

Youth justice plan template

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1. Introduction, vision and strategy

Foreword

Executive summary

Vision and strategy

The vision for the Gloucestershire Youth Justice Service (YJS) is to work in partnership, across the county, to understand and address the needs of children in the justice system. Child First is the guiding principle that underpins our work. The service aims to deliver high quality support to children in the justice system through the operationalisation of the Child First evidence base.

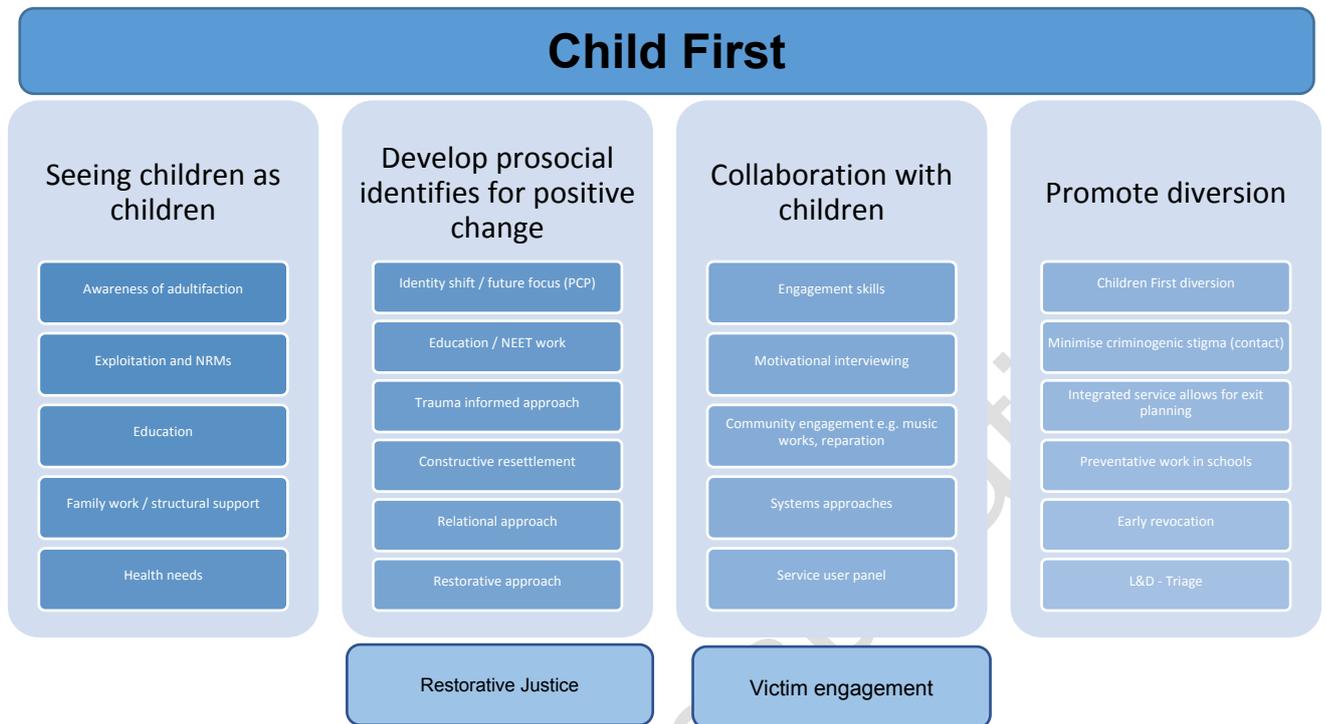
The strategy to achieve this is based around training and developing our own staff to have a greater understanding of how to apply Child First in practice. However, this needs to extend beyond our own service, and we need to share and disseminate evidence and research to support the best interests of children with other partners, board members and the community, bringing them with us, in creating opportunities for change for some of the most disadvantaged children in our community.

