

# Walsall Youth Justice Service Strategic Plan 2022 - 2025



***Child First***

<b>Service</b>	Walsall Youth Justice Service
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## 1. [Introduction, vision and strategy](#)

### Foreword from Chair of the Youth Justice Partnership:

As chair of the youth justice partnership I am pleased to introduce the Youth Justice Strategic Plan for 2022 -2025. This a good opportunity to take stock of the hard work and progress achieved by the Youth Justice Service and our partners over the past year and be clear in our commitment to improving outcomes for our children and families.

We are resolute in our ‘child first’ vision. We believe that offending behaviour is a symptom of childhood adversity and trauma and that developing strengths and resilience will be most effective in reducing risk. These principles align with our Walsall Right 4 Children vision aimed at ensuring the right children are in the right place with the right support for as long as it is needed so they are safe from harm, happy and learning well.

I am again in a position to look back upon a year that has been impacted by a global pandemic and continue to be inspired by the dedication of the workforce who have made a difference in the lives of the families we serve. The youth justice team have continued to support some of our most vulnerable children, in the face of Covid restrictions, by embracing different ways of working and moving towards a blended approach in buildings with ‘presence with a purpose’. The co-location of youth justice practitioners with our social care exploitation team and police is an exciting development.

In 2021, the YJS Performance and Partnership Board commissioned an independent review of progress against Her Majesty’s Inspectorate of Probation’s (HMIP) recommendations from 2019. Whilst we recognise that there is always more to be done, we are pleased with how the partnership responded to the inspection findings and we are now looking forwards to continue striving to reduce offending, protect the public and keep our children and communities safe.

The partners have worked together to identify the youth justice strategic priorities for 2022 – 2025 by listening to our children, our practitioners and managers, and aligning our strategy with the Safer Walsall Partnership, the office of the Police and Crime Commissioner and the West Midlands Violence Reduction Unit. As strategic partners and Board members, we are asking more of each other to take ownership of youth justice priorities, to drive forward progress and provide oversight, and to better represent children in the justice system throughout wider strategic networks.

Sally Rowe  
Chair of the Youth Justice Partnership

### Introduction:

On behalf of the Youth Justice Service Performance and Partnership Board we are proud to introduce Walsall Youth Justice Service's (YJS) Strategic Plan for 2022 to 2025. This plan has been approved by the YJS Performance and Partnership Board.

Our Youth Justice partnership is committed to continual learning and development to improve life outcomes for the children and families, to have fewer victims of youth crime and a safer Walsall.

We share the Youth Justice Board's vision for a 'Child First' youth justice system:

*"A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society."*

As an integral part of Walsall Children's Services, the YJS aligns with the Walsall Right 4 Children vision aimed at ensuring the right children are in the right place with the right support for as long as it is needed so they are safe from harm, happy and learning well.



Behind our partnership's vision for children in the youth justice system, and for those at risk of entering it, is a desire to ensure that they are seen as children first, that their uniqueness is understood and responded to and that their voices are clear and strong within our delivery. We believe in understanding the adversity and trauma a child goes through and having a strength based approach which is based upon a positive youth offer to build resilience for a sustainable crime free life.

### Executive Summary:

Walsall Youth Justice Service (YJS) is a statutory multi-agency service under Section 37 of the 1998 Crime and Disorder Act in partnership with the Local Authority, Walsall Children's Services, West Midlands Police, National Probation Service and Health. The YJS is also supported by numerous other partners who contribute to the YJS' agenda. The principle aim of the YJS partnership is to prevent and reduce offending and re-offending behaviour in children and young people and we have three national key performance indicators:

- a) Reducing the number of young people entering the criminal justice system for the first time
- b) Reducing re-offending
- c) Reducing the use of custodial disposals.

Reducing the number of young people entering the Youth Justice System also remains a key Council objective. Between April 2021 and March 2022 the number of first time entrants in Walsall reduced when compared to the previous 12 month period. The total number at the end of March had accumulated to 55. Our local tracking of the data suggests an improving trajectory as a result of a developing diversion offer.

Published re-offending data for Walsall YJS has demonstrated a 7% improvement in the binary rate when compared to the previous 12 month period. The latest proportion of young people re-offending is measured at 29.6% which is better than our regional and national comparators. Although the proportion of young people re-offending is reducing, the number of re-offences that are committed has increased when compared to the same reporting period the year before and is now measured at 4.59 per re-offender.

The number of custodial sentences imposed on Walsall children has remained consistently low during April 2021 to March 2022. Published data confirm only 5 custodial sentences during that period which mirrors the excellent performance from the previous 12 months.

#### Key achievements from the past 12 months:

The practitioners and managers within the YJS should feel incredibly proud of what they have achieved during the past 12 months. The Covid-19 pandemic continued to impact on and restrict all of our lives and our service to children continued to be adaptive and agile as we ensured that the needs of our children were met with face to face contact a priority. Despite the need to prioritise the operational running of the YJS and manage risk to the public underneath the cloud of a pandemic, the Service has pushed forward towards a 'business as usual' approach and had many significant achievements over the past year:

- Covid-19 recovery; practitioners successfully navigated a blended approach to working from home and accessing locality and community venues to work with their children. They've embedded the use of technology and a multi-modal approach to effectively engaging with children and meeting statutory obligations.
- Development of the YJS partnership panel and our diversion offer; our joint-decision making partnership panel has developed this year to establish a clear pathway with the Police to identify diversion opportunities for young people at risk of violent behaviour. We have been joined by our local partners and colleagues from the Violence Reduction Unit to identify who is best placed to work with families in need.
- Walsall's Exploitation and Missing Hub; the YJS is working closely with our partners in Social Care and the Police to develop Walsall's Exploitation Hub. YJS managers chair and support the daily multi-agency exploitation and missing triage discussions and establish disruption and professionals meetings with practitioners. YJS practitioners complete exploitation assessments with their young people and National Referral Mechanism (NRM) notifications where appropriate with support of the Exploitation Hub. Our partnership will continue to develop through 2022 as the YJS aligns and co-locates with the MASH and the Exploitation and Missing Hub.
- Lived Experienced Mentors; the YJS was successful in securing funding from the Police and Crime Commissioner (PCC), through the Safer Walsall Partnership

(SWP), to work with St-Giles and provide a mentor for our young people involved in serious violence and criminal exploitation. Through this partnership we have also delivered staff training and group work programmes for young people and parents. We have had positive outcomes for young people and as such we have committed to providing lived experienced mentors for the next 3 years.

- Equality and Disproportionality Forum; building upon our progress from 2020 and in the wake of George Floyd's death, the YJS established its Equality and Disproportionality Forum. In 2021 the Forum has provided practitioners with a safe space to discuss equality and the overrepresentation of boys with black and mixed ethnicity in the justice system. The Forum oversees progress against our action plan and has set up a practice improvement sub-group.
- Inclusion and Wellbeing Strategy; the YJS is committed to supporting its staff to ensure that our workforce is representative of the communities we serve and also resilient enough to tackle a challenging and difficult role. The strategy identifies progression pathways for staff to develop and remain in practice; and also to develop into management careers. Inclusion and diversity are at the heart of the strategy; it recognises that not all are starting from a 'level playing field' and identifies what the service is doing to support those from Black, Asian and minority ethnic groups.
- Quality Assurance Framework; the YJS have aligned it's auditing framework with Children's Services to include a schedule of deep dive child journey auditing plus themed dip sample audits to respond to new performance data trends or to demonstrate the effectiveness of models of delivery.
- Education; at the time of writing this plan, no children open to the YJS were classified as a child missing education (CME). The total numbers of children over the age of 16 who were not in education, training and employment have continued to reduce to 16% to the lowest it has been for the past two years. Support for children aged 16 and above has improved with the creation of the NEET Action Group for this cohort in partnership with the Employment and Skills Team in the Council and Walsall Works, an initiative to support local people to find jobs, apprenticeships and access training, while also supporting local businesses that are looking to expand and invest in their future workforce.
- Youth Justice Apprenticeship; responding to the partnership's aims of improving the employment outcomes of young people in the justice system, the YJS established a Youth Justice Apprenticeship post in 2021. The main functions of the role are to bridge the gap between practitioners and children and pro-actively seek their views on service delivery and issues affecting them in their communities. Our apprentice led our annual safer lives surveys with children to understand their experiences of knife crime, violence and issues of community safety.

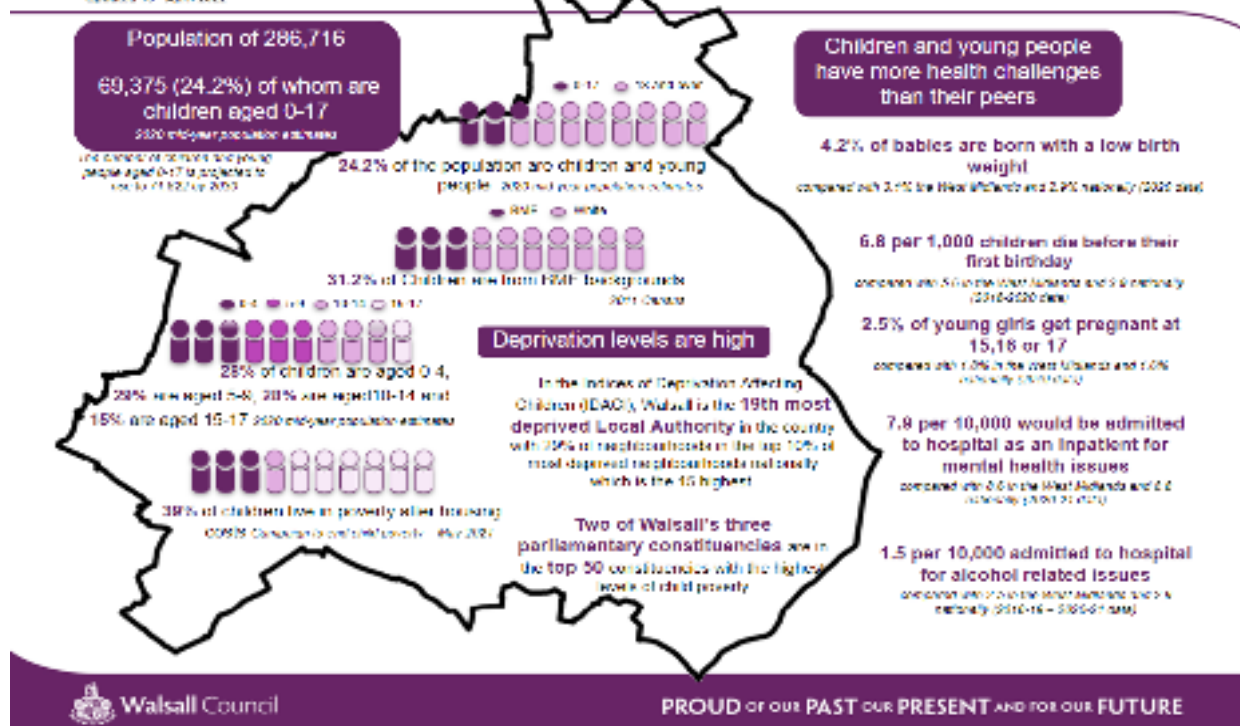
- Our Youth Offer: as we have moved out of Covid restrictions it has been important to ensure that our positive activity offer for our children has remained strong and focusses on strength based approaches and building resilience. Mostly through external funding and strong partnership relationships our offer has included;
  - Sport; our partnership continues with the Inspire Group to deliver multi-sports diversion activities and mentoring across Walsall and also provide children with links to local sport clubs and coaching qualifications. Our children tell us that they would like to participate in boxing activities and as such we have continued our partnership with coaches at Walsall Wood ABC.
  - Co-Lab YTH; our music studio mentoring programme has continued throughout 2021 and we are looking for ways to fund the project for 2022 onwards. Co-Lab YTH consists of a local music artist, producer and Walsall youth worker who provide our young people with a safe space to express themselves through music who also receive support to avoid exploitation, issues around gangs and knife crime. This is hugely popular with our children.
  - Bike Project; we are in partnership with Walsall police and a local social enterprise to rescue lost and broken bikes and work with our children to repair and sell them. The project aims to provide young people with new technical and entrepreneurial skills, qualifications and a positive diversion.



