-sentence reports and remand management, and case management which includes assessment, planning interventions, the

management of risk, monitoring and review of intervention plans and where necessary the enforcement of court orders. A central services team supports the area teams in providing some services that are co-ordinated across the whole service including reparation and unpaid work, mentoring, and the co-ordination of Referral Order work, including the recruitment, training and management of Community Panel Members. A support team provides quality assurance, commissioning, data and finance support functions. There are 88 full time equivalent salaried posts in the YOS. The structure is given below.



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

### 3.4 Staff and Volunteers by agency, gender and ethnicity

The tables below show staff and volunteers by agency, gender and ethnicity. This data is at 1<sup>st</sup> April 2015.

PAID STAFF BY AGENCY							
Agency	Local Authorities	National Probation Service	Police	NHS Trusts	Voluntary Sector	Agency	Total
No of Staff	84	2	5	3	5	3	102

PAID STAFF BY GENDER AND ETHNICITY						
GENDER		ETHNICITY				
Male	Female	White	Mixed/Multiple Ethnic Groups	Asian/Asian British	Black/African/Caribbean/Black British	Other Ethnic Group
42	60	96	0	1	3	2

VOLUNTEERS BY GENDER AND ETHNICITY						
GENDER		ETHNICITY				
Male	Female	White	Mixed/Multiple Ethnic Groups	Asian/Asian British	Black/African/Caribbean/Black British	Other Ethnic Group
23	54	73	0	3	0	1

### 3.5 Staff and Volunteers Trained in Restorative Justice

There are 63 staff and 32 panel members trained in Restorative Justice (RJ) conferencing, 8 staff are trained in managing complex cases and 5 managers have training in RJ supervision and management. There are 4 members of staff who are trainers in RJ, and 5 staff have received specific training in victim liaison and contact.

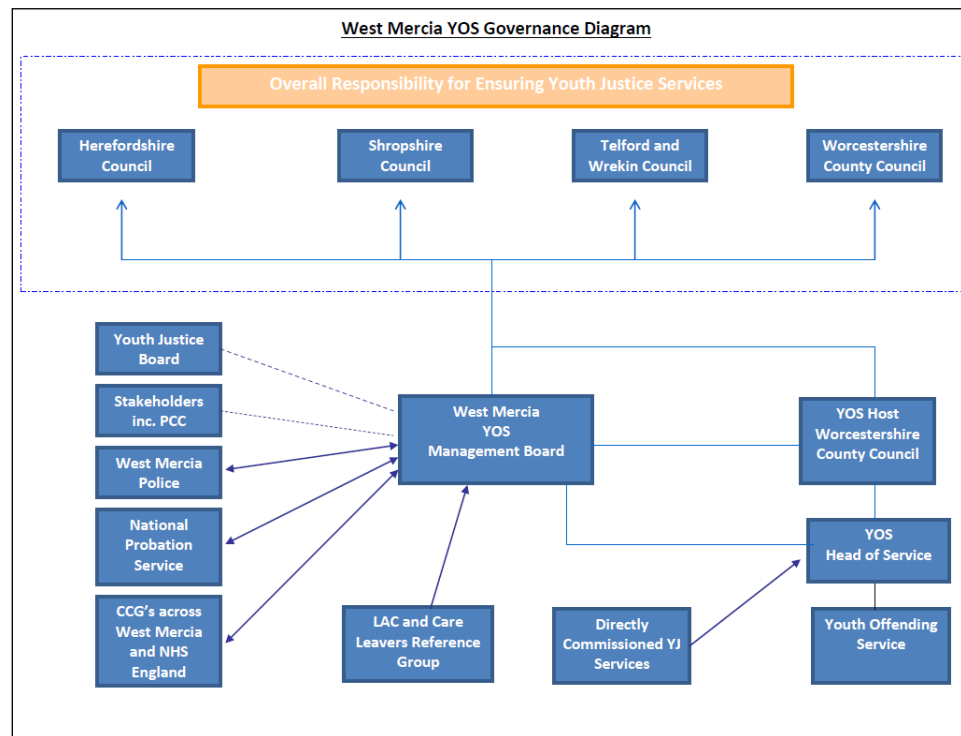


## 4. GOVERNANCE AND PARTNERSHIPS

### 4.1 Governance

The YOS is managed on behalf of the Local Authorities and the YOS partnership by Worcestershire County Council. Day to day management of the Head of Service is provided by the DCS of Worcestershire County Council. The Youth Offending Service is accountable to the YOS Management Board 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 approved by each of the four top tier Councils. The diagram below outlines the governance arrangements of West Mercia Youth Offending Service.



The YOS Management Board is currently chaired by the Director of Children Services for Worcestershire County Council. The Membership of the Board at 1<sup>st</sup> April 2015 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Gail Quinton	Director of Children Services
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Laura Johnston	Director of Children and Family Services
Herefordshire Council	Jo Davidson	Director of Childrens Wellbeing
National Probation Service	Tom Currie	Head of West Mercia
West Mercia Police	Amanda Blakeman	Assistant Chief Constable
Local Area Team – NHS England	Becki Hipkins	Project Manager
Office for the West Mercia Police and Crime Commissioner	Glyn Edwards	Commissioning Manager

The Board has adopted the following purpose and underlying principles:

### Purpose

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

### Underpinning Principles

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

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

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

## **4.2 Priorities for 2015/16**

The Management Board have agreed four main priorities for 2015/16

1. Improving Performance and Developing Practice
2. Understanding our Young People
3. Improved Joint Working and Integration
4. Governance and Communication

### **1. Improving Performance and Developing Practice**

Various service audits undertaken during 14/15 identified areas of performance, quality and practice that needed to be improved and plans are in place in address the findings of these audits. Early in 2015/16 a SQS Inspection Report on the service will be published and an action plan will be developed to address the findings in that report. During 2015/16 the service will further embed restorative justice, including contributing to development of local RJ strategies where appropriate. Through the LAC subgroup it is planned to promote the use of RJ in children homes, and a funding bid is to be made to provide training for children homes, with the intention of having at least one trained practitioner in each home. The service will also work to further develop and embed harmful sexual behaviour work. The service will take over the responsibility for Junior Attendance Centres and will re-establish the Worcester centre and review and develop the programme of both the Worcester and Telford centres. Implementation of a single ICT system for the service and the migration from the YOIS+ case management system to the ChildView case management system in preparation for the implementation of the new assessment framework will also be undertaken in 2015/16. The YOS will incorporate, in practice, the work around children harming children that has resulted from a MAPPA serious case review. Revised remand management and resettlement frameworks will be developed. Specific actions under this priority are outlined on section 5 of this plan.

## 2. Understanding our Young People

Further work will be undertaken during 2015/16 to better understand the cohort of young people that the YOS are working with in order to better direct resources and target interventions that will reduce the risk of re-offending, the risk of harm to others and the risk of harm to the young person. It is planned to devise and implement a number of tracking tools, in particular for re-offending, first time entrants and for education training and employment. Further analysis is planned to understand first entrants to inform the evidence base for what works in preventing offending, in particular there is specific analysis planned in Herefordshire and Telford. There will be some analysis undertaken to provide a better understanding of the nature and extent of young people perpetrating sexual offence. Specific actions under this priority are outlined on section 5 of this plan.

## 3. Improved Joint Working and Integration

Promoting greater integrated and joint working between the YOS and other services is a key priority. Initially in 15/16 there will be a continued focus on the joint issues with LAC and care leavers, ensuring linkages with the Troubled Families and Early Help developments and information exchange with the social care services. A revised case transfer protocol between the YOS and the providers of probation services will be developed following the implementation of the web based Y2A case transfer portal. The pilot process of developing working agreements with children homes will be rolled out across the service. Specific actions under this priority are outlined on section 5 of this plan.