2. Local context

Gloucestershire is a semi-rural county in Southwest England covering an area approximately 1,649 square miles. The county has two major population centres in Gloucester and Cheltenham and 4 other districts, Stroud, Tewkesbury, Cotswolds, and the Forest of Dean. Gloucester and Cheltenham are the most ethnically diverse areas of the county. The 10-17 population of Gloucestershire is 56,312 of which around 7% are children from black and minority ethnic backgrounds.

In Gloucestershire, the Youth Justice Service (YJS) is incorporated within targeted youth support through the County's Youth Support Team (YST), a multi-agency, multi-disciplinary service, commissioned by Gloucestershire County Council and delivered by Prospects, part of the Shaw Trust Charity. This integrated model allows support to be delivered at the earliest prevention stages or equally sustained beyond the young person's Court Order. It also reduces the stigmatising impact that stand alone YJS's can have as well as creating a more integrated plan for the children in the service. The overarching aim is to support children to achieve their potential and prepare them to make a successful transition to adulthood.

3. Child First



Child First in Practice

The Child First evidence base is fundamental to the work delivered with children in the justice system in Gloucestershire. The above diagram illustrates how the various approaches used with children and families in Gloucestershire are linked to the Child First Tenets.

We recognise that Children who offend are often themselves vulnerable and that traditional criminalising sanctions can be ineffective, inappropriate, and disproportionate. Gloucestershire Children First diversion scheme continues to divert children away from the Criminal Justice System and we continue to push boundaries and challenge traditional cultural and systemic responses to youth offending in the interests of children, young people, and the wider community. We monitor the effectiveness of Children First using local data to analyse reoffending rates. These have consistently been lower than the national data for Youth Cautions and all other formal sanctions.

The Children First diversion system has also developed a return from court process for children who may have provided a no comment interview to the police and been charged to court. This option allows the YJS duty officer, CPS and defence to collaborate in the best interests of the child. The YJS recognises the developmental stage of a child and how this impacts the decisions that they make. This is considered by giving children more than one opportunity to be diverted, recognising progress that has been made and diverting offences after a period of desistance or returning from court if the child has changed their mind about admitting responsibility.

Child First is not limited to diversion and is evident across Youth Justice practice in Gloucestershire. A recent area of development is how the service uses the term Child in discussions with partner organisations to continually remind them of the responsibilities they have to this cohort of children which can be forgotten through the adultification in terms such as adolescent or young person. The YJS also recognises how responsabilisation of the child can happen and aims to practice in a systemic way, incorporating families and communities in to the support for children. This includes working with education settings and advocating for the rights and needs of children in the justice system.

The YJS have developed and are in the process of rolling out training for the service around identity shift. This draws on the identity shift research from Beyond Youth Custody and combines this with the evidence base of Personal Construct Psychology and Motivational interviewing to give practitioners skills they can use with children. While work is still in the early stages the initial feedback from practitioners has been positive. There is a strong belief within Gloucestershire YJS of the benefits of supporting children to develop pro-social identities. This has been included in the training for the new panel volunteers but is also considered in other areas of work such a reparation. While reparation continues to have benefit to the community, the YJS is looking at ways that this can also be used to support positive pro-social identities through the tasks completed. Examples include using a workshop to support children interested in construction skills or cooking activities which can support the development of an identity related to catering. These options are available to the children in the service but the decisions about what takes place, or the development of the identities is co-constructed with the child based on their interests or what they would like to try or explore.

Gloucestershire has established a process for identifying concerns around exploitation and National Referral Mechanism (NRM) submitting. The strong working relationship the service has with the courts in the area ensures that children who have been exploited are given the support they need with minimal criminogenic stigma. The YJS is a partner in the development of a wider exploitation strategy for the county.

Gloucestershire have recently received funding and have become part of a wider southwest project developing the trauma-informed approach and enhanced casework model. This is an exciting area being developed in conjunction with other YJS's across the southwest including the implementation of the Trauma Recovery Model. The team have received YJB trauma-informed training and through funding via Shaw Trust, are in the process of receiving enhanced trauma training from Dr Anna Draper.