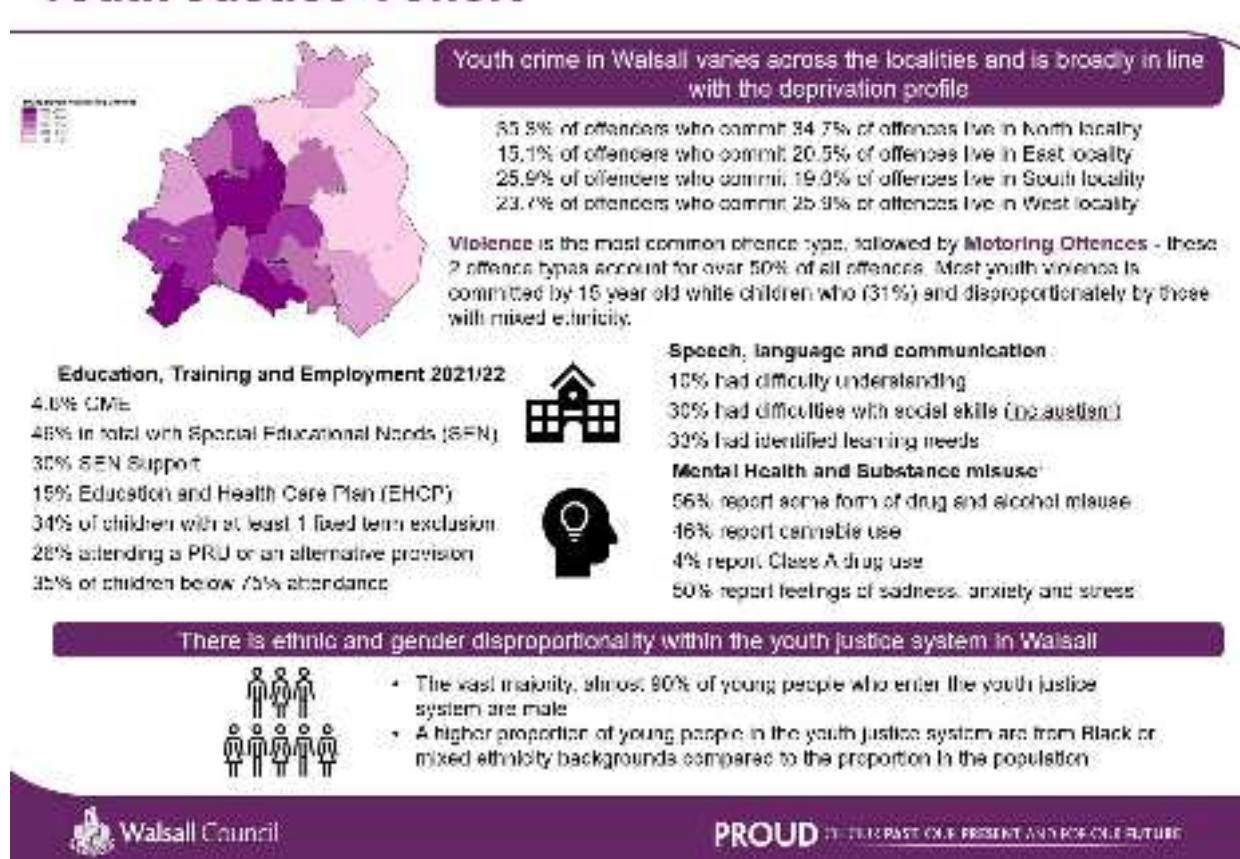
## 2. Local context

### Children Living in Walsall

Walsall's 19 April 2022



### Youth Justice Cohort





### 3. Child First

Walsall YJS are a trauma aware organisation. We understand that our children have experienced significant childhood adversity during their short lives which includes a range of trauma and abuse. It becomes clear that involvement within the justice system can at times re-traumatise them. Child First practice is about working in a way that reduces the stigmatisation that contact with the justice system brings. Our youth justice partnership shares the Youth Justice Board's Child First vision and our delivery is based upon the YJB's approach as below:

*1. Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.*

*2. Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.*

*3. Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.*

*4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.*

The YJS is committed to enabling practitioners to undertake the Child First Effective Practice Award, 2 of the practitioners are completing the award and we are exploring funding options for the full practitioner workforce to complete the qualification. This course gives you the opportunity to explore the four tenets of Child First practice, focussed on supporting practitioners to build constructive relationships with their children and families. Our training offer for staff is good and we expect all our managers and practitioners to complete the wider Youth Justice Effective Practice Certificate as an additional vocational qualification.

During 2021 we have also ensured that our managers and practitioners have completed motivational interviewing training to actively support participation, engagement and wider social inclusion for our children. We know that sustainable desistance is achieved by building pro-social identities through the identification of strengths. In addition, the Service has again delivered restorative practice training to practitioners in 2021, including our colleagues from Victim Support, and we have recently appointed a new Victims and Restorative Justice Officer to continue to improve our collaborative approach with children.

Learning from the HMIP thematic review of working with young people during the Covid pandemic, Walsall YJS routinely assess our children's technical ability and access to information technology. More and more, interventions and contacts can be delivered through information technology and it is important to ensure our children have the same access and opportunities as others. We also secured laptops for some of most vulnerable children during Covid lockdowns and periods away from school.

As part of Race Equalities week, the YJS adopted using a name pronunciation tool to use with our children, so we were clear on the importance of spelling and the phonetic

way in which they would like professionals to record and say their name. Getting the names of our children right is an important part of respecting their heritage, identity and pride. Our disproportionality champions have also delivered workshops with the team to support practitioner in discussing ethnicity and identity with our children and recording this on our database.

The 'Child First' approach is not limited to the practice examples given above. Strategically our partnership is determined to ensure that the Child First tenets are visible within our Performance and Partnership Board, that our children are central to our discussions and that we hear their voice.

#### 4. Voice of the child

The YJS seeks to hear the views of our children in the time we spend with them every day and we have implemented a recording tool that helps capture what they have to say each time we meet. Practitioners use this information to help tailor their work together and informs the types of interventions that work best for that child. The YJS also seeks the views of our children to consider models of delivery, changes in practice and reviews of policy. They also help us recruit new staff. We have embedded the use of a restorative 'MyPlan' for our children and their families to ensure that the help and support they receive is written by them and inclusive, taking into account the views of those important people in the child's life.

#### Enabling children in the justice system to shape the wider strategic partnership discussions:

Children open to the Youth Justice Service are often involved with other parts of the children's services system and as such we ensure that our children's voice is key when undertaking wider consultation. In 2021, Walsall YJS participated in two key pieces of Children's Services engagement activity which helped to explore what it is like for a child to grow up in Walsall which has shaped the priorities of Walsall's Children's Alliance. Children's Services created the Big Conversation programme as part of its Walsall Right 4 Children transformation journey. This included a programme of activities aimed at listening to and acting on what children and families are saying about the services we deliver as well as seeking out opportunities to collaborate with them on aspects of day to day practice.

During the summer the partnership took time to talk to 323 children, including 13 children supported by the YJS, and 102 parents with the aim to better understand;

- Their lived experience of growing up in Walsall?
- The impact of COVID on their lives, their peers and their community
- What might help improve their lived experience now
- What their ambitions are for the future
- What might be barriers to achieving their future ambition
- What help or support could help remove these barriers to achieve their ambition

The Children's Commissioner for England, Dame Rachel de Souza DBE, launched the Big Ask in 2021 as a means of hearing the voices of as many children in England as possible. She undertook this as one of her first tasks on becoming Children's Commissioner. Every school and Local Authority were asked to engage with over half a million children aged 6-17 responded to the survey. Over 1,700 children and young people in Walsall responded to the questionnaire. This data was made available to help our local developments. YJS practitioners completed this consultation with the children they work with.

The YJS have worked with One Palfrey Big Local community association to deliver the Lionheart Challenge with schools and Walsall neighbourhood policing. The Lionheart Challenge is a business, enterprise and citizenship programme designed for school pupils aimed at nurturing them as future business leaders, responsible citizens and enterprising employees. The pupils were asked to devise a community action project to address serious youth violence in their neighbourhoods and as part of the 'Grand Final' challenge at Walsall Football Club's Bescot Stadium, we consulted with over 200 children

to understand their views on safety issues affecting their community. We will be using these views to help shape our delivery in 2022.

#### Enabling children in the justice system to shape youth justice services:

In 2021, Walsall YJS employed our first Youth Justice Apprentice. The role was created as our young people told us that earning money is a priority for them, they struggle to find training and employment opportunities that interest them and that having a criminal record can often automatically destroy their chances. Improving education, training and employment outcomes for our young people was a strategic priority for 2021-22 and we will continue to fight to improve education outcomes for our children. We are proud to be able to offer the apprenticeship opportunity to someone who has experienced the youth justice system, who has made positive changes to their life and is keen to help others do the same. The main job purpose of the apprenticeship is to bridge the gap between youth justice officers and children and actively engage with them to seek their views. Our apprentice led our youth justice safer lives survey (see appendix 3) with our children this year to better understand issues around violence, knife crime and community safety. The YJS has learnt important lessons in 2021 and supported our apprentice to transition to permanent full time employment. This year we have increased the level of apprenticeship and are currently recruiting our 2<sup>nd</sup> apprentice.

Based on restorative practice and Child First principles, the YJS has created 'MyPlan' to enable children and families to form a plan, in their own words, to help them stay out of trouble with objectives that build upon their strengths and the issues that are facing. The Youth Justice Officers facilitate the plan and help fill in the gaps based upon assessment and the developing relationship already in place. We have adopted the 'MyPlan' for all children receiving an out of court disposal or conviction in Court.

As part of our consultation work with our children and their parents, we understood that sometimes they received mixed messages at differing stages of the justice system and at times the way these messages were delivered were difficult to understand. As a result we developed a series of literature detailing what was happening and what to expect at these different stages. Our young people gave advice as to the wording and layout and we consulted with our CAMHs team to understand if the leaflets were accessible for families with special educational needs. We have also worked closely with our Education Psychology colleagues to develop videos for our children and parents helping them to understand their diagnosis of Attention Deficit and Hyperactivity Disorder and autistic spectrum disorder, accessible through a QR code.