## 4. Governance and Communication

During 2015/16 the Management Board will complete the service review and agree on the future delivery arrangements for youth offending services across West Mercia. This will include ongoing communication and engagement with the staff group to ensure the service is continued to be delivered during the change process. There will be further development of and a more integrated approach to leadership and management of the service between the Management Board and Management Team. To achieve this more regular joint workshops between the Board and Team will be arranged and terms of reference agreed. The YOS will further develop the internal communications framework and put in place an external communications plan. The Management Board will seek to develop strategic alliances with other relevant boards and governance bodies. Specific actions under this priority are outlined on section 5 of this plan.

### **4.3 Safeguarding**

Although safeguarding is not one of the four main priorities identified for 2015/16, it nevertheless remains a key area of focus for the service. The YOS has a key role in safeguarding young people, in terms of assessing and reducing the risk of harm to the young people either from their own behaviour or the actions of others and reducing the risk of harm they may pose to others.

There are specific actions under each of the four main priorities which address safeguarding within service delivery, these include the implementation of a single integrated intervention and risk plan, the development of a service statement and guidance on child sexual exploitation (CSE) and developing CSE screening tools, work to understand better the extent and nature of children harming children, in particular those demonstrating harmful sexual behaviour and improvements to vulnerability assessment and planning. There is an action plan in place which addresses the findings from the thematic inspection report on the work of YOTs in protecting children and young people.

### **4.4 Partnerships**

The Youth Offending Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS. Due to previous contracting arrangements with YSS, the organisation currently second 4 staff into West Mercia YOS who are deployed in the delivery of ISS, reparation and assistant case manager roles.

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

The YOS is represented on the strategic planning groups of Troubled Families programmes across three areas and has been contributing to all four programmes mostly through the exchange of data and information. It is recognised that stronger links at the practice level need to be developed and this will be progressed during 2015/16.

The National Police Chiefs Council (NPCC) has a children and young peoples strategy which has four priority areas; Children in Care, Detention, Custody and Criminalisation, Stop and Search and Engagement

Locally Warwickshire and West Mercia Police have established a Children and Young Peoples Board to take forward a local plan based on the national priorities above, and the YOS are participants within this. A joint protocol regarding the PACE transfer of young people charged and denied police bail between the Police YOS and Local Authorities has been agreed. Work, through the YOS LAC and Care Leavers Group has commenced on developing a protocol to reduce the criminalisation of children in care. Further work in finalising the protocol will be managed jointly between the LAC and Care Leavers group and the Police Children and Young Peoples Board.

## 5. RISKS TO FUTURE DELIVERY – THE ANNUAL ACTION PLAN

Risk to Future Delivery	Action	Key Priority	Owner	Timescale (by end of quarter)
<b>Priority 1 – Improving Performance and Developing Practice</b>				
Intervention plans not sufficiently addressing assessed risks leading to increased risk of re-offending, increased risks of harm to other or increased risks of harm to self.	Implement a single integrated plan	1	APIS Lead	Q3
	Implementation of Asset Plus – Prepare service for Asset Plus Implementation	1	APIS Lead	Q4
Gap in knowledge in what promotes engagement and compliance leading to increased levels of breach	Implementation of a compliance review process	1	APIS Lead	Q1
Inconsistent risk planning processes across the service leading to increased levels of risks	Commission a review of the service's management of risk processes	1	CPM	Q2
JACs not meeting the national specifications	Re-establish the Worcester JAC	1	CSTM	Q2
	Review and develop the JAC programmes		CSTM	Q3
Lack of coherent remand strategy risks increasing the number of remands to custody	Development of a remand management strategy	1	CPM	Q2
	Staff to be trained in bail and remand work to ensure consistent approach across the service	1	CPM	Q3
Restorative processes not embedded in practice	Launch the service RJ policy and guidance	1	RJ Lead	Q2
	Devise and implement a victim tracking tool	1	CPM	Q2
Insufficient risk management and planning with respect to vulnerability and safeguarding	To put in place service statement on CSE	1	TMW	Q3
	Develop and implement CSE screening tools	1	TMW	Q3
Inconsistent arrangements for resettlement leading to increase risks of re-offending on release from custody	Development of resettlement framework and action plan	1	TMH	Q4
YOS does not implement improvements identified from the SQS Inspection	Inspection improvement plan to be put in place	1	HOS	Q2

Risk to Future Delivery	Action	Key Priority	Owner	Timescale (by end of quarter)
Two ICT systems create barriers to performance monitoring and management oversight	Implement the WMP/YOS project plan to roll out the WMP hosted ICT system across the service	1	CPM	Q2
YOIS does not support the new assessment framework	Upgrade Client/Management Information system to ChildView	1	CPM	Q4
<b>Priority 2 – Understanding Our Young People</b>				
Insufficient risk management and planning with respect to vulnerability and safeguarding	Commission analysis to understand the nature and extent of HSB	2	HSB Lead	Q3
Insufficient understanding of reasons for differential FTE rates	Analysis of reasons behind YPs entry into YJS	2	CPM	Q2
	Analysis of previous service provision to young people entering the YJS	2	YJB SPA	Q3
	Devise and implement a FTE tracking tool	2	CPM	Q2
Not understanding matters affecting re-offending performance	Implementation of the re-offending live tracking tool	2	CPM	Q1
	Develop and implement an ETE tracking tool	2	CPM	Q3
Service development not informed by user feedback	Review and revise service user feedback process across the service	2	CPG	Q2
	Service user views to be built into Management Board performance reporting framework	2	CPM	Q3
Future planning not informed by relevant data and information	Further development of the annual assessment	2	CPM	Q4
<b>Priority 3 – Improved Joint Working and Integration</b>				
Disproportionate criminalisation of LAC affecting FTE and re-offending rates	Agreement of multi-agency protocol to reduce criminalisation of LAC	3	HOS	Q3
	Roll out the pilot of working agreements with children homes	3	TMS	Q2
Inconsistent decision making across West Mercia in respect to out of court disposals	Establish joint YOS/Police out of court disposal protocol	3	HOS	Q3
Unplanned transition between youth and adult services leading to increased risks of re-offending	Review and revise the case transfer arrangements between the YOS and the providers of probation services	3	HOS	Q2
	Implement the use of the Y2A portal for case transfer	3	HOS	Q2

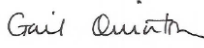
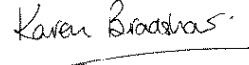



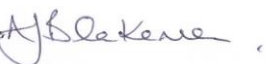




Risk to Future Delivery	Action	Key Priority	Owner	Timescale (by end of quarter)
Lack of joint working with other agencies and services leading fragmented planning and case management	Development of protocols with social care	3	HOS	Q3
	Developing better links and joint working with other relevant services for children and young people at a local level	3	ATMs	Ongoing
Robust arrangements not in place for some key areas of discretionary practice	Review commissioning work regarding the delivery arrangements for Substance Misuse and Parenting with the Management Board	3	CPM	Q4
Assessments not taking account of full range of information sources	Develop access to Children Social Care information systems in areas where this does not exist	3	CPM	Q2
<b>Priority 4 – Governance and Communication</b>				
Inconsistent communication and West Mercia identity	Development of an external communications policy	4	CGC	Q2
	Staff workshop to communicate key achievements but also to communicate where improvements are required	4	HOS	Q2
	Implement a new service logo	4	CGC	Q2
Uncertain delivery arrangements for 2016/17	Complete the YOS review and agree future delivery arrangements	4	CMB	Q4
Leases coming to an end	Relocation of N Worcestershire and Shropshire Teams	4	CPM	Q2 – Q3
A disconnect between the management board and management team	Joint management board and management team workshops at 6 monthly intervals	4	CMB/ HOS	Q2/3
	Agreement of the ToR as to how the management board and management team work together	4	CMB	Q3
Health services not fully engaged in YOS governance leading to health needs of young offenders not being met	Review of health participation in the YOS Governance structure	4	CMB	Q4
	Management Board ensure that pathways are in place to access speech, language and communication assessments and service in each area	4	CMB	Q4