4. Voice of the child

The voice of the child is integral to the service offered in Gloucestershire; however, we acknowledge that this is an area for continual development. There is a regular, quarterly

Feedback Fortnite where additional focus is provided to encourage children to provide anonymous feedback for their experience of the service. This feedback is collected and used to guide service development. The feedback from children consistently demonstrates that the workers in the YJS are strong at using relational based practice and the benefits that children derive from the relationships. There is also a strong recognition that the support they receive creates positive change in their lives. However, there are more mixed responses around their own understanding / articulation of what needs to happen next in their lives and the pace that this should happen. This is feeding into conversations within the service around the shift to a Child First approach to contact, replacing the scaled approach levels of intervention.

The YJS have a strong audit process in place. This includes a minimum of two youth justice cases being audited each month. The independent manager will contact the child and parent/carer to give them an opportunity to provide feedback / their views. This information has been aggregated and shows that children found the relationships with the work was positive, they felt better about themselves, some reported feeling safer and comments were about enjoying the content of sessions. Other children reported that they valued the links into community-based provision such as Music Works.

Children supported by the service are reporting that there are range of issues within their communities such as exposure to criminal behaviour, the disruption of illegal drugs and poverty in some cases. This has been valuable to the development of the service and is an area of work that needs to develop further to understand their diverse needs and lived experiences.

The service recognises that the past two years have been particularly challenging and would like to expand the integration of children in the design and development of the Youth Justice Service and the wider Youth Support Team. The ambition over the next year is to establish a Youth Board for the whole of the Youth Support Team comprising children who have experienced the service. This group will also have the opportunity to feed into the Youth Justice Management Board to assist with strategic decision making.

5. Governance, leadership and partnership arrangements

The Youth Justice Management Board (YJMB) have oversight of the effectiveness of Gloucestershire YJS and provides strategic direction. It is chaired by the local authority's Director of Partnerships and comprises of senior representatives from the National Probation Service, the PCC, District Councils, Police, Health, Children's Social Care, Restorative Gloucestershire, Education, Courts, Prospects (commissioned as the YST which incorporates the YOS), Commissioning, Early Help and the YJB. The Board meets quarterly and oversees the quality of delivery and its success in terms of delivery key aims and objectives.

The YJS Head of Service reports into the Operations Director of the Youth Support Team who is, in turn, accountable to the Assistant Director Commissioning and GCC's Director of Children's Services.

The YJS is part of an integrated service, and the Head of Service has responsibility for a portfolio of services including all Youth Justice related activity, targeted and open access youth work and activities, and the Liaison and Diversion service. Delivery is via a structure comprising small multi-disciplinary teams to ensure that a child's journey is seamless (See Appendix A structure chart).

This work also sits within the wider YST portfolio, which delivers a variety of services to vulnerable young people. The inclusion of the YJS staff in this integrated model enables the sharing of expertise and transferable skills that allows for a more co-ordinated and timely response to individual young people who often have multiple and complex needs.

In addition to the Youth Justice Management Board, the YJS Head of Service also sits on the following Boards - Gloucestershire Criminal Justice, Gloucestershire Prevent, Channel Panel, MAPPA, Safer Gloucestershire, Serious Organised Crime Prevention Strategic, and Restorative Gloucestershire. Safer Gloucestershire provides the strategic framework for county-wide community safety activity including Youth Justice and provides a forum for the discussing issues that cannot be resolved within the YJMB.

The Gloucestershire Safeguarding Children Partnership (GSCP) receives performance information on youth justice.