From 2022 we are developing our ability to hear the views of children, and adults, who have been the victim of youth crime. Our new victim officer is developing the way we receive feedback from those impacted by youth crime including their levels of satisfaction. Improving how we hear and respond to our children's voice will be a strategic priority for 2022 onwards.

## 5. Governance, leadership and partnership arrangements

Walsall YJS sits within the Children's Services directorate and the Strategic Lead for the YJS reports into the Director for Early Help and Partnerships with close alignment to Social Care and Education. A disproportionate number of children are open to Social Care Services and there are clear links between children in the youth justice system and those involved in exploitation, going missing or who are excluded from education. The YJS Strategic Lead is part of the senior leadership team within Children's Services.

Walsall Youth Justice Service Performance and Partnership Board meet quarterly and is chaired by the Executive Director of Children's Services. Partners from the Local Authority, Children's Services, Health, Police and National Probation Service regularly attend. Board membership can be found in Appendix 1. The agenda is set by the Chair of the Performance and Partnership Board and contains regular reports on issues that impact upon YJS delivery and factors that are impacting on the daily lives of children in Walsall. Throughout 2021, the Board focussed on monitoring and improving models of delivery, through audit and review, and commissioned an independent assurance review to understand the distance travelled against the HMIP recommendations in 2019.

For 2022 onwards, the YJS Board has aligned its structure with the Safer Walsall Partnership, has reviewed its terms of reference and has adopted a model of quarterly themed learning meetings based upon our agreed strategic priorities. Below this structure, strategic leaders from the partnership will drive forward progress within delivery sub-groups dedicated to the strategic priorities. The YJS Board members are committed to proactively engaging with the youth justice agenda and ensuring that they hear and respond to what our children have to say and proactively advocate for them within their wider strategic networks.

- **Safer Walsall Community Safety Partnership (SWP)**

*The YJS Strategic Lead sits on the Safer Walsall Partnership Board and ensures alignment with the YJS Performance and Partnership Board with shared strategic priorities. The YJS Strategic Lead also leads the criminal justice strand of Walsall's Violence Reduction Strategy.*

*a) Strategic Violence Reduction sub-group*

*b) Violence Against Women and Girls sub-group*

*The YJS Performance and Partnership Board has strengthened the ties with the Safer Walsall Partnership in 2021 and ensures connectivity through Walsall's Police Superintendent who is the strategic lead for the Serious Violence Duty for both partnerships.*

- **West Midlands Local Criminal Justice Board**

*The YJS participates in the regional LCJB Youth Sub Group to ensure that the desistence needs of children are given the appropriate focus. Within this forum, the YJS are also able to engage with regional criminal justice partners, including West Midlands Police and the office of the police and crime commissioner, to effectively horizon scan including working with the West Midlands Combined Authority and the potential for a Trailblazer Devolution Deal.*

- **West Midlands Violence Reduction Partnership (VRP).**

The YJS is a key partner to the VRP and the Strategic Lead sits on the West Midlands VRP Strategic Board and Programme Delivery Board. To support strategic delivery, the YJS Strategic lead also supports the;

a) VRP Sports Strategic Partnership Board.

- b) School Exclusion sub-group*
- c) Commissioning sub-group*
- **Contest (the UK's strategy for counter terrorism: Pursue, Prevent, Protect and Prepare)**

*The Strategic Lead for Walsall YJS is the Chair of the Local Authority's Channel Panel and as such sits upon Walsall's Contest Board which is responsible for driving forward the delivery and implementation of the government's Contest Strategy.*
- **Walsall Safeguarding Partnership**

*The YJS Strategic Lead sits on the WSCB and contributes to the following sub-groups:*

  - a) Performance and Quality Assurance (PQA) subcommittee*
  - b) Exploitation subcommittee*
  - c) Strategic Exploitation Panel*
- **Children's Services Performance Board**

*The YJS Strategic Lead sits on the Children's Services Performance Board and presents YJS data against key performance indicators and locally agreed priorities- including the Social Care/YJS interface and first time entrants.*

## 6. Resources and services

Walsall YJS is resourced through a range of partnership funding, deployed staff and dedicated pathways which are overseen by the YJS Performance and Partnership Board. The YJB grant is a main stream of funding which the partnership uses to finance staffing and resources to deliver functions across the youth justice partnership and within the YJS (see appendix 4). The local authority's financial contribution, through Children's Services, supports the YJB grant and ensures that YJS staff are equipped to meet the needs of the children we support. Our performance will be improved as we move through 2022 as the YJS will be co-located space with the Exploitation and Missing Team and Walsall Partnership Police. This exciting development will strengthen our partnership work and collaboration, improve information sharing and provide better support for our shared cohort of children at risk. The partnership have chosen a strategic priority for 2022 to focus on identifying and responding to the unmet needs of children as they enter the justice system. Improved resources and services from health and education will be pivotal to driving forward changes.

The Police also make a significant contribution to the partnership. Walsall Police provide a financial contribution, deploy a Youth Crime Officer and have nominated Youth Offender Managers aligned to the YJS. This is in addition to a financial contribution from the office of the Police and Crime Commissioner (PCC) which is used to fund practitioners who deliver crime prevention and diversion interventions. Walsall children in the justice system are further supported through PCC funding through the Safer Walsall Partnership to focus on our strategic priorities in improving outcomes for those children involved in serious youth violence and criminal exploitation through lived experienced mentors, and providing a dedicated offer for boys with black and mixed ethnicities who are overrepresented in the justice system.

The National Probation Service provide a 0.6 full time equivalent Probation Officer who oversees transition to adulthood work and a 0.25 full time equivalent Probation Service Officer who is based in the Multi-Agency Safeguarding Hub (MASH) who contributes to daily referral screenings and is now engaged in the weekly Youth Justice Partnership Panel. These posts will be crucial in driving forward improvements within our strategic priority to strengthen transitions, including resettlement. Through the clinical commissioning group, health provide funding for a 0.5 full time equivalent CAMHS practitioner to support our children with mental health needs. The education needs of children open to the YJS are supported and monitored by Walsall's Virtual School for Looked After Children and a named specialist lead for this cohort of children. The Council's Employment Team also deploy an Impact Worker to engage with our children aged 16 and over.

Walsall YJS confirms that it is compliant with the minimum staffing requirements as set out in the Crime and Disorder Act 1998. Partners have confirmed that their contributions to the Service have been maintained for 2021-22 and the establishment is fully funded.

### Workforce demographics:

As of 1<sup>st</sup> April 2022, the YJS has 17.5 permanent staff paid by the local authority who are supported by 2 business support officers. A full service structure can be found in appendix 2. The management team is stable and has been in place for over 12 months, although we have seen changes within the practitioner group during 2021 during and following the pandemic. Our current workforce demographics 11% male and 89% female with 40% have a self-reported black, Asian or minority ethnicity.



## 7. [Progress on previous plan](#)

The YJS Performance and Partnership Board reviewed its progress against last year's priorities as part of a Board development event in January 2022 and within a management board meeting in February 2022. This activity was informed by an independent review of progress against HMIP recommendations from Walsall YJS' inspection in 2019. The partnership recognised the hard work and dedication of the managers and practitioners within the YJS who have strived to improve delivery and practice in the 2 years following inspection against the backdrop of a global pandemic.

Walsall YJS' strategic plan for 2021-2022 identified the following priorities;

- Reducing exploitation and youth violence.
- Ensuring that education, training and employment outcomes improve for 16+ young people in the Youth Justice System.
- Reducing disproportionality in the youth justice system.
- Effective COVID-19 recovery.
- Improving quality of practice and demonstrating outcomes

The delivery plan for 2021-2022 contained development actions from the latest national standards audit from 2020. Below is a summary of progress against that Delivery Plan:

<b>National Standard 1 'Out of Court Disposals'</b>	
<b>Priority</b>	<b>Commentary on Progress against Operational Objectives</b>
Reducing Youth Violence  Improving quality	<p>Significant attention has been given during 2021 to improving the quality of risk of serious harm assessments for young people subject to youth cautions and court orders. All staff have received risk matrix training and managers have received operational management training delivered through the Association of YOT Managers. Our focus on improving risk assessments to include identified and potential victims has been achieved through reviewing our quality assurance processes and our staff supervision policy.</p> <p><b>So what?</b> Audit work and an independent review of progress identified improvement in assessment has been made, although further work was needed to improve the partnership's model of victim work.</p>
<b>Commentary on Progress against Strategic Objectives</b>	
Disproportionality Covid recovery	<p>The partnership's ability to monitor and measure the cohort of children entering the system for the first time has improved over 2021. We understand that on average 50% of children enter the YJS by receiving a caution and that 45% of out of court disposals were given to children from minority ethnic backgrounds. Our ability to track re-offenders has improved over the past year, however we want to go further to better understand the re-offending rates of diversion interventions and out of court disposals.</p> <p>As a partnership, we have been forerunners in the use of Outcome 22 deferred prosecutions for children and have led an Operation Checkpoint pilot for working with children involved in knife crime. Walsall YJS are actively exploring a regional out of court disposal scrutiny group dedicated to young people alongside regional colleagues and the office of the PCC.</p> <p><b>So what?</b> 18 young people have received Outcome 22's and 17 have been successfully diverted from the Youth Justice System.</p>

National Standard 2 'In Court'	
Priority	Commentary on progress against Operational Objectives
Disproportionality Improving quality	<p>As part of our consultations with children and parents, we heard that there were occasions where conflicting messages were received from different agencies within the youth justice system. Walsall YJS have refreshed the literature that we share with children and parents at different stages of the justice system, particularly at court. We have ensured that the literature can be shared electronically as we've moved towards more digital approaches.</p> <p>We know that in Walsall, children with mixed ethnicity are overrepresented in the number of breach of bail offences and slightly higher rates of non-compliance with Court Orders. As such our practitioners have reviewed our induction processes for children to ensure that expectation upon them and their worker are clearly explained at the start of our involvement.</p> <p><b>So what?</b> Parents and children have provided positive feedback regarding the literature. Breach rates have remained low.</p>
Commentary on progress against Strategic Objectives	
Disproportionality Improving quality	<p>As part of the governance from the YJS Equality &amp; Disproportionality Forum, the practice improvement subgroup has been established. The subgroup monitors Pre-Sentence Report proposal congruence with sentencing and enables practitioners to review the language used to understand the use of unconscious bias and any pejorative language.</p> <p>Our ethnicity analysis has been reviewed and there continues to be an overrepresentation of boys with black and mixed ethnicity who receive a disproportionate number of bail offences and breach of community orders. The YJS practice improvement subgroup is reviewing the YJS' compliance and engagement procedures to recognise and respond to this disparity.</p> <p>The chair of the Youth Magistrates for the Black Country is invited to attend the YJS Performance and Partnership Board. YJS managers attend youth magistrate meetings and support with training on young person issues.</p> <p><b>So what?</b> Initial QA processes identify an improved use of language within reports and 95% congruence between sentence and proposal. Backlogs of children in the youth court, as a result of Covid, have been worked through successfully.</p>