#### Key to Action Owners

HOS	Head of Service	CPM	Commissioning and Performance Manager	ATMs	Area Team Managers
APIS Lead	Lead Manager for APIS	HSB Lead	Lead Manager for HSB		
CSTM	Central Service Manager	CGC	Communication Group Chair		
RJ Lead	Lead Manager for RJ	CPG	Chair Participation Group		
TMW	Team Manager South Worcs	CMB	Chair of the Management Board		
TMH	Team Manager Herefordshire	YJB SPA	YJB Partnership Advisor		

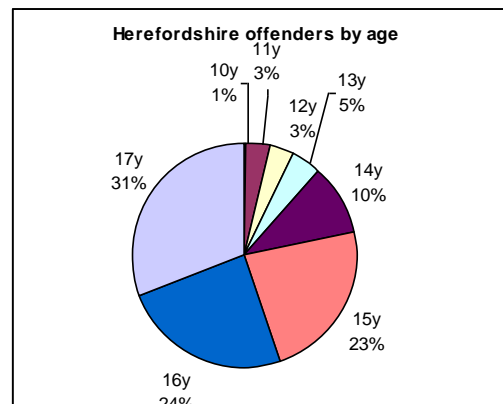
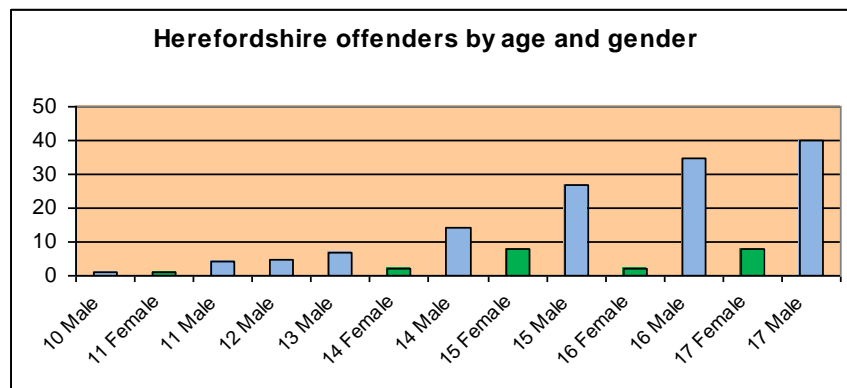
## 6 MANAGEMENT BOARD APPROVAL

Agency	Agency	Signature	Date
Gail Quinton	Worcestershire County Council		1 <sup>st</sup> June 2015
Karen Bradshaw	Shropshire Council		1 <sup>st</sup> June 2015
Laura Johnston	Telford and Wrekin Council		1 <sup>st</sup> June 2015
Jo Davidson	Herefordshire Council		1 <sup>st</sup> June 2015
Tom Currie	National Probation Service		1 <sup>st</sup> June 2015
Amanda Blakeman	West Mercia Police		1 <sup>st</sup> June 2015
Becki Hipkins	NHS England		1 <sup>st</sup> June 2015
Andy Champness	Office of the West Mercia Police and Crime Commissioner		1 <sup>st</sup> June 2015

## APPENDIX 1 - AREA PROFILE – HEREFORDSHIRE

### Youth Offending Population – all Young People

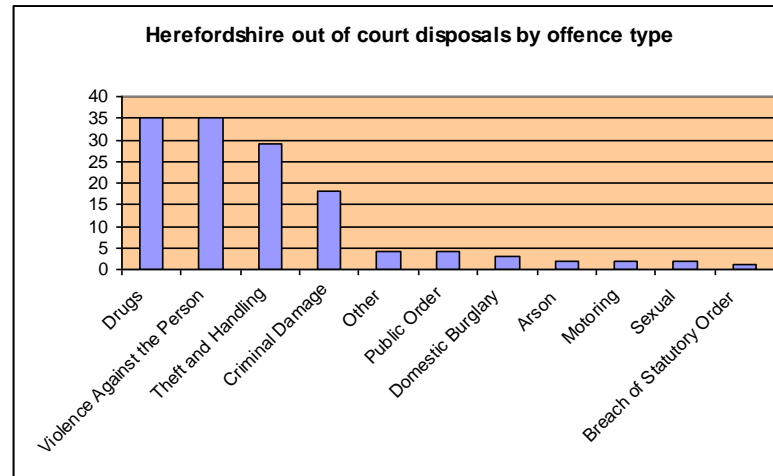
There are 16,423 young people aged 10 to 17 in Herefordshire. In 2014/15 there were 215 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 154 individual young people accounted for these 215 outcomes, 0.94% of the youth population.



Of the 154 young people entering or in the youth justice system in 2014/15, 86% were male. The majority, 78%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

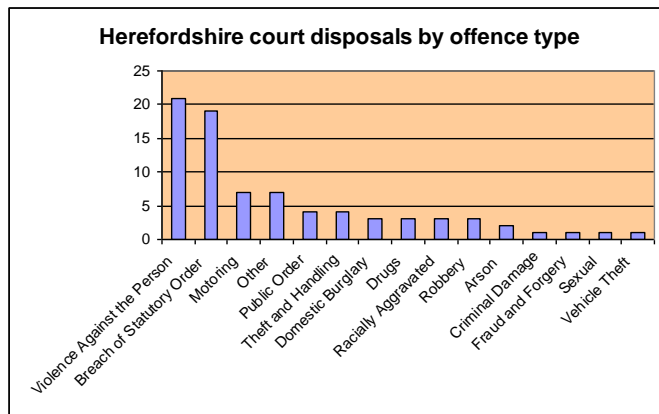
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2014/15 there were a total of 135 pre-court disposals made on Herefordshire young people, 123 of these were Youth Cautions and 2 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2014/15 intervention programmes were provided for 22 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were drug offences and violence against the person both at 26% followed by theft and handling, 21% and criminal damage, 13%.

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



In 2014/15 a total of 46 Herefordshire young people accounted for 80 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 47 of the 80 court outcomes.

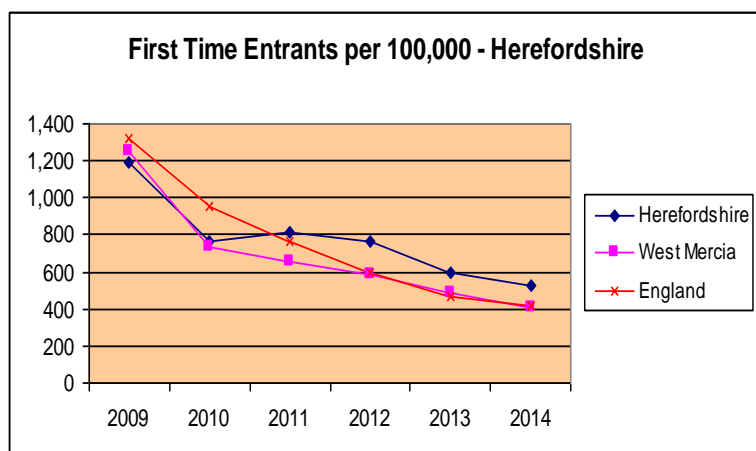
The majority, 92% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 38% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 26% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 24%, followed by motoring, 9% and criminal damage 8%. These four categories of offences accounted for 67% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

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



In the twelve month period October 2013 to September 2014 there were 525 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of -56% since the year ending September 2009. This compares with a reduction for England of -68% and for West Mercia of -67% over the same period. The actual number of first time entrants in the year ending September 2014 is 86, compared to 217 in 2009.

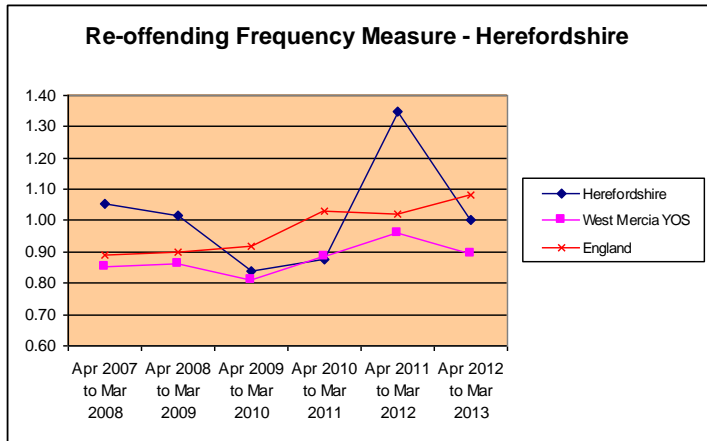
At 525 Herefordshire has the highest rate of FTEs across West Mercia, the next highest rate being 490. Some analysis into reasons for the higher has been undertaken, and it has been found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis on FTEs across West Mercia is planned for 2015/16.