6. Resources and services

Agency	Staff Costs	Payments in kind revenue	Other delegated funds	Total
Local Authority	£891,708		£141,501	£1,033,209
Police Service		£62,000		£62,000
National Probation Service		£7,750	£5,000	£12,750
Health Service	£191,220	£194,000	£30,344	£415,564
Police & Crime Commissioner	£160,527		£25,473	£186,000
YJB	£480,807		£67,226	£548,033
Other				£0
Total	£1,724,262	£263,750	£269,544	£2,257,556
Note data from the 2021/ 22 plan to be updated				

Gloucestershire YJS use the Youth Justice grant, partner contributions and available resources to deliver the Youth Justice Service and believe this will produce the following benefits and outcomes.

Our performance will be improved in 2022/23 by reduced reoffending rates and reduced first time entrant numbers. We are aware that custody numbers are likely to increase next year due to a few children currently remanded for serious offences.

7. Progress on previous plan

The previous plan aimed to continue to reduce the custody numbers, while the custody rate remains low, there are currently several children remanded to custody for serious offences. They are likely to be sentenced in the coming year and this will impact the custody numbers. This is indicative of a need and plans for the service to work more closely with partners to both prevent serious offences and to offer robust alternatives to custody.

The previous plan aimed to maintain low FTE rates. Gloucestershire continues to do this in comparison to national figures. However, this has increased in the past year and has been driven by an increase in the use of Youth Conditional Cautions, weapons related offences and traffic offences. The YJS is working with partners to address this emerging issue, as it is clear from the re-offending data that a Children First intervention is more effective in reducing the risk of further offending behaviour than Youth Conditional Cautions.

The previous plan aimed to develop the offer for victims and restorative work through collaboration with Why Me. Since this work, the service has developed the co-ordination and co-allocation of restorative justice work between the YJS victim worker and Restorative Gloucestershire, a local restorative organisation. They have provided restorative justice training to the YJS victim worker, skills sharing, group supervision and co-working of cases. The service now aims to contact all victims prior to the initial diversion panel so that victims' voices are evident in decisions and decision making. The regularity and feedback to victims has been greatly improved over the past year and this is ensuring more expedient resolution of diversion interventions with police colleagues.