National Standard 3 'In the Community'	
Priority	Commentary on progress against operational objectives
Reducing youth violence Improving quality Education Covid recovery	<p>The YJS has improved the quality of safety planning for victims in assessments and the child's bespoke 'MyPlan' through staff training and developed quality assurance processes. As we moved through Covid restrictions, the value of face to face contact with our families became more apparent and we increased the number of home visits to better safeguard.</p> <p>Building upon the resilience of our children through the pandemic has been important and for many their risks to others increased during this time. As such we established a partnership with St-Giles to provide a lived experienced mentor for our most vulnerable children involved in exploitation and knife carrying and quickly re-established our positive activities, including sport, reparation and group work, with more robust risk assessments.</p>

	<p>Improvements have been made to the way the Service monitors and reviews education, training and employment (ETE) data and we have established a NEET Action Group for those 16+ young people who need additional support. We have improved our partnership with the Walsall Works Initiative.</p> <p><b>So what?</b> 11 high risk children involved in criminal exploitation have been supported by our St Giles mentor.</p> <p>We have reported lower rates of young people who are not engaged ETE (15.4% in March 2022).</p>
<p><b>Commentary on progress against strategic objectives</b></p>	
<p>Covid recovery</p> <p>Reducing youth violence</p> <p>Improving quality</p>	<p>During 2021, the YJS Performance and Partnership Board have monitored the ongoing impact of COVID-19 on Walsall children and have reviewed our progress against the HMIP thematic report examining the effect the pandemic had upon practice and children. We amended our QA processes to ensure we assessed a child's ability to engage using technology.</p> <p>The YJS' audit programme for 2021/22 has been embedded, it has supported the Performance and Partnership Board in reviewing the effectiveness of delivery, including victim work and out of court disposals, and has been instrumental in implementing new practice models.</p> <p>The YJS is committed to the partnership's exploitation strategy and provides resource to the exploitation hub and daily triage process. We recognise that our children involved in crime are often exploited and have taken a lead in driving this new model forward. As we move into 2022-23, we are co-locating with colleagues from Social Care and Exploitation Police.</p> <p>The YJS are working closely with the Police to lead on the reducing serious youth violence work stream under the Safer Walsall Partnership's Violence Strategy. The YJS and the SWP are aligned and share the priority.</p> <p><b>So what?</b> The YJS identified young people who needed their education prioritising, including access to laptops and support to get into school. A new victim model was approved by the YJS Board and implemented.</p>

National Standard 4 'In Secure'	
Priority	Commentary on progress against operational objective
<p>Reducing youth violence</p>	<p>To improve oversight of assessment, planning and intervention, the terms of reference for the YJS high-risk panel has been reviewed to include planning for resettlement and ensuring young people receive the support they need. In 2022-23 the resettlement policy will need to be reviewed with colleagues from Social Care to incorporate the recommendations from a focus visit from the Department of Levelling Up, Housing and Communities in February 2022.</p> <p>YJS staff have worked closely with colleagues in the secure estate to re-establish professional visits and assist families to visit their children to support sentence planning and resettlement back home. Progress against this has been dependent upon Covid-19, local outbreaks and government restrictions. Despite these challenges, YJS staff have maintained close relationships with their children and with staff working within the secure estate.</p> <p><b>So what?</b> The number of Walsall children receiving custodial sentences is positively low (5 in 2021/22).</p>

Priority	Commentary on progress against Strategic Objectives
Improving quality  Covid recovery	<p>The YJS performance and partnership board has supported regional efforts to seek assurances from the Youth Custody Service (YCS) that Walsall children are cared for appropriately in the secure estate. This occurred via regular regional meeting with the YCS Safeguarding Lead. The YJS' Board has also sought and received assurances from the YCS that issues of escalating violence within the secure estate are being addressed. Similarly, the Board received regular reports from Werrington YOI regarding the impact of Covid, including education and offending programmes.</p> <p>A strategic audit would be beneficial to understand the resettlement challenges for Walsall young people and improve partnership pathways to better support seamless transition (with particular focus on health and accommodation). This will inform the review of the resettlement policy and incorporate the recommendations from the DLUHC focused visit.</p>

National Standard 5 'On Transition'	
Priority	Commentary on progress against Operational Objectives
Education	<p>In understanding the negative impact of exclusion and moves between schools, the YJS has embedded the Vulnerability Personal Education Plan for young people who are classified as a Child Missing Education (CME). The YJS has a partnership in place with the Brindley Foundation Youth Academy which has supported 16+ young people who are NEET and provides work experience. Through support from Impact, we are also working with Walsall Works to provide work experience and placement opportunities.</p> <p>Over the past 12 months the YJS has improved its assessments and planning through training and QA. Restorative MyPlans are used for all young people to ensure that transitions (Transition2Adulthood, education, resettlement, accommodation) are articulated and the right support is provided. We also reviewed the YJS closure process to ensure consistent recording of exit strategies and smooth transition to the community.</p> <p><b>So what?</b> The number of children not in ETE is low at 15%. At the time of writing this plan, no YJS children were classified as CME. YJS Probation Officer supporting all children 17.5 years and above. All children complete a MyPlan, including specific 'transition' objectives.</p>
Priority	Commentary on progress against Strategic Objectives
Improving quality	<p>The partnership have ensured that there is suitable education representatives on the YJS Performance and Partnership Board and include the Director for Access and Inclusion (Chief Education Officer), supported by the Virtual School Head and local authority's Employment and Skills Manager. This ensures that education activity and support for our young people receives the right level of oversight and development.</p> <p>Moving into 2022, the partnership recognise that the health needs of children in the justice system require greater understanding and an improved partnership response. A wider health needs analysis and audit will be beneficial to support changes to our delivery model. We also recognise that transitions for our children need greater partnership focus going forward.</p>

## 8. Performance and priorities

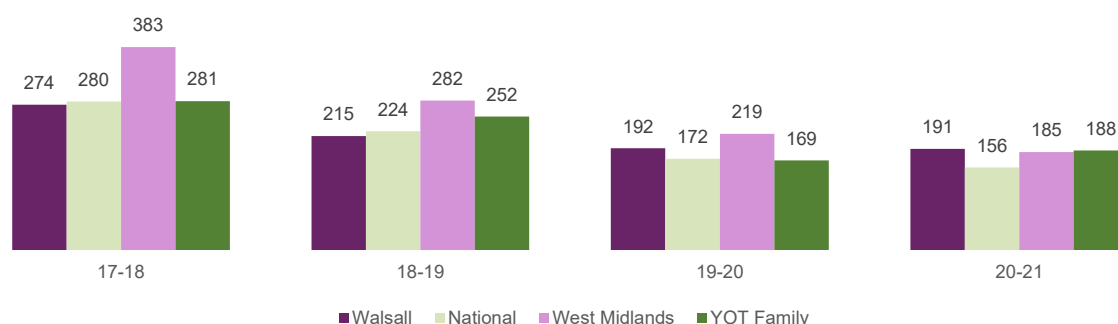
Over the past twelve months the YJS Performance and Partnership Board have continued to work with Children's Service performance analysts to improve the partnerships ability to monitor and respond to data, key performance indicators and local information. This has resulted in an improving monthly performance scorecard which steers our audit process and the partnership's ability to learn and change practice to benefit the children we support. Board members and YJS managers and practitioners have an improved and more detailed understanding of the cohort we are working with from diversion interventions to custodial sentences. In depth analysis such as the YJS Ethnicity Report and audit reports have furthered the partnerships knowledge of some of the challenges we are facing and enable us to make evidence based practice decisions.

### First Time Entrants:

What we have done to reduce first time entrants during 2021/22:

- Introduction of Operation Checkpoint to provide diversion opportunities for children involved in knife crime.
- Use of Outcome 22 deferred prosecution for children involved in low level offending behaviour.
- Evolution of the YJS Out of Court Disposal Joint Decision Making Panel towards a wider Youth Justice Partnership Panel which identifies and supports children at risk of engaging in violent behaviour.
- The YJS is a key partner in Exploitation Hub and chairs the daily multi-agency exploitation triage with Social Care and the Police.
- Close relationship with schools and the Violence Reduction Unit and we are developing a Reducing Exclusion Pathway.

### **First Time Entrants (FTE) - PNC Rate per 100,000 0-17 Population**



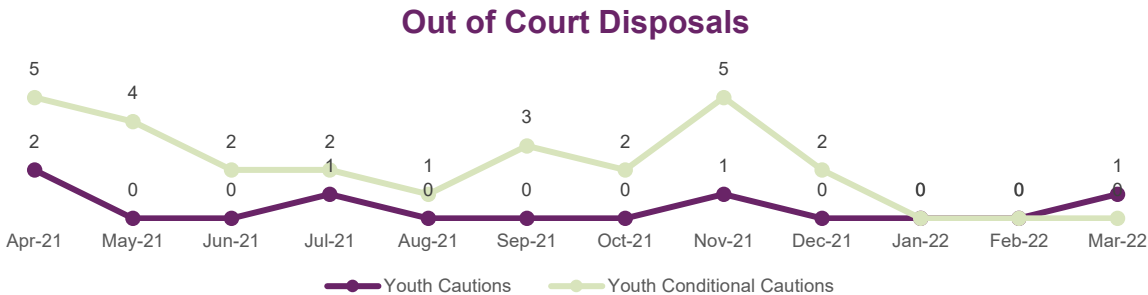
The above FTE chart is the latest published information from the Youth Justice Board and details a rolling 12 month period. It relates to 57 children entering the system for the first time between October 2020 and September 2021, the same number as the previous 12 month period. Our local monitoring indicates that at the end of March 2022, 55 children had entered the system since April 2021. Just under half of these young people received a formal Police disposal. We know that over 90% of FTEs are boys and that a disproportionate number of boys with mixed ethnicity (21%) enter the system. Children from Black ethnicity groups enter the system at a younger age, compared to other ethnicity groups. Almost half of the FTEs from these ethnicity groups (43%) are aged

under 14. Whereas the average age of a child entering the system for the first time is 16 years old.

Diversion and Out of Court Disposals;

What we have done to improve diversion interventions and out of court disposals during 2021/22:

- Established a well-resourced Youth Justice Partnership Panel to provide oversight of diversion referrals and joint out of court disposal decisions.
- Early Help are a new and valued partner to the panel and the relationship with the Violence Reduction Unit provides additional capacity and resource.
- The YJS have increased its practitioner capacity to work with children through the diversion pathway or who receive out of court disposals.
- Children are assessed using ASSET+ prior to a decision regarding the suitability of an out of court disposal.
- YJS practitioners deliver a range of creative and bespoke interventions for our children and have access to a strong youth offer.



At the end of March 2022, Walsall YJS were working with 6 children who were receiving a diversion intervention and 3 children who were subject to an Outcome 22 Deferred Prosecution. On average, over the past 6 months, the number of children receiving support who were not in the formal justice system would be 12 per month. The Youth Justice partnership approved a diversion pathway for children at risk of engaging in violent behaviour, offending behaviour and harmful sexual behaviour. In partnership with Walsall police we have established a daily triage process to identify children involved in violent behaviour and have established a Youth Justice Partnership Panel to make joint decisions as to the appropriateness of diversion intervention. The panel is well resourced with colleagues from Children’s Services, NHS Liaison and Diversion, Beacon Drug and Alcohol Services, representatives from the Violence Reduction Unit and commissioned intervention provides such as Base 25 mentoring. The panel identify the need for assessment and assign a lead profession to engage with the child and deliver intervention and support.