### (ii) Use of Custody

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

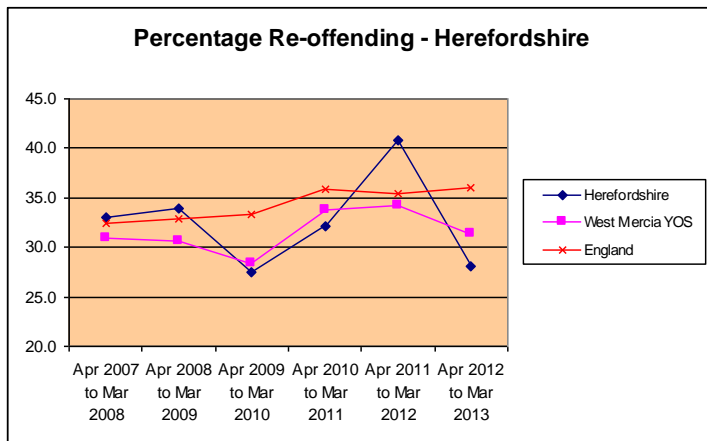
There were 4 custodial sentences during 2014/15, equating to a rate of 0.24 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2013/14 where there were 5 custodial sentences equating to a rate of 0.30. The 2014/15 rate of 0.24% compares to a West Mercia rate of 0.20. The national rate for 2014/15 was not available at the time of writing but in 2013/14 it was 0.52. Custodial sentences accounted for 5% of all court outcomes in Herefordshire, compared to 6.3% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2013.

The frequency measure performance for Herefordshire for the year ending March 2013 is 1.00, compared to the West Mercia performance of 0.89 and national performance of 1.08. Herefordshire is, therefore, performing less well than for West Mercia but better than England. The performance is an improvement from the year ending March 2012 when the frequency rate was 1.35.



For the year ending March 2013 the binary measure for Herefordshire is 28.1% compared with a West Mercia performance of 31.3% and a national performance of 36.0%. In terms of the binary measure Herefordshire is performing better than West Mercia and significantly better than England. It should also be noted, however, that the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 617 offenders in the cohort and 575 re-offences compared to a cohort size of 221 with 222 re-offences in 2013. The number of actual re-offences has therefore decreased by -61% between 2008 and 2013.

Locally the West Mercia YOS is implementing the Youth Justice Board re-offending tracking tool during 2015/16 in order to understand the characteristics of the re-offending group and inform the services approach to reducing re-offending.

## **Links to Other Plans**

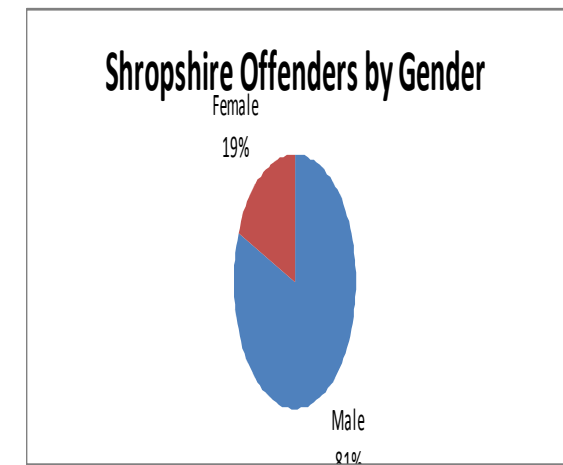
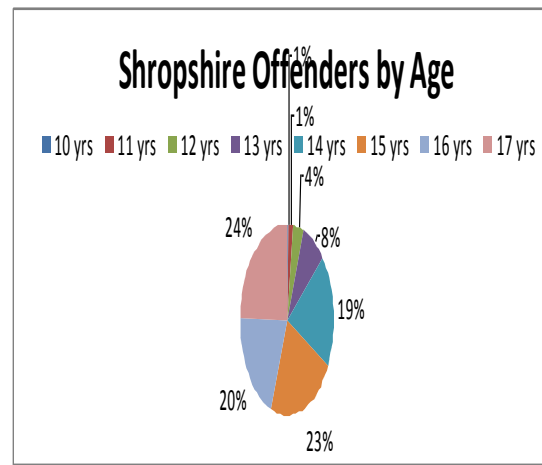
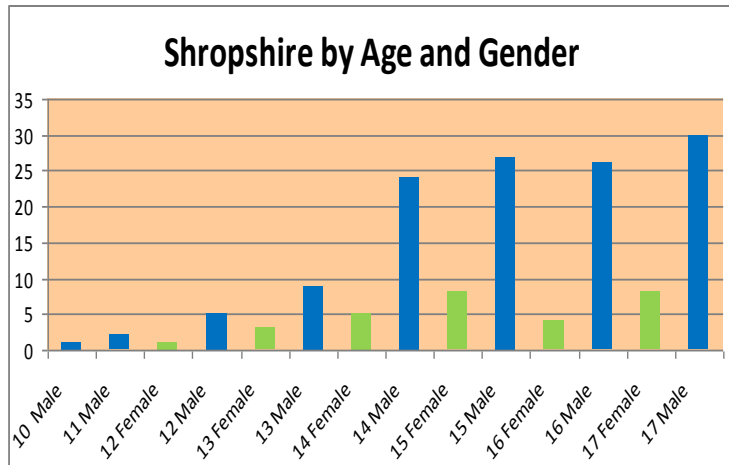
The Children, Young People's Plan 2015 - 2018 has a section on "Managing Challenges to Young Peoples Social Inclusion". Within this section the reduction of first time entrants to the youth justice system, reducing the rates of re-offending and repeat anti-social behaviour and ensuring the education, employment and training and accommodation needs of young offenders are addressed and met are priorities. Key planning priorities include developing the evidence base for effective intervention programmes to tackle crime and anti-social behaviour, ensuring capacity for accommodation for remands and PACE beds and developing pathways to meet the additional needs of young people who are in the youth justice system.

The Community Safety Strategic Plan for 2014 -2017, contains the priority to reduce offending and re-offending and bring offenders to account, under which success measures are reducing first time entrants to the youth justice system and re-offending by young people. Another priority in the plan is reducing the harm caused by alcohol and drugs, this has a particular link across as 40% of young people receiving YOS interventions have assessed substance misuse needs.

## APPENDIX 2 - AREA PROFILE – SHROPSHIRE

### Youth Offending Population – all Young People

There are 28,588 young people aged 10 to 17 in Shropshire. In 2014/15 there were 204 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 153 individual young people accounted for these 204 outcomes, 0.54% of the youth population.