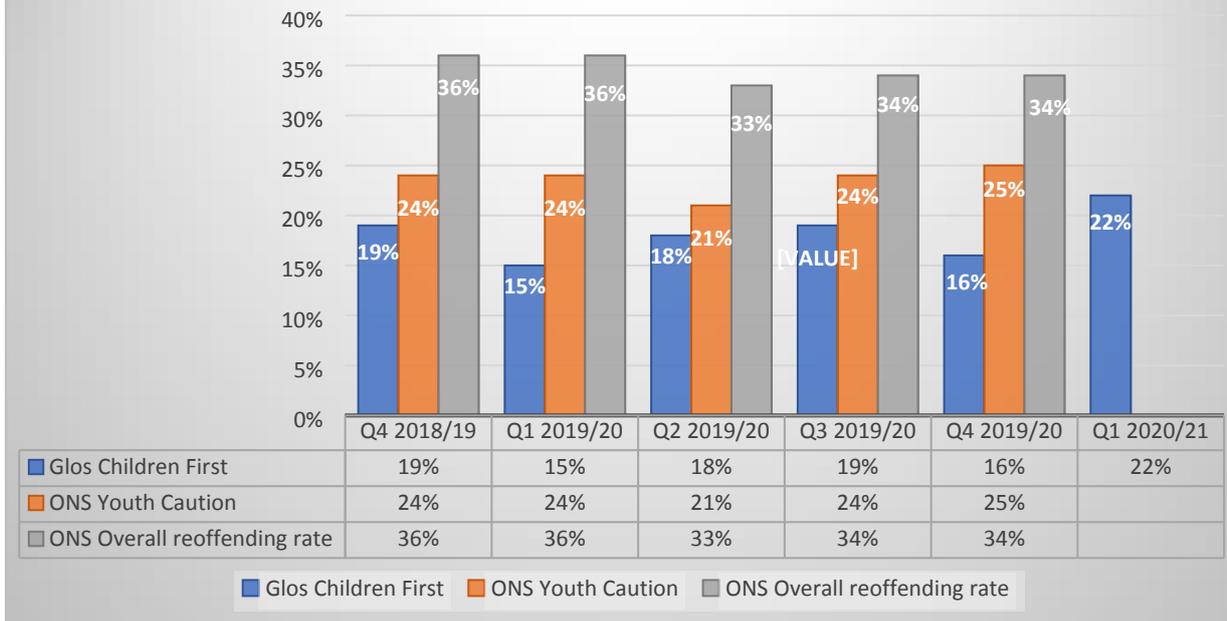
8. Performance and priorities

Performance

This section details the performance

Include data here on FTE, Reoffending, Custody, education

Ongoing *Children First* reoffending rate tracker



Children First Reoffending Tracker

This chart shows the reoffending by quarter for Children First (including second or subsequent CFP) in blue compared with national reoffending data for Youth Cautions (orange) and the overall national reoffending rate (grey).

In the year April'19 – March'20 a total of 210 CFP's were issued with a reoffending rate of 17%. The reoffending rate has consistently been below the National Youth Caution reoffending rate. The increase in Q1 2020/21 is likely to be related to the Covid-19 pandemic – while the same number of children reoffended as the previous quarter the cohort was smaller. Multiple factors are likely to have impacted this such as the Joint Decision Making Panel (JDP) focusing resources on children with the greatest need and children for minor offences.

Custody

Custody rate per 1,000 of 10 – 17-year-old population	Gloucestershire	South-West	YOT family	National
Jan 21 – Dec 21	0.03	0.05	0.05	0.11
Jul 20 – Jun 21	0.03	0.06	0.05	0.14
Apr 20 – Mar 21	0.09	0.06	0.06	0.13

Jan 20 – Dec 20

0.12

0.07

0.07

0.15

Between January 2021 – December 2021, 0.03 per 1,000 10 – 17-year-olds in Gloucestershire were sentenced to custody. This equates to two young people.

One was a 2year, 4month sentence for wounding with intent and possession of an offensive weapon. The other was a 4month DTO for 3 offences of Common Assault, Criminal Damage and Threats to Kill, there had been extensive prior support for this child on community orders.

One was female and of dual heritage and one was male and of dual heritage.

Priorities for the coming year

During the coming year, 2022/23 that priorities for the service are to provide a high-quality service to the children, families, victims and communities in Gloucestershire this will be achieved by:

- Working with partners to expand the range of offences that can be diverted. This will reduce the FTE and result in the criminalisation of fewer children and will be achieved through a reduction in the use of YCC's through the development of a shared understanding of the robust diversion offer made to children through the Children First system.
- Addressing the multiple and complex needs of the children that continue to reoffend. This has been an emerging issue for the service since the diversion system resulted in a higher concentration of children with complex needs in the statutory cohort. However, while these children do have complex needs, they will also have multiple strengths. The development of strong assessment and planning skills that draw from the Child First evidence base and trauma informed practice, combined with strong partnership working will aim to reduce this number in the live data and in official data in the coming years.
- While the service is aware that custody numbers are likely to increase in the coming year due to the number of children currently remanded for serious offences it is hoped that these are isolated incidents. The wider work for the Youth Justice Management board and other local priorities such as the County Exploitation Strategy will hopefully both reduce and prevent further serious offences that result in custodial sentences.
- An area of emerging need for the county is around serious violence committed by children. In the past year there have been two very serious offences where children have been involved. The YJS recognises that there is a need to work effectively with these children while also having a strategic vision to prevent

children becoming involved in these types of offences. To address this need there is the development of a countywide exploitation strategy which will bring together local partners to both safeguard children while disrupting and pursuing the exploiters. In addition, the YJS and wider YST are working with local voluntary organisations to develop prevention and education work, including group work in community and educational settings, however resourcing for expanding this is currently challenging.