All children eligible for out of court police disposals are discussed at the Youth Justice Partnership Panel. A joint decision is made regarding eligibility and then allocated to a Youth Justice Prevention officer to undertake an assessment and make a proposal for suitability based on risk, need, offence seriousness and the wishes of victims. The numbers of cautions imposed by the Police has positively reduced over the past month due to the new Diversion pathways and the Youth Justice Partnership Panel.

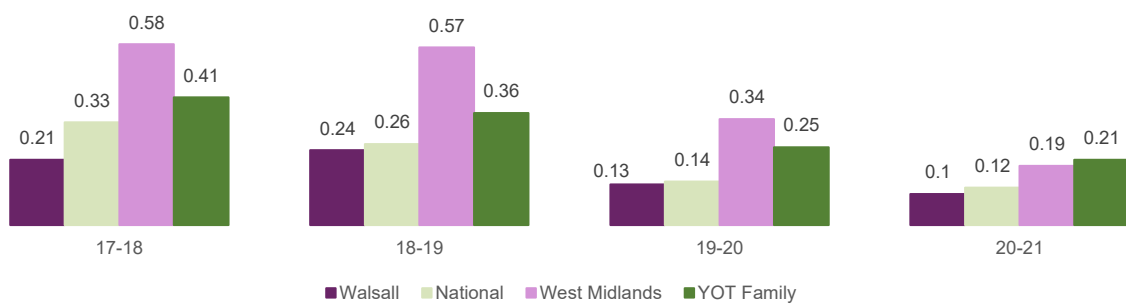


Children in custody:

What we have done during 2021/22 to reduce the use of custody and improve outcomes:

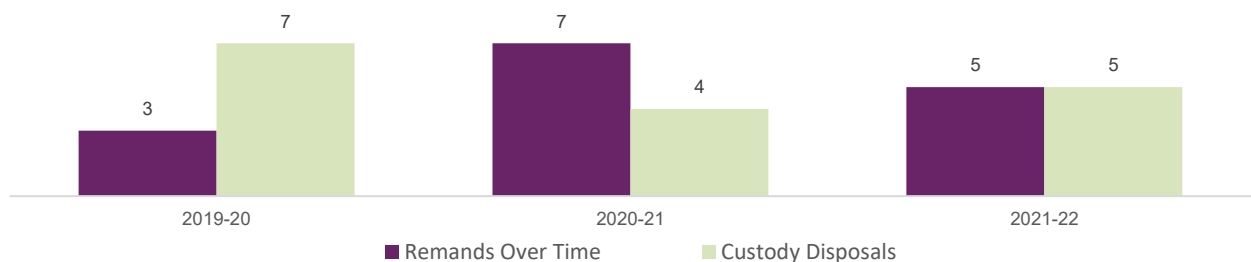
- The partnership closely monitors the numbers of children who enter the secure estate, undertakes audits and learning has been shared with the YJS Performance and Partnership Board.
- A resettlement policy is in place in partnership with Social Care.
- As part of the YJS High Risk process, dedicated resettlement support panels are held for children subject to custodial sentences to support release plans.
- The YJS participate in a focussed visit from the Home Office Department of Levelling Up, Housing and Communities and has adopted wider children’s services recommendations, such as referencing St Basil’s Youth Justice Accommodation Pathway toolkit.
- The YJS are exploring a resettlement partnership with Phoenix United who provide mentoring support for children involved in serious youth violence and gangs upon their release from custody.

**Use of Custody Rate per 1,000 0-17 Population**



Reducing the number of Walsall children receiving custodial sentences is a key performance indicator and positively remains very low. The chart above represents our latest published data and relates to 3 children during the calendar year 2021. All 3 children were aged 16 or 17 and had committed offences of serious violence, including a sexual offence. The 3 children had white, black and mixed ethnicities. Violence against the person is the most common form of offence type (55%) for children entering the secure estate. Although this isn’t the main offence of most, it is concerning that 1 of these young people had breached their statutory court order and 2 had entered the system for the first time (FTE) with custodial sentences.

**Total Remands & Custody Disposals**



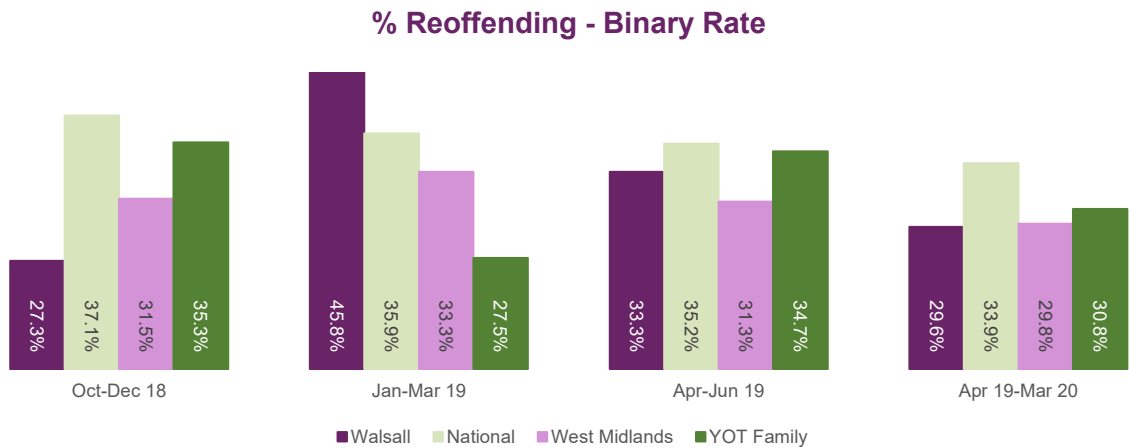


Remands into the secure estate are tracked by the YJS as they can often lead to custodial sentences, have implications for Social Care and can be a very traumatic experience for our children. 5 remands between April 2021 and March 2022 relate to 2 white children, 1 Asian, 1 Black and 1 with mixed ethnicity. The children were aged 16 and 17.

Re-offending:

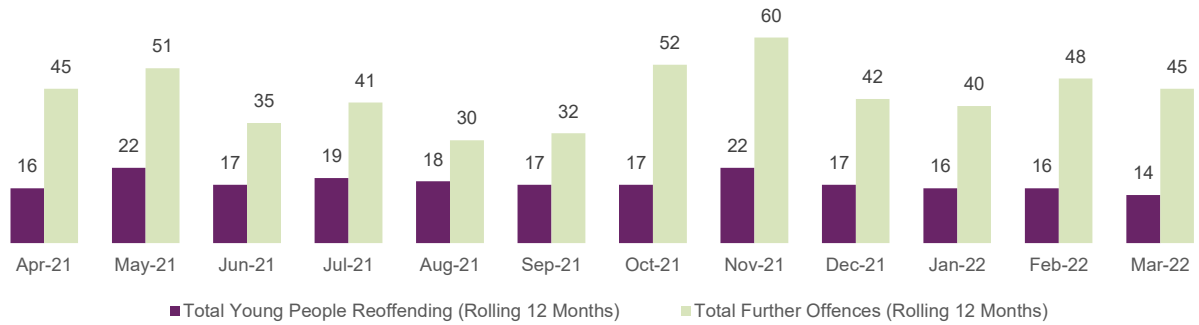
What we have done during 2021/22 to reduce re-offending:

- The YJS has focussed on improving the assessment practice of youth justice officers, including a focus on reviewing desistance, public protection and safeguarding, and safely reducing risk in the right circumstances.
- Walsall have continued to embed the use of a restorative ‘MyPlan’ with our children subject to both out of court disposals and court orders. The MyPlan helps children and families take ownership of some of the problems impacting upon their lives by empowering them to write objectives to help in their own words.
- The YJS has reviewed and implemented quality assurance processes and tools to provide better focus on issues impacting upon desistance, such as culture and identity, victim work and the importance of external controls in protecting the public.
- We have a good partnership in place with pro-active and supportive Police colleagues within the Offender Management Unit.
- There is a strong positive activity offer for our children with multiple projects available such as the Bike Repair programme, Co-LAB YTH music programme and our sport programmes. Positive activities are further strengthened by a growing community reparation offer including work at our local allotments.
- Our partnership with St-Giles is set to continue over the next 3 years to provide lived experienced mentors to some of our most vulnerable and risky children in addition to training and support for schools.



The above chart represents the latest published re-offending data for Walsall in comparison to its regional, national and statistical comparators. Our binary performance is very good which means that fewer (34) Walsall children are re-offending. However, it should be noted that these children are committing on average 4.59 re-offences which is higher than the national average. Our local and current tracking of children who re-offend, as seen below, suggests that the total number of children who have re-offended is the lowest is been within the past 12 months at 14 with an average of 3.2 re-offences which suggests a 30% reduction.

## Number of Reoffenders & Further Offences

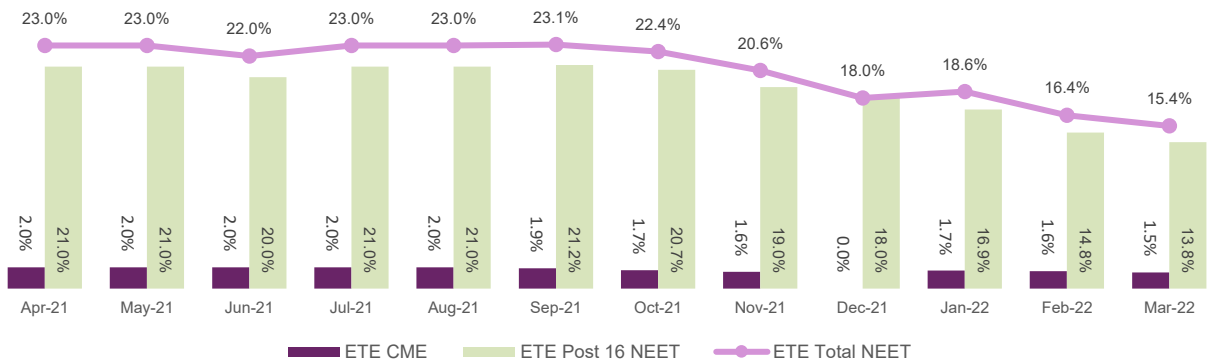


### Education, Training and Employment:

What we have done to improve education, training and employment outcomes during 2021/22:

- The YJS' partnership with the Virtual School is strong and support our children under the age of 16.
- We have introduced a youth justice personal education plan for any child missing education (CME).
- The YJS has an Impact Worker deployed to the team to support young people over the age of 16.
- Our partnership with the Local Authority's employment and skills team actively monitors and manages our 16+ children with a NEET Action Group
- We are supported by Walsall Works, an initiative supported by local businesses to help young people find employment, a local charities employment academy to develop work experience opportunities.
- The YJS is in partnership with the Violence Reduction Unit to develop a reducing exclusion pathway.
- We run a Bike Repair Project which teaches our children business and entrepreneurial skills.

## Children Not in Education, Training and Employment (ETE)



Over the last 12 months the overall number and percentage of children not in education, training and employment has continued to reduce even though the total number of children we are working with has increased during that time. We are aware through regular and close monitoring that the numbers of school age children missing education (CME) is very low (3 children since September 2021) and that our partnership with the Virtual School works quickly to ensure that suitable school places are found and that we support those at risk of permanent exclusion.