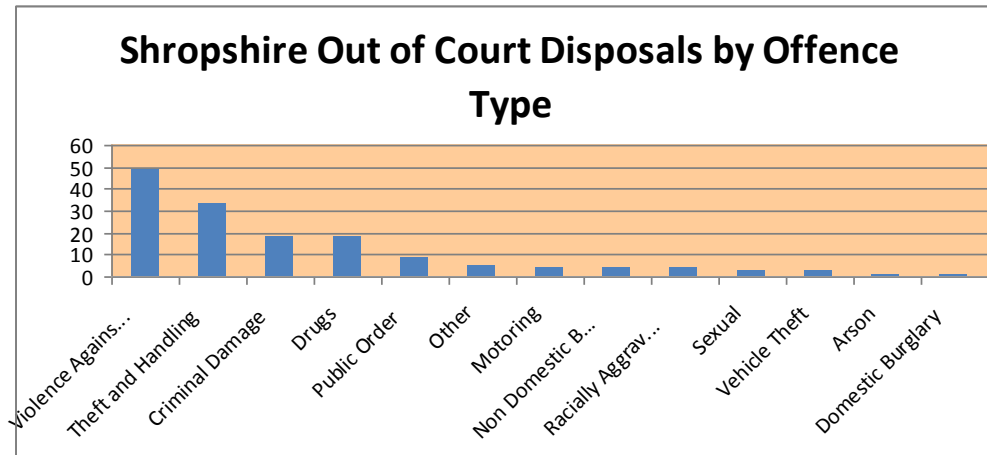


Of the 153 young people entering or in the youth justice system in 2014/15, 81% were male. The majority, 68%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

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

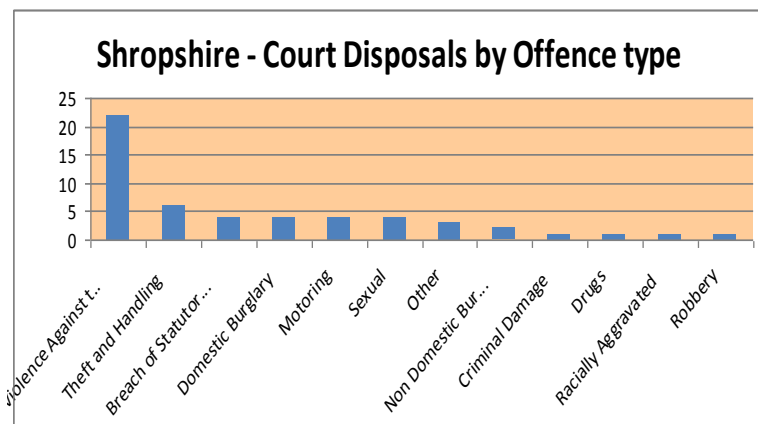
During 2014/15 there were a total of 150 pre-court disposals made on Shropshire young people, 144 of these were Youth Cautions and 6 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2014/15 intervention programmes were provided for 83 pre-court disposals.





The most frequently occurring primary offences for out of court disposals were violence against the person, 33%, followed by theft and handling, 22%, criminal damage 12% and drug offences 12%.

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



In 2014/15 a total of 40 Shropshire young people accounted for 53 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 45 of the 53 court outcomes.

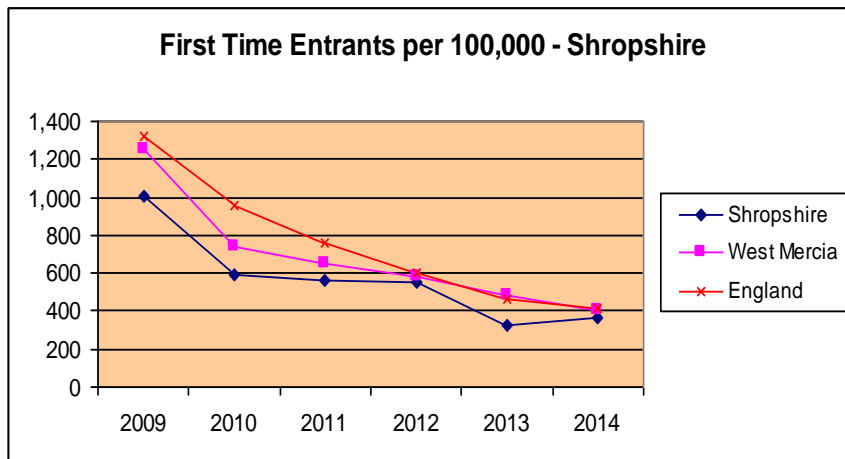
The majority, 77% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 28% of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 42% of all outcomes. Theft and handling was the next frequently occurring offence, 11%, followed by breach of a statutory order, burglary, motoring and sexual offences, each accounting for 8% of court outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

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



In the twelve month period October 2013 to September 2014 there were 364 first time entrants per 100,000 youth population in Shropshire, representing a reduction of -64% since the year ending September 2009. This compares with a reduction for England of -68% and for West Mercia of -67% over the same period. The actual number of first time entrants in the year ending September 2014 is 103, compared to 311 in 2009.

At 364 Shropshire has the lowest rate of FTEs across West Mercia, the next lowest rate being 369 and the highest 525. Some analysis into reasons for the differential rates has been undertaken, and some further analysis is planned for 2015/16.

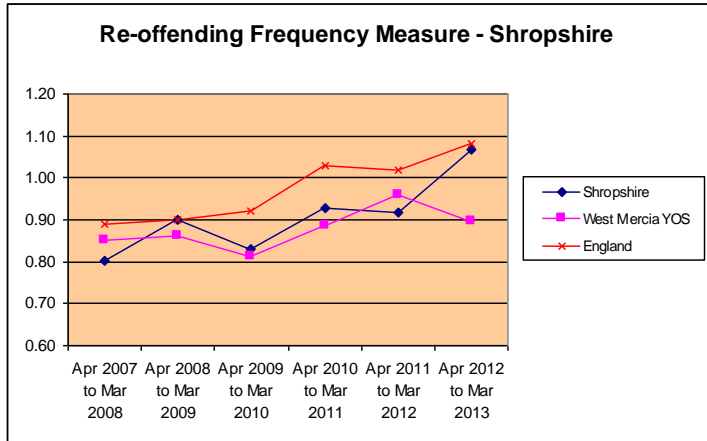
### (ii) Use of Custody

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

There were 6 custodial sentences during 2014/15, equating to a rate of 0.21 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2013/14 where there were 3 custodial sentences equating to a rate of 0.10. The 2014/15 rate of 0.21% compares to a West Mercia rate of 0.20. The national rate for 2014/15 was not available at the time of

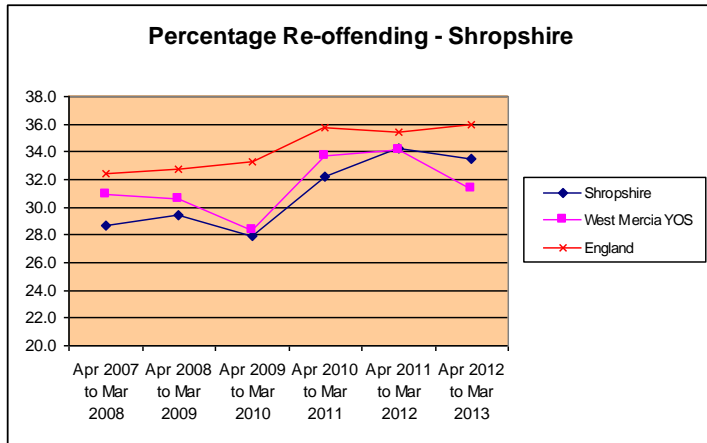
writing but in 2013/14 it was 0.52. Custodial sentences accounted for 11% of all court outcomes in Shropshire, compared to 6.3% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2013.

The frequency measure performance for Shropshire for the year ending March 2013 is 1.07, compared to the West Mercia performance of 0.89 and national performance of 1.08. Shropshire is, therefore, performing less well than for West Mercia but slightly better than for England.



For the year ending March 2013 the binary measure for Shropshire is 33.5% which is higher than the West Mercia performance of 31.3% but is significantly better than the national performance of 36.0%. It should also be noted, however, that the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 239 with 255 re-offences in 2013. The number of actual re-offences has therefore decreased by -55% between 2008 and 2013.

Locally the West Mercia YOS is implementing the Youth Justice Board re-offending tracking tool during 2015/16 in order to understand the characteristics of the re-offending group and inform the services approach to reducing re-offending.