- Education is a universal right for children. However, for many children involved with the YJS they do not have or are not attending a suitable education placement. There are concerns about the number of children with EHCPs who do not have an education placement. This will be addressed through the reestablishment of the education subgroup. The Director of Education for the LA and YJMB member is fully engaged with the YJS to address emerging issues.
- The YJS have an early help offer which provides some provision for Targeted Prevention which the service aim to expand over the coming year. However, there remains a need for an early prevention offer that avoids the unnecessary criminogenic stigma associated with the YJS. The YJS, while being well skilled to work with children with complex needs are not currently resourced to deliver a comprehensive early prevention offer. The aim for the coming year is to develop a strong partnership with Families First (Gloucestershire's Supporting Families Team). The vision is to embed senior leaders from the Families First team into the wider Children's First diversion team. This will enable support for children and their families who have a No further action (NFA) outcome without the conflict of needing a justice disposal to obtain this support. However, the YJS will need to offer strategic support and training to Families First to support this offer.
- The YJS aim to continue to develop the excellent work of the children's pathway for Liaison and Diversion. There is now a dedicated manager with oversight of both the custody and community offer. The aim is to further these links with the Children's First diversion system so that children who have been triaged and who are having their needs met can have minimal contact from the YJS. There is a link with targeted prevention, identifying and screening those children who have received multiple NFA's but no substantive outcomes. While this has been tried previously, the pandemic prevented further development and this an area that could be innovative in the preventative sphere. The coming year will focus on reviewing the Joint Decision-Making Panel (JDP) guidance and terms of reference to ensure that the good practice is recorded, and that the system is not reliant on individuals from any partner.
- There are a growing number of children within the YJS who present with multiple and complex needs. These children are often those who are more likely to reoffend. It is notable that children with multiple and complex needs are evident in both statutory and diversionary caseloads. To develop the work around this group

of children and the challenges that they experience in their lives the service plans to introduce a complex needs subgroup to have strategic oversight. This will aim to reduce the risk of reoffending by this cohort of children through strategic direction and links with the complex needs oversight processes in the YJS and children's social care.

- The YJS and Management Board in Gloucestershire have recognised that there is overrepresentation of black and minority ethnic children, girls and care experienced children within the YJS cohort. The YJMB are committed to addressing this and are supporting the YJS in conversations with partners around the county about this issue. Work is starting to address this disproportionality at an early stage. This could include greater understanding of the issue with partners in children's service and additional efforts to engage sectors of the community, building trust within communities of services and perhaps some research with children's services to look at the outcomes for children from black and minority groups at first contact. It would also be helpful to look at school exclusion information to explore if disproportionality is evident. Addressing this issue requires an open and strategic response involving a range of partners. This will be a valuable but complex area of work to undertake so will be a theme that will be revisited in subsequent plans.
- Transitions into adult services remain a priority for the coming year, the service will explore how to build on the transition work undertaken by the seconded probation officer. There are opportunities to share learning and practice with Probation's new 18-25's POD being formed. There is currently a transition process map and in the coming year the service aims to cement the crossover from Youth Justice to Adult Services and continuity of oversight.
- The YJS are aware that there is a need to develop constructive resettlement practice. The YJS have recently had very few children released from custody under YJS supervision due to working hard to provide robust community options, reducing the numbers of children who receive short custodial sentences. However, with several children currently remanded the children receiving longer extended sentences and being released once they transition to adult services there is a need to explore constructive resettlement practice with the local probation 18-25 POD as this is developed.
- The Youth Support Team (YST) have a comprehensive health offer for children who have contact with the Justice System. This includes mental health practitioners, speech and language therapists, physical health nurse and substance misuse workers. This offer is accessible to children from the first contact with the justice system through the Liaison and Diversion offer. There are opportunities in the coming year to further develop and refine this support for children and their families including through the complex needs subgroup