We do recognise that children often enter the youth justice system with special educational needs (46%) and that children completing their intervention with us will often have reduced timetables, receive their education in short stay 'pupil referral units' (26%) and have experienced exclusion. 34% of our children have on average experienced at least 1 fixed term exclusion. We are also faced with challenges when supporting Children in Walsall over the age of 16. Often the 'pull' of working for 'cash in hand' is greater than attending a training provision with longer term benefits, combined with difficulties created by a difficult education history, experience of exclusion and few qualifications.

### Overrepresentation:

What we have done during 2021/22 to reduce disproportionality and improve outcomes for children with black and mixed ethnicities:

- Reviewed the partnership full Ethnicity Analysis for 2019-2021
- We have established the YJS Equality and Disproportionality Forum that provides oversight of an action plan and enables youth justice professionals a safe space to discuss equality and diversity issues that impact upon our children, communities and staffing group.
- A Disproportionality Practice Improvement Sub-Group meets regularly to consider practice developments needed as identified by the overarching Disproportionality Forum.
- The YJS have used funding through the Safer Walsall Partnership to set up a partnership with Open Lens Media to develop a Development and Engagement Programme for boys with black and mixed ethnicities, using film and media and personal coaching to improve outcomes for this group.
- We have identified practitioner Disproportionality Champions to help lead on issues impacting our children.
- We have identified a lead for working with fathers to improve our practice.
- The YJS are in partnership with the Kitchen Table Talk Programme and refer parents who require support for helping their child through the youth justice journey.
- The YJS have supported Palfrey One Big Local in the schools Lionheart Challenge to help local children develop ideas to reduce the levels of violence within that community.
- Although the number we work with is small, the YJS have supported a regional working group to improve outcomes for girls in the justice system and have signed up to a minimum bespoke offer for girls as they enter the system.
- In partnership with the office of the police and crime commissioner we deliver Stop and Search Programmes for our children to improve their understanding of the law and their rights.

Ethnicity by Population and Number of Children in the System 1.4.19 – 31.3.21				
Ethnicity	Percentage 10-17 Population	Percentage of Offenders	Difference	Number of offences / offender
Asian or Asian British	19% (5,473)	6% (10)	-13%	1.60
Black or Black British	3% (723)	10% (18)	7%	5.00
Chinese or other ethnic group	1% (423)	1% (1)	0%	1.00
Mixed	5% (1,396)	25% (45)	20%	2.38
White	72% (20,253)	59% (107)	-13%	3.64

Ethnicity by Offence Type 1.4.19 – 31.3.21						
Offence Type	Asian or Asian British	Black or Black British	Chinese or other ethnic group	Mixed	White	Total
Violent Crime	11 (69%)	39 (45%)	1 (100%)	58 (73%)	120 (54%)	232 (57%)
Acquisitive Crime	0 (0%)	17 (20%)	0 (0%)	12 (15%)	81 (36%)	112 (27%)
Drugs Offences	5 (31%)	14 (16%)	0 (0%)	3 (4%)	12 (5%)	34 (8%)
Breach Offences	0 (0%)	17 (20%)	0 (0%)	6 (8%)	9 (4%)	32 (8%)
<b>Total</b>	<b>16</b>	<b>87</b>	<b>1</b>	<b>79</b>	<b>222</b>	<b>410</b>

The youth justice partnership has reviewed its full ethnicity analysis to help us understand local disproportionality in the justice system in addition to monthly monitoring. The charts above tell us that similarly to the national picture we are seeing the overrepresentation of black boys and boys with mixed ethnicity within the local justice system. Although over this year we have seen a slight increase in the number of Asian young people entering the system for the first time, overall this group remains underrepresented in the formal justice system. We know that most recorded violent offences are committed by white children, however a disproportionate amount of violence is committed by children with black and mixed ethnicity. Our data also tells us that black young children commit a disproportionate amount of breach of bail offences and that 43% enter the system on average at a younger age of 14 or below. A recent audit based upon the recommendations from the HMIP Thematic in the experiences of boys with black and mixed ethnicities in the justice system has also highlighted that our service needs to improve how we engage with fathers and also understand the impact of a missing father.

Reducing disproportionality has been a priority for the YJS during 2021-22 and will continue to be a priority over the next 3 year period.

## 9. [National standards](#)

The introduction of 'Standards for children in the youth justice system 2019' required all youth justice services to undertake a base-line self-assessment in 2020. In 2020, Walsall YJS Performance and Partnership Board assigned strategic leaders from across the partnership to ensure joint accountability and have oversight of each of the standards within the self-assessment process. The self-assessment was split into two parts; an operational audit and a strategic audit of governance arrangements. The operational audits were undertaken by youth justice managers and practitioners using audit tools adapted from the suggested YJB template. The findings from the operational audits were then shared with the relevant strategic leads to start the strategic assessment process. Please refer to Walsall YJS' Strategic Plan 2020-21 for further details.

An action plan was put in place following the self-assessment and despite the pandemic, significant progress was made across all five national standards. The YJS partnership identified a priority of improving quality of practice in 2021/22 and amalgamated the outstanding action from the national standards audit within its service delivery plan for last year. Please refer to section 7 of this plan for details.

## 10. Challenges, risks and issues

The challenges and risks associated with Covid-19 have not gone away. Although restrictions have been lifted and the YJS has adopted a 'business as usual' approach, we continue to have staff who become ill through Covid and this has presented some disruption to services. As re-infections are becoming more common it is likely that we will continue to see staff absences from work this year. The impact of the pandemic has also been felt in other ways amongst the staffing group as some practitioners had an opportunity to reflect on their home to work balance and have taken different career paths. This has meant that we have needed to recruit to new youth justice officers which has presented us with an opportunity to develop the team as we move out of the pandemic. Our Workforce and Inclusion Strategy now details career pathways for our staff who are looking for progression or who are wanting to develop their skills and opportunities within their current role. It also expands upon the welfare support that is on offer to managers and practitioners who undertake a difficult and challenging job. Walsall YJS are committed to investing in the workforce.

The challenges of remote working have been felt throughout the team. Therefore this year we are also co-locating with our colleagues in the police and children's services exploitation team within the civic centre. This will provide the managers and the practitioners the much needed physical space to more effectively manage risk and support the children we work with. It also improves our ability to monitor the wellbeing of the team and provide safe spaces to support each other. Our clinical supervision offer and our Workforce and Inclusion Strategy also put other measures in place to ensure that our team are properly supported and resilient enough to work with some of the most vulnerable children.

Serious youth violence in the borough remains a concern for the partnership and will again be a priority for us to work on. Violence against the person remains the most common offence type our children are committing and we are seeing increases in violent behaviour in specific localities in Walsall. We are working closely with our partners in the Police, community safety team and children's services exploitation team to address the levels of violence in these areas. The YJS has improved its community links in the area, has engaged with local community association and established intervention centres next to a local park where there is often concerning behaviour. We have also linked in with local schools where our children attend, have engaged in community events such as the Lionheart Project, and provided diversion interventions to those children caught in the or on the periphery of the violence and disorder. However, these are long term multi-generational issues that need addressing and continued work in these localities will need to continue.

Our children have told us that often they feel unsafe in their neighbourhoods and that they carry knives as this makes them feel safer. Serious youth violence within their communities is a priority for them. The children that we have consulted with overwhelmingly believe that one of the major contributing factor to the increase in youth violence is that there is a lack of positive activities for them in their communities. As a Youth Justice Service we recognise the need to have a strong and varied positive activity offer for our children which includes sport, music and other projects and programmes. We also know that the children we work with can be additionally vulnerable to exploitation or abuse outside of the family or school environment. This can take a variety of different forms including: exploitation by criminal gangs and organised crime groups such as county lines; trafficking; online abuse; sexual exploitation and radicalisation. As a key

partner within the Exploitation Hub and daily exploitation triage meetings we are working together to identify and respond to safeguarding risks as soon as possible, as first responders our practitioners complete referrals through the National Referral Mechanism (NRM) and undertake exploitation assessments with our children. The YJS has also established a clear pathway between exploitation triage and the youth justice partnership panel to enable us to offer diversion interventions where appropriate.

Our youth justice partnership recognises that our health pathways for children in the justice system in Walsall need to improve and level up with other local authorities in the Black Country. Speech, language and communication provision and pathways need to be developed locally. The partnership have identified this as a key priority for 2022 and will establish an 'Unmet Need' subgroup of the performance and partnership board, led by a strategic leader, to drive forward changes



## 11. Service improvement plan

Walsall YJS's Child First vision is built upon the 4 tenets of Youth Justice Board's Child First approach as outlined in its Strategic Plan 2021-24. Our service improvements contained within this strategic plan will have a basis on that approach. Informed by an independent review of progress, our local Performance and Partnership Board have held a workshop in January 2022 to support the development of this plan and to determine strategic governance arrangements that will drive forward service improvements. Board members will own strategic priorities and chair sub-groups to ensure progress is being made with oversight from the Performance and Partnership Board.

The YJS are changing office space in 2022 to co-locate with colleagues in the Police, Walsall's Exploitation Team and the MASH. We believe there are clear strategic and operational benefits to be had from the co-location of managers and practitioners:

- Improve our focus on our Reducing Serious Youth Violence strategic priority
- Improve our strong relationship with the police and support of high risk children
- Develop our partnership with the Multi-agency Exploitation Hub and work to reduce exploitation.
- Better information sharing between partners and more efficient daily triage processes
- Develop our pathways with Children's Social Care through the MASH front door.

### Workforce Development:

Section 3 of this plan details service training during 2021 that focussed on motivational interviewing, restorative practice, risk assessment and planning. Walsall YJS are committed to investing in its staff to complete the Youth Justice Effective Practice Certificate (YJEPC) and the recently launched Child First qualification through Unitas. We currently have 3 new practitioners undertaking the YJEPC and 2 completing Child First. In 2022, linked to our strategic priorities, we have identified the need for further training to improve the 'cultural competence' of our staff in engaging with communities and following operational management training, we will roll out a further series of training for practitioner to develop their assessment skills.

Our practice and delivery in 2022 and onwards is informed by a training plan linked to our Workforce and Inclusion Strategy supporting practitioners and managers within the Service to develop in their current roles and to aspire for progression. As a result of the Covid pandemic and remote working we have prioritised health and safety training for staff in 2021, we now have trained Mental Health First Aiders and Managers are being trained in supporting staff who are receiving clinical supervision with psychologists. Our wellbeing offer for the team will continue in 2022.

### Thematic Review:

To support the partnership's improvement journey, during 2021 the YJS Performance and Partnership have discussed learning from HMIP thematic reports exploring '*the work of youth offending services during the COVID-19 pandemic- November 2020*' and '*experiences of black and mixed heritage boys in the youth justice system- October 2021*'.

A thematic review of the work of youth offending services during the COVID-19 pandemic <i>A review by HM Inspectorate of Probation November 2020</i>	
YJS management boards should:	What we did:
Identify the backlog of cases that are being processed through courts, and ensure that there is sufficient workforce capacity to deal with increased caseloads	The backlog within the Youth Court was quickly worked through by the summer of 2021. Court staff were provided with the technology to engage virtually and attended Court in person. Caseloads consistently monitored and resources re-purposed for the increase in Out of Court Disposals
Work with partners to include children who are defined as high vulnerability by YOTs within the local definition of vulnerable children.	Children in the YJS cohort were defined locally as highly vulnerable and our partner the Virtual School prioritised support this group.
Consider how this group of children are to be reintroduced to school, education and employment and how any attainment gap is to be addressed.	YJS children were provided with the opportunity to receive laptops to enable them to better re-engage with school. School hours, attendance and placement suitable monitored on a monthly basis.
YJSs should:	
Routinely assess children's access to IT and remote communication methods as a standard part of assessments.	QA process updated to ensure that upon entering the YJS children were assessed for IT capability.