## **Links to Other Plans**

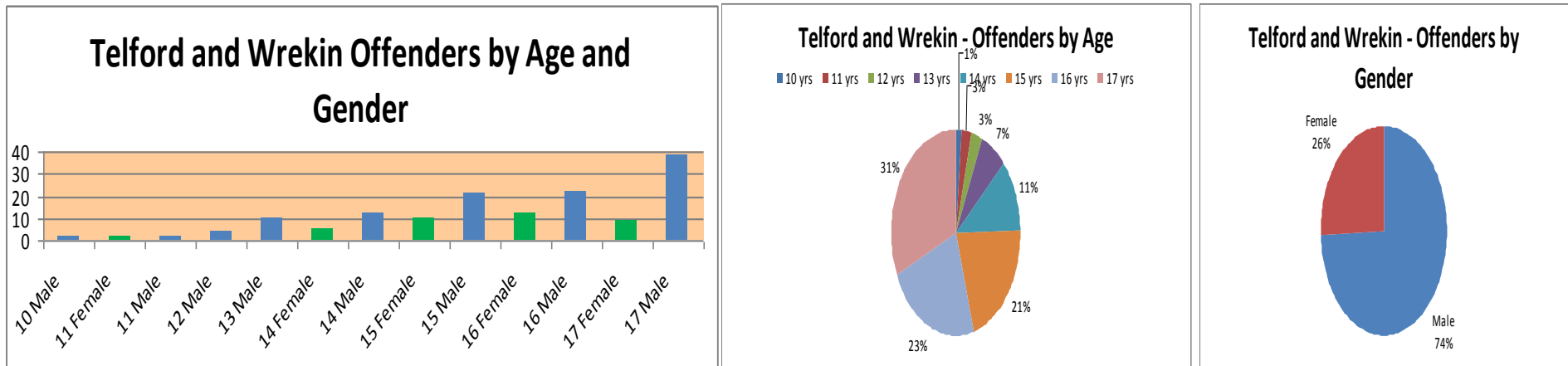
The Children, Young People and Families Plan 2014 has a key outcome area of ensuring the emotional wellbeing of young people by focusing on prevention and early intervention. Within this outcome area reducing the involvement of young people in the criminal justice system and addressing mental health and substance misuse issues are specifically referenced. Within the population of young people receiving YOS interventions in West Mercia 47% have mental health issues and 40% substance misuse issues. A key area of focus for the Children's Trust is transition planning and arrangements, and within this a key outcome is reducing the number of young people who are NEET. This will make a contribution to reducing the risks associated with offending behaviour as 38% of 16 and 17 year olds receiving YOS interventions are receiving less than 16 hours ETE.

There are direct links between the Youth Justice Plan and the priorities in Crime Reduction, Community Safety and Drug and Alcohol Strategy 2014 – 17. In particular priority one, reducing serious harm, and the sub priorities reducing offending and re-offending and alcohol and drug misuse. The YOS directly contributes to these two sub priorities in the direct work undertaken to reduce re-offending and in the delivery of substance misuse interventions to young people who are in the youth justice system, 40% of young people in the youth justice system have substance misuse issues. One of the key strands under reducing re-offending is increasing compliance, and the YOS is establishing a process of compliance reviewing during 2015/16

## APPENDIX 3 - AREA PROFILE – TELFORD AND WREKIN

### Youth Offending Population – all Young People

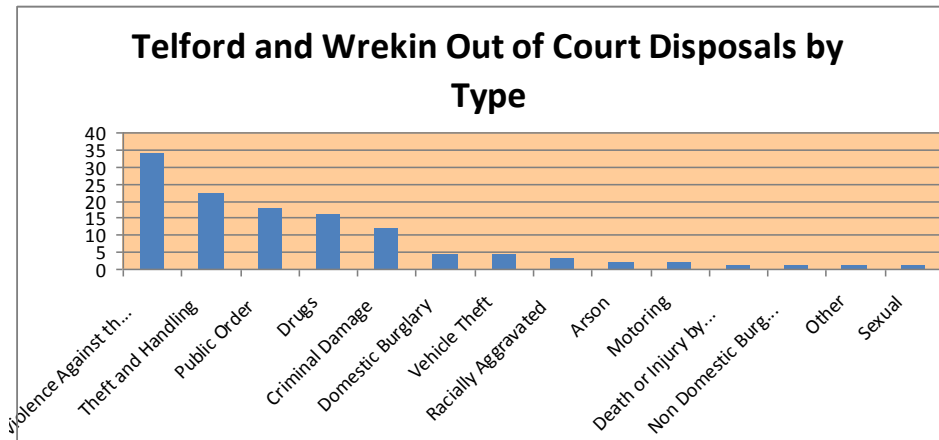
There are 16,578 young people aged 10 to 17 in Telford and Wrekin. In 2014/15 there were 175 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 149 individual young people accounted for these 175 outcomes, 0.9% of the youth population.



Of the 149 young people entering or in the youth justice system in 2014/15, 74% were male. The majority, 76%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

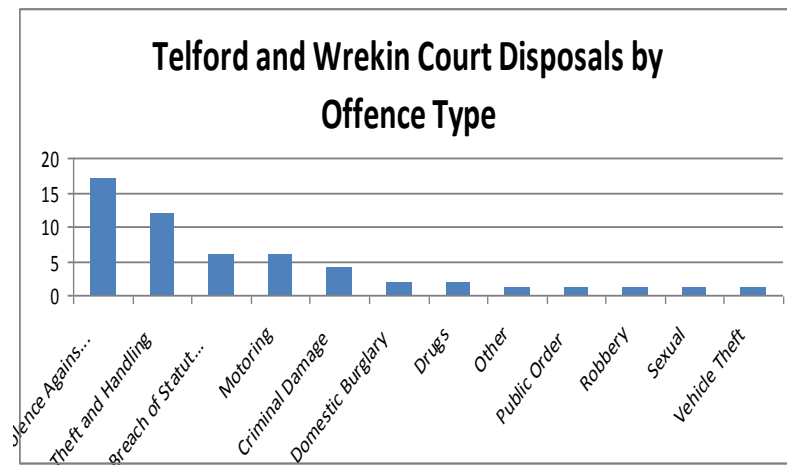
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2014/15 there were a total of 121 pre-court disposals made on Telford and Wrekin young people, 120 of these were Youth Cautions and 1 Youth Conditional Caution. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2014/15 intervention programmes were provided for 44 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 28%, followed by theft and handling, 18%, theft and handling, 22%, public order offences 18% and drug offences 13%.

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



In 2014/15 a total of 43 Telford and Wrekin young people accounted for 54 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 40 of the 54 court outcomes.

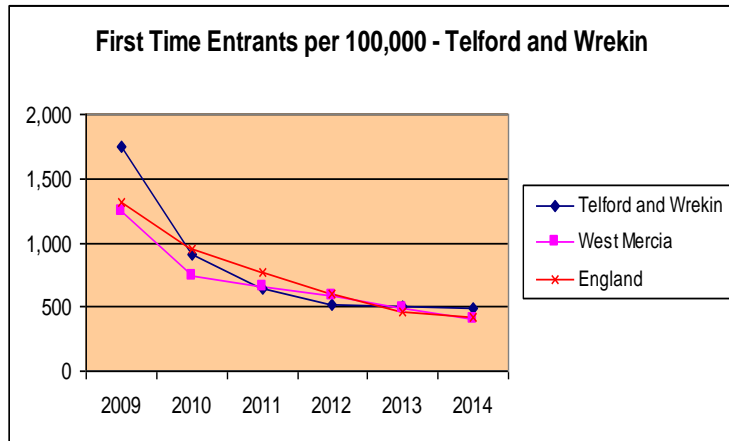
The majority, 95% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 60% of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 31% of all outcomes. Theft and handling was the next most frequently occurring offence, 22%, followed by breach of a statutory order, 11% and motoring offences 11%. These four categories of offences accounted for 75% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

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



In the twelve month period October 2013 to September 2014 there were 490 first time entrants per 100,000 youth population in Telford and Wrekin, representing a reduction of -72% since the year ending September 2009. This compares with a reduction for England of -68% and for West Mercia of -67% over the same period. The actual number of first time entrants in the year ending September 2014 is 82, compared to 317 in 2009.