The experiences of black and mixed heritage boys in the youth justice system A thematic inspection <i>by HM Inspectorate of Probation October 2021</i>	
YJS partnership boards should:	What we did:
have a vision and strategy for improving outcomes for black and mixed heritage boys, and make sure these are understood by staff and partner agencies	Funding through the PCC and SWP has enabled the YJS to work with a local organisation to develop our Disproportionality Strategy in 2022
ensure that all board members contribute data from their individual services that identifies areas of disproportionality and the action being taken to address them, and that this data is used to develop a joint strategic needs assessment	Following the YJS ethnicity analysis, children's services commissioned analysis from across all part of CS, including education and supported this will a full locality analysis
have a joint set of targets, for example with children's services, for improving service delivery for these boys, and make sure mechanisms are in place to monitor and evaluate outcomes.	Reducing disproportionality remains a priority for the YJS with a Board member, (Head of Children's Social Care) taking strategic lead for this work across the partnership
YJS managers should:	
establish effective processes for gaining feedback from black and mixed heritage boys on the services they receive and use this feedback to assess, review and improve the quality and suitability of service provision	The role of the YJS apprentice is to gather the views of our children. Our work with Open Lens will have a child steering group to gather feedback from children as part of the engagement and development programme to establish legacy
make sure that staff understand what is expected of them in their work with black and mixed heritage boys and that they are inducted, trained and supported to work effectively with this group of children	YJS staff have been trained in engaging our black children and we undertook commissioned unconscious bias training. Further training is planned for 2022 and we are working local community leaders to support this.
improve the quality of management oversight to make sure it is sufficiently focused on diversity, what this means in practice and that there are clear escalation routes to address any barriers to black and mixed heritage boys accessing services	Audit tools and QA gatekeeping tools have been amended to improve our oversight of this cohort of children. We have also undertake audits based on the recommendations of this thematic review
address gaps in specialist provision for black and mixed heritage boys, either by delivering it in-house or by commissioning it from appropriate local community organisations and evaluate referral and uptake rates for the services provided	We have commissioned specialist provision for our black and mixed heritage boys- an engagement and development programme based on improving ETE skills through media.
offer suitable support and intervention to the parents/carers of black and mixed heritage boys and review the suitability of this provision	We have continued to work with first class legacy during 2021 to refer parents to the kitchen table talks programme

Her Majesty's Inspectorate of Probation (HMIP) Assurance Review 2021:

In a desire to continually move forward, the YJS Partnership commissioned an independent assurance review of progress based on the recommendations made within Walsall's HMIP inspection report in 2019.



Context and methodology of the HMIP Assurance Review:

It is important to place the review in context as the evidence examined will reflect what has been happening to the service. The unprecedented challenges resulting from the Covid-19 pandemic cannot be underestimated particularly during periods of national 'lockdown' which significantly curtailed the delivery of public services including youth justice. This period of disruption and uncertainty commenced only 6 months after the HMIP report for Walsall was published and therefore early in the life of the improvement plan. Eighteen months later recovery is still taking place and the service is operating remotely for the most part.

In keeping with the peer review ethos, the process was essentially evidence based with desktop analysis and review of key documentation taking place throughout. Over 80 separate local documents were examined alongside relevant national guidance and legislation including the revised HMIP Inspection Standards for OOC. The written evidence ranged from operational policies and guidance, to strategic plans, partnership board minutes and papers and performance information. Of particular importance were the statutory Youth Justice Plan for Walsall and the 2019 Inspection report and subsequent improvement plans.

In order to test and validate the written evidence a programme of meetings and focus groups took place involving 24 individuals including service managers, YJS practitioners and partnership staff. Due to Covid restrictions these encounters were conducted virtually using Microsoft Teams. Additional triangulation of evidence was provided through an analysis of a small number of case records consisting of 3 court ordered cases and 2 OOC cases. Access to the ChildView case management system was provided at the Walsall Council House site.

Areas Considered within the HMIP Assurance Review	Summary of Progress	Actions
Out of Court Disposal Model	The issues raised by HMIP have been successfully addressed and practice has been adjusted to provide a more robust approach to OOC. Some minor adjustments are needed to reflect the updated inspection standards.	Develop the performance reporting of the YJS 'front door' Review the YJS Crime Prevention Strategy Review the pre-court assessment tool
Management of risk of harm	The main issues with respect to practice highlighted by HMIP have been successfully addressed through training and ongoing quality assurance. However there have been consequences that may have led to unsustainable levels of high-risk cases placing pressure on the service. Partnership commitment to working with high- risk cases needs refreshing.	Implement review assessment training with practitioners Review the ToR for the YJS high risk panel Improve the use of MyPlan to capture external controls Review the partnership with the Police OMU
Victim Model	Despite swift actions to respond to HMIP findings, which did result in removing the dual role from YJS practitioners, it became clear over time that the arrangements have not delivered the improvements required. However, the service and partnership deserve great credit for keeping this topic under close review and taking steps to try to resolve issues before agreeing that a change of approach was needed. It is encouraging that the Board have approved the recruitment of a dedicated victim officer to lead practice change.	Recruit a dedicated victim officer to lead on practice.
Performance and Partnership Board	The issues raised by HMIP with respect to information provided to the Partnership Board have been successfully addressed with comprehensive routine data provided. This is supported by more in-depth reports on priority topics. The Board has responded decisively to the areas identified in inspection and reached a stage where it can press ahead by making best use of the strategic position it holds. It will be aided by creating a firmer relationship with the operational service, deepening its understanding of youth justice activity and ensuring the child's voice plays a more prominent role.	Improve the performance scorecard to include diversion work. Commission a deep dive analysis of first time entrants Expand the range of information the Board receives by reviewing the model. Develop the links between the operational service and Board members Ensure the voice of children is heard within in Board.

The recommendations from the review have supported the partnership in identifying its strategic priorities for 2022 and actions will be included within delivery plans.

## 12. Evidence-based practice and innovation

Through 2021 we have worked closely with Children's Service's performance team to develop our quality assurance framework. This included a developing performance data scorecard and an audit process aligned with early help and children's social care. Combined with learning from practice reviews and inspections, the improvements in our oversight and the evidence gained from better analysis have supported changes in practice. Below are examples of how the YJS has adopted evidence based practice:

### 'Punishing Abuse'

Dr Alex Chard and the West Midlands Combined Authority published the 'Punishing Abuse' research report in 2021. Walsall YJS used funding to ensure that we trained all of our practitioners and managers in undertaking the action research used to provide the research base for Punishing Abuse. Its goal was to fully understand the extent of abuse and childhood adversity that children in the justice system have experienced. Through the commission of the research, the ALTAR™ framework was developed by Dr Chard which focused on Abuse, Loss, Trauma, Attachment and Resilience (ALTAR) as the evidence base for considering these children.

The Walsall YJS specific research report identified that within the sample group that our children had experienced a significant amount of Adverse childhood Experiences (ACEs) with one of the children experiencing 11 of the 12 recognised ACEs. Within this, the research found a number of themes through the narratives and storylines of the children considered. This included, but not limited to; high levels of household violence, increase levels of emotional abuse and neglect, the extent of poverty these children experienced and a disproportionate amount of parental substance misuse and poor mental health. However, in addition to this the research uncovered further childhood adversity not traditionally considered within the ACE model. These included:

- Radicalisation within a family;
- Trafficking and Criminal exploitation;
- Witnessing the near death of a parent
- Being left abroad without parents;
- Possible substance abuse during pregnancy; and,
- The impact of immigration

As an example of practice change as a result of increased trauma awareness, the YJS adapted our policy on compliance and engagement. We adopted a 'was not brought' to appointments, rather than 'did not attend' and we implemented 'engagement meetings with managers and parents to uncover barriers to effective participation. Managers adapted their quality assurance processes to provide a spot light on issues of childhood adversity within our assessments, plans and reports. Work is ongoing within the Service and we are engaging with Dr Chard and the Office of the PCC to consider how we can continue to transform youth justice based on this research.

### Child and Adolescent Mental Health Services (CAMHS)

Through our deployed CAMHS worker we have a Dialectical Behaviour Therapy (DBT) offer for our children. There is a wealth of evidence supporting the use of DBT and since its inception to support those suffering with borderline personality disorders, the use of DBT has been developed to help children with a variety of conditions or mental health concerns. In Walsall, our trained therapists, understand that the adolescent brain and personality does not stop developing until the age of 25 and such there are many opportunities to engage with our children to help stop stigmatised diagnoses as an adult.



When our practitioners recognised potential trauma in our children, our CAMHs therapist will use DBT to develop the skills of our children to better manage distress before going on to try and address the pain through trauma focussed therapy. We use DBT to help our children address a number of issues they are facing such as deliberate self-harm, anger, impulsivity, chaotic relationships and difficulties with sense of self.

Our YJS practitioners are trained in Motivation Interviewing and this works well in support of our DBT offer. Motivation Interviewing (MI) is an evidence based method of communication that is used to support behaviour change.

*“MI is a collaborative, goal-oriented style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person’s own reasons for change within an atmosphere of acceptance and compassion.” (Miller & Rollnick, 2013)*

We have worked closely with Walsall Children’s Services Practice Development Hub to deliver MI training to YJS staff and it has been rolled out across Children’s Social Care to align the approach across the workforce for the benefit of our children.

### Diversion

The Centre for Justice Innovation argue that for the majority of young people involved in crime, formal criminal justice processing makes them more likely to commit crime again. There is a strong evidence base that clearly shows that youth diversion is a better way of addressing low level criminal behaviour— multiple studies show that youth diversion can reduce crime, cut costs, and create better outcomes for young people.

#### Core principles of youth diversion *(The Centre for Justice Innovation Toolkit)*

- Minimise labelling: Youth diversion schemes should take all reasonable steps to avoid stigmatising the young people they work with, and to prevent them from forming deviant or delinquent identities that may interfere with their development.
- Avoid net-widening: Ensure that the scheme operates as an alternative to the formal justice system, rather than as a supplement to it. Diversion should only be for young people who would otherwise be dealt with formally in the criminal justice system.
- Do not overdose young people: Programming offered through diversion should be therapeutic and targeted. For most diverted young people, this will generally be light touch and informal

Research in Northamptonshire Youth Offending Service found that prosecuting children increased the likelihood of them re-offending even when considering different offence types and personal characteristics *(Kemp V, Sorsby A, Liddle M, Merrington S (2002). Assessing responses to youth offending in Northamptonshire. Nacro Research briefing 2.)*

During 2021, Walsall YJS developed its diversion offer for children involved in low level offending and when there is evidence of increased risk of violent behaviour, arrest and harmful sexual behaviour. Our Joint Decision Making Panel has evolved into a well attended and resourced Youth Justice Partnership Panel which provides a vehicle to discuss children at risk and identify a suitable agency to provide intervention based on the core principles of youth diversion. Although the Panel is jointly chaired by the YJS and the Police and oversight is provided through the YJS Performance and Partnership Board, lead agencies for support are often from the community and removed from the justice system. The partnership are developing our ability to track the offending behaviour of this group of children to demonstrate effectiveness.

### 13. [Looking forward](#)

Walsall youth justice partnership are a forward facing learning organisation that has a Child First Vision at its heart. We have aligned our priorities with our strategic partners and we have listened to our young people and practitioners that experience the justice system every day.



The YJS partnership recognise that these priorities will take time and as such we are publishing a 3 year plan. We know it will require investment and energy to achieve positive change. Our YJS board members, managers and practitioners are committed to the child first vision and to improving outcomes for our children.

❖ **Reducing Serious Youth Violence:**

Strategic Lead: Superintendent Walsall Police.

This priority is aligned to the Safer Walsall Partnership and recognises the Serious Violence Duty (2021) and the delegated responsibilities on agencies and partnership.

❖ **Disproportionality**

Strategic Lead: Head of Service – Children’s Social Care.

This priority is linked to the Council’s Corporate Equality Group and objectives within the Corporate Plan 2022-25.



❖ Transitions and Resettlement.

Strategic Lead: Head of Probation

This priority is aligned to the Safer Walsall Partnership reducing re-offending priority and the regional Transition 2 Adulthood policy framework.

❖ Identifying and responding to unmet need (health).

Strategic Lead: Head of CAMHS commissioning

Our partnership recognise that there is a clear need to 'level up' health provision for Walsall children in line with the Black country and regional developments.

❖ Voice of our children

Strategic Lead: YJS Strategic Lead

Following the findings of the HMIP assurance review in 2021, the partnership are committed to better evidencing that we are hear and are responsive to the voices of our children both strategically and operationally.

Walsall YJS Performance and Partnership Board are determined to improve its governance of the partnership in line with HMIP inspections standards and reviewed governance from the Youth Justice Board. As such we have reviewed the terms of reference for the Board and its members and we have created a new infrastructure where full board meetings are focussed upon individual themed priorities. Underneath this model, the strategic leads identified above will chair sub-groups based upon the priorities to drive forward progress.

For 2022 onwards, Board members want to be more involved in service delivery and better understand the complex lives of the children we support. Therefore we have reviewed our Board member induction pack and, in addition to the priority sub-groups, introduced a series of observations and participation activities for Board members with the practitioners and managers within the YJS. To further improve our understanding of the lived experience of our children we have identified hearing their voice as a priority for 2022 and we are exploring different ways to highlight their stories and bring their voices closer to strategic decision makers.

These are exciting developments for Walsall's youth justice partnership in 2022. The Youth Justice Service practitioners and managers, alongside our strategic board members, are committed to driving forward delivery for children in the justice system and continuing to improve their outcomes.

14. Sign off, submission and approval

Chair of YJS Board	Sally Rowe- Executive Director of Childrens Services	Phil Rutherford- YJS Strategic Lead
Signature		
Date	22.06.2022	22.06.2022

## Appendix 1

### **Current YJS Performance and Partnership Board membership:**

- West Midlands Police – Superintendent
- National Probation Service – NPS lead for the Black Country
- Child & Adolescent Mental Health Services- Head of Commissioning
- Child & Adolescent Mental Health Services- Clinical Lead
- Black Country Magistrates Youth Panel Chair
- Local Authority –
  - Director of Children’s Services (Chair)
  - Public Health – Head of Social Inclusion
  - Community Safety – Head of Community Safety and Enforcement
  - Education- Director of Access and Achievement

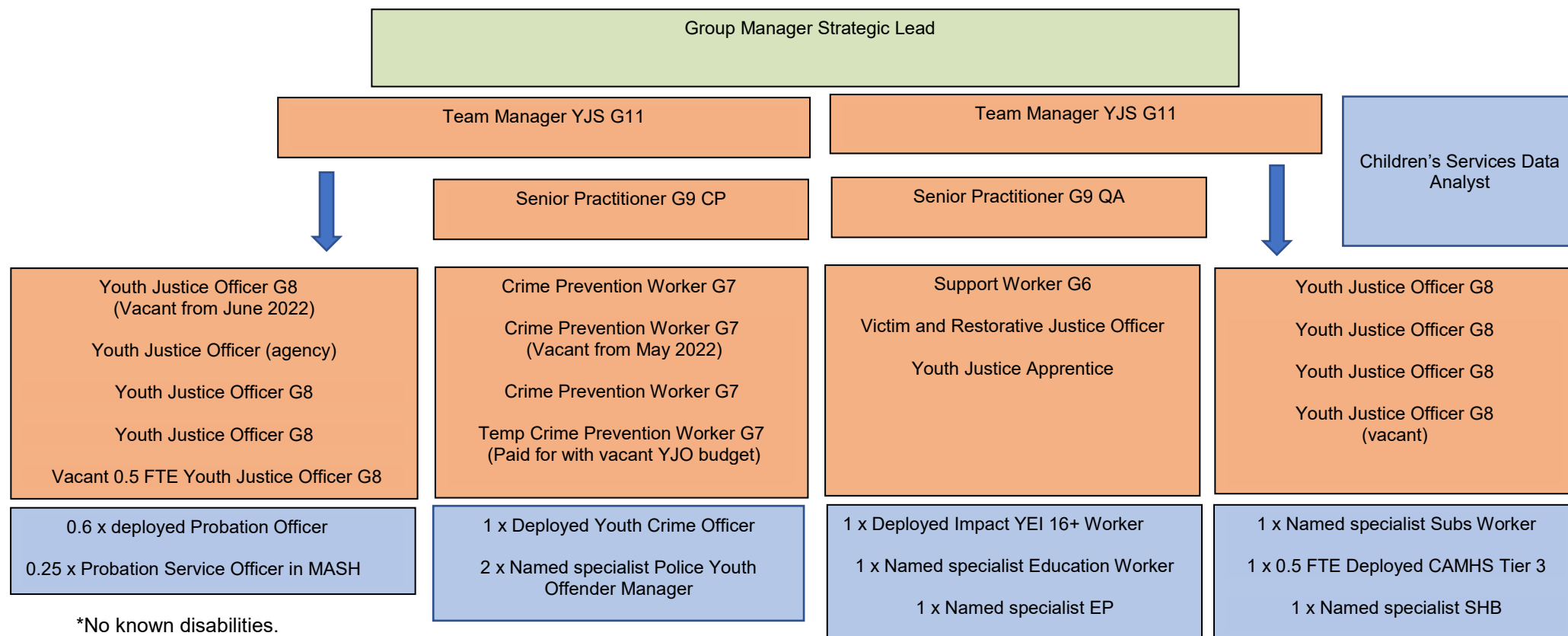
#### Supporting Officers-

- Youth Justice Service Strategic Lead, Walsall Children’s Services
- Youth Justice Service Team Managers
- Youth Justice Board- Head of Innovation and Engagement
- Virtual School Lead
- 16+ Education- employment and skills manager
- Local Authority Accountant – finance.
- Local Authority Performance Officer
- Administrative Support, Youth Justice Service

#### YJS Performance and Partnership Board dates;

- 10<sup>th</sup> May 2022
- 9<sup>th</sup> February 2022
- 24<sup>th</sup> January 2022 Board Development Workshop
- 10<sup>th</sup> November 2021
- 28<sup>th</sup> July 2021
- 5<sup>th</sup> May 2021
- 3<sup>rd</sup> February 2021

## Walsall Youth Justice Service- Structure Chart April 2022



Position	Sex	Ethnicity
Strategic Lead	Male	White
Team Managers	1 x male and 1 x female	2 x White
Senior Practitioners	2 x female	2 x White
Youth Justice Officers	7 x female	2 x white, 3 x black, 1 x Asian, 1 x Mixed
Crime Prevention Workers	2 x female	1 x white, w x Asian
Support Worker	Male	Black

### Appendix 3

#### Safer Lives Survey Summary:

Exposure to violent media: 60% of young people surveyed stated that they saw violent images or videos on social media on a weekly basis. 65% watched violent TV or films that contained violence & 60% played violent computer games on a daily basis. Over 65% of young people surveyed listened to violent lyrics each day.

Exposure to violence in daily life: 20% of the young people had seen violence within their school or college on a monthly basis, with only 1 of those that were surveyed stating that this occurred each day. The majority (60%) had never seen violence within the local neighbourhood during the past year but no one admitted that violence was commonplace. The picture changes when considering violence in other areas with 40% experiencing violence each month.

How safe do our young people feel?: The vast majority of young people surveyed expressed that they felt safe within their school or college and their local neighbourhood. When asked about how safe the young person felt within their own home, when compared to being in school or out in the neighbourhood, all but one young person claimed they felt least safe when at home. This is in stark contrast to previous findings from the survey which highlighted that young people felt most safe in other neighbourhoods.

The people they know: All children surveyed knew someone who had previously been the victim of serious violence and someone who needed hospital treatment. A small number of young people stated that they know 10 or more young people who had been the victim of violence. 50% of the young people knew at least one person who carried a knife, with 50% knowing someone involved in the supply of drugs. The majority of young people in the survey felt they could talk to their parents if they were worried about violence and 5 of the young people felt confident in approaching the police. Young people were generally able to identify individuals who could help them. 5 of the young people sadly felt they had no-one they could turn to.

What is important to our young people: 25% young people thought that having expensive clothes and jewellery was important to them and only 6 believed having designer goods were important. Hugely concerning was that 60% of the young people stated that young people carry a knife to make them safer. Positively 70% of young people believed that their education and getting good grades was important.

What would they do to make things safer? 40% of the young people believed that having more things for them to do in their local community including more youth clubs would make them feel safer. 2 young people said that the Police should 'check for knives' and 'do more stop and search' and 2 other young people thought they needed 'more police and community officers around and to be able to talk to them'. Knives featured in 80% of responses and most felt that better education around knife carrying was important.

## Appendix 3

2021-22 Budget and expenditure:

<b>EXPENDITURE</b>	Youth Justice Board <sup>2</sup>	Local Authority	Police	Police and Crime Commissioner	Probation	Health*	Other	<b>Total</b>
Salaries	£360,364	£444,054	£21,888	£76,885				<b>£903,191</b>
Activity costs	£2,477	£3,732					£34,894**	<b>£41,103</b>
Accommodation	£0							<b>£0</b>
Overheads	£52,003	£73,334			£5,000			<b>£130,337</b>
Equipment	£10,875	£16,382						<b>£27,257</b>
<b>Total expenditure</b>	<b>£425,719</b>	<b>£537,502</b>	<b>£21,888</b>	<b>£76,885</b>	<b>£5,000</b>	<b>£0</b>	<b>£34,894</b>	<b>£1,101,888</b>

\* Walsall CCG provide £15,000 directly to CAMHS for the provision of a 0.5 FTE CAMHS practitioner.

\*\*Programme funding received through the Safer Walsall Partnership.

## Common youth justice terms

Please add any locally used terminology

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Anti-social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
<b>Child First</b>	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
<b>Child looked-after</b>	Child Looked After, where a child is looked after by the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	Education, training or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school



<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPAs</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language and communication needs
<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YJS</b>	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
<b>YOI</b>	Young offender institution