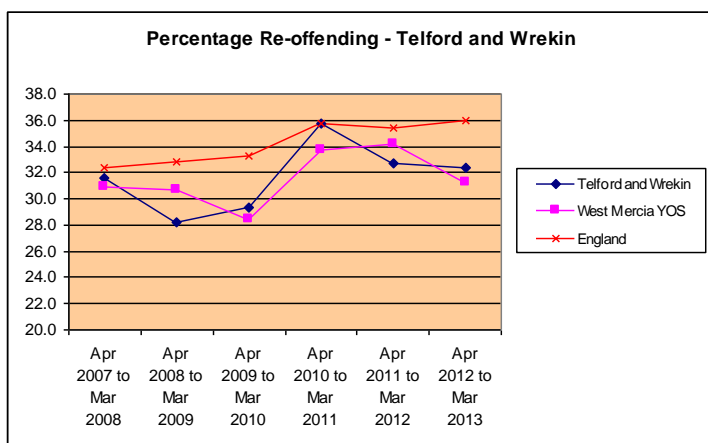
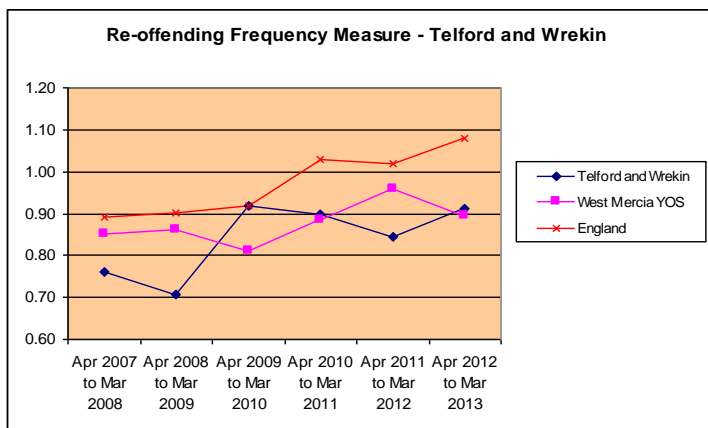
At 490 Telford and Wrekin has the second highest rate of FTEs across West Mercia, with the highest rate at 525 and lowest at 364. Some analysis into reasons for the differential rates has been undertaken, and some further analysis is planned for 2015/16, this will particularly focus on Telford and Wrekin.

### (ii) Use of Custody

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

There was 1 custodial sentence during 2014/15, equating to a rate of 0.06 custodial sentences per 1000 youth population this represents a decrease in custodial sentences from 2013/14 where there were 9 custodial sentences equating to a rate of 0.54. The 2014/15 rate of 0.06 compares to a West Mercia rate of 0.20. The national rate for 2014/15 was not available at the time of writing but in 2013/14 it was 0.52. Custodial sentences accounted for 1.8% of all court outcomes in Telford and Wrekin, compared to 6.3% of all court outcomes across West Mercia.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2013.

The frequency measure performance for Telford and Wrekin for the year ending March 2013 is 0.91, compared to the West Mercia performance of 0.89 and national performance of 1.08. Telford and Wrekin is, therefore, performing in line with West Mercia and better than England.

For the year ending March 2013 the binary measure for Telford and Wrekin is 32.4% compared with a West Mercia performance of 31.3% and a national performance of 36.0%. It should be noted the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 629 offenders in the cohort and 479 re-offences compared to a cohort size of 173 with 158 re-offences in 2013. The number of actual re-offences have therefore decreased by -67% between 2008 and 2013.

Locally the West Mercia YOS is implementing the Youth Justice Board re-offending tracking tool during 2015/16 in order to understand the characteristics of the re-offending group and inform the services approach to reducing re-offending.



## **Links to Other Plans**

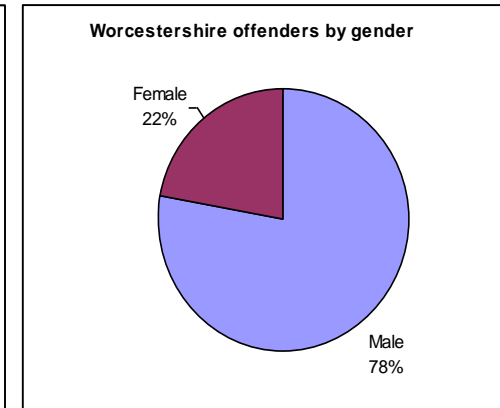
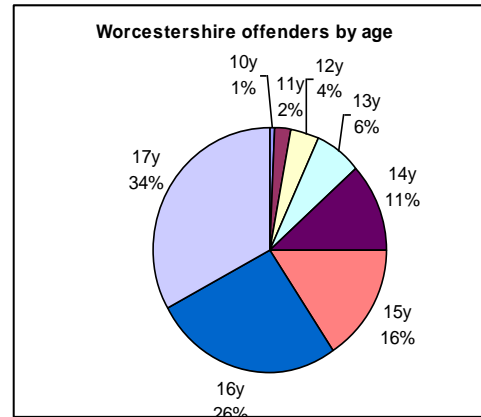
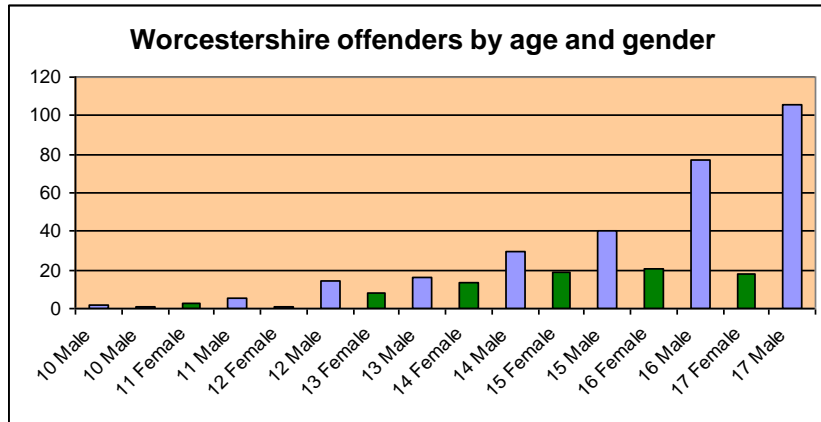
Two of the targeted areas for improved outcomes in the Children, Young People and Families Plan 2013 – 2016 that are relevant to this plan are Live Well and Work Well. Within Live Well reduced offending and re-offending is outcome measure. In Work Well the reduction of young people who are NEET is an outcome measure. NEET 16 to 18 year olds are over represented on the youth offending population with 41% of 16 and 17 year olds YOS clients in West Mercia receiving less than 16 hours ETE. There is an outcome measure to reduce the number of children in care entering the youth justice system for the first time and for those in the system reducing re-offending.

Two of the year three priorities in the Community Safety Plan 2013 -16 are; identify and tackle harm associated with all offending types and reduce the impact of anti-social behaviour has on people, places and communities. Under the first of these priorities is the reduction of offending and re-offending and tackling child sexual exploitation.

## APPENDIX 4 - AREA PROFILE – WORCESTERSHIRE

### Youth Offending Population – all Young People

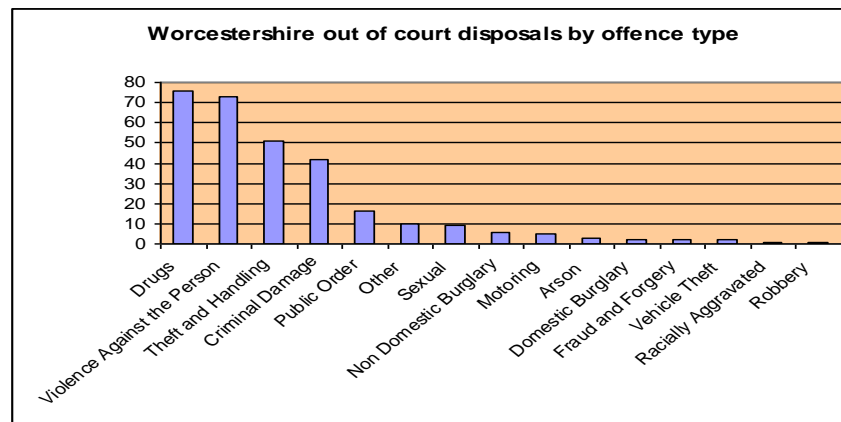
There are 51,282 young people aged 10 to 17 in Worcestershire. In 2014/15 there were 476 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 374 individual young people accounted for these 476 outcomes, 0.73% of the youth population.



Of the 374 young people entering or in the youth justice system in 2014/15, 78% were male. The majority, 75%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

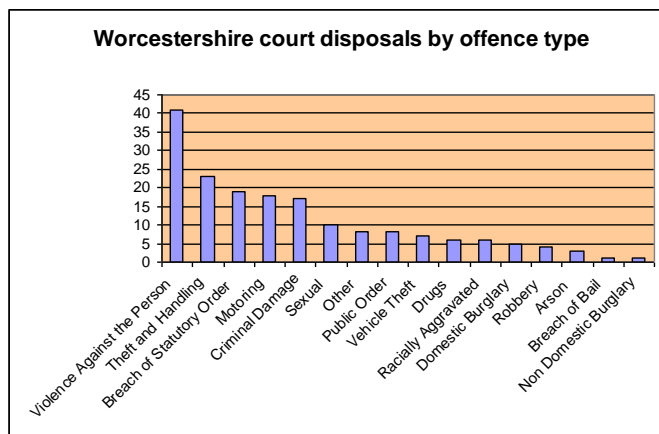
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2014/15 there were a total of 299 pre-court disposals made on Worcestershire young people, 282 of these were Youth Cautions and 17 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2014/15 intervention programmes were provided for 64 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were drug offences, 25%, followed by violence against the person, 24%, theft and handling, 17% and criminal damage 14%.

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



In 2014/15 a total of 125 Worcestershire young people accounted for 177 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 136 of the 177 court outcomes.

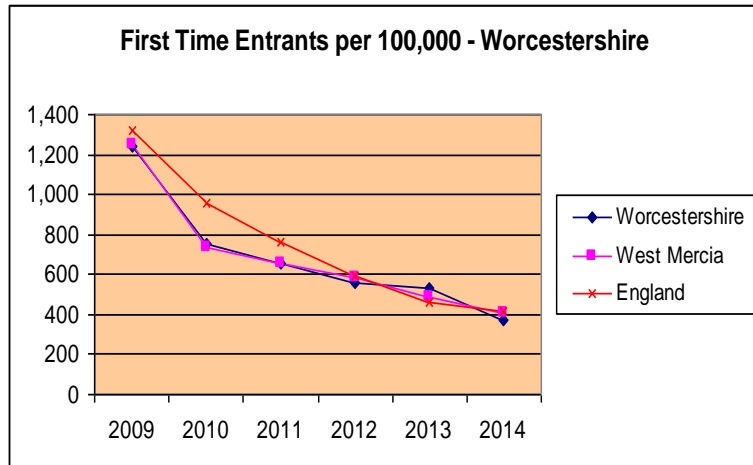
The majority, 86% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 39% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 23% of all outcomes. Theft and handling was the next frequently occurring offence, 13%, followed by breach of a statutory order, 11%, motoring 10% and criminal damage 10%. These five categories of offences accounted for 67% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

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



In the twelve month period October 2013 to September 2014 there were 369 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of -70% since the year ending September 2009. This compares with a reduction for England of -68% and for West Mercia of -67% over the same period. The actual number of first time entrants in the year ending September 2014 is 190, compared to 698 in 2009.

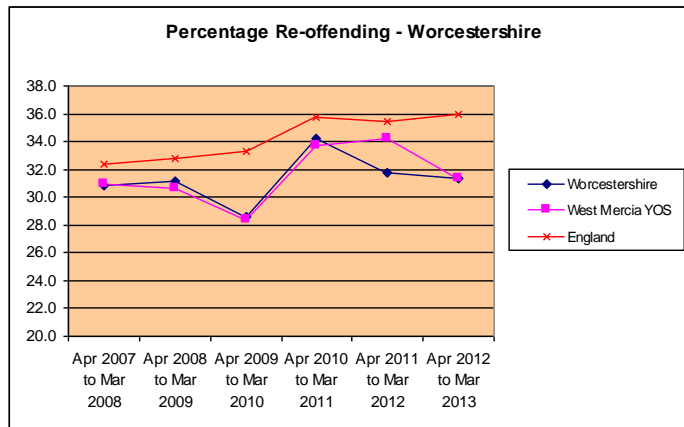
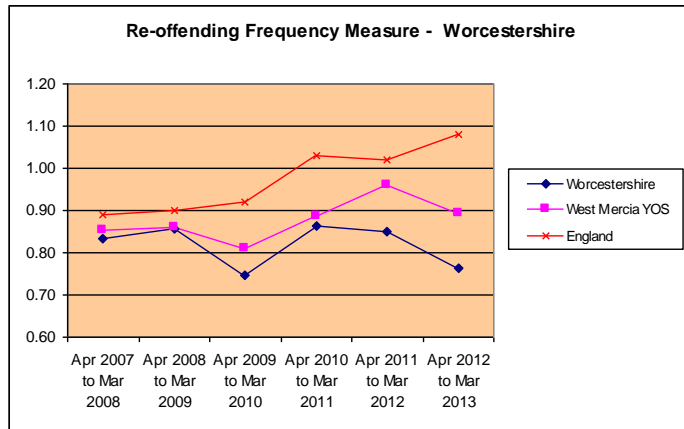
At 369 Worcestershire has the second lowest rate of FTEs across West Mercia, with the highest rate at 525 and lowest at 364. Some analysis into reasons for the differential rates has been undertaken, and some further analysis is planned for 2015/16.

### (ii) Use of Custody

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

There were 12 custodial sentences during 2014/15, equating to a rate of 0.23 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2013/14 where there were 15 custodial sentences equating to a rate of 0.29. The 2014/15 rate of 0.23% compares to the West Mercia rate of 0.20. The national rate for 2014/15 was not available at the time of writing but in 2013/14 it was 0.52. Custodial sentences accounted for 6.7% of all court outcomes in Worcestershire, compared to 6.3% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2013.

The frequency measure performance for Worcestershire for the year ending March 2013 is 0.76, compared to the West Mercia performance of 0.89 and national performance of 1.08. Worcestershire has, therefore, better performance than for West Mercia and England. The performance is improved from 2012 when it was 0.85.

For the year ending March 2013 the binary measure for Worcestershire is 31.3% compared with a West Mercia performance of 31.3% and a national performance of 36.0%. This represents slightly improved performance since 2012 when it was 31.8%. It should also be noted that the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 1142 offenders in the cohort and 1331 re-offences compared to a cohort size of 517 with 394 re-offences in 2013. The number of actual re-offences has therefore decreased by -70% between 2008 and 2013.

Locally the West Mercia YOS is implementing the Youth Justice Board re-offending tracking tool during 2015/16 in order to understand the characteristics of the re-offending group and inform the services approach to reducing re-offending.

## **Links to Other Plans**

Worcestershire's Children and Young People's Plan 2014 – 17 has two linked priorities to the youth justice plan; children and young people have a healthy lifestyle and children and young people are helped at an early stage. In terms of the healthy lifestyle priority, key areas of focus are reducing the harm caused by drugs and alcohol and improving the emotional health including access to mental health support. Within the group of young people receiving YOS interventions in West Mercia, 33% have substance misuse issues and 40% mental and emotional health issues. Under the priority that children and young people are helped at an early stage the main focus is the early help strategy. It is through the early help strategy that those young people who are at risk of entering the youth justice system for the first time are targeted for intervention.

The Worcestershire Community Safety Board's Community Safety Agreement 2015 – 16 has three directly relevant strategic priorities; reducing re-offending, harm reduction which includes safeguarding and alcohol and drug misuse. The YOS will directly contribute to these priorities through work to reduce youth re-offending, ensuring that young people are protected from harm and in the direct delivery of substance misuse interventions to young people in the youth justice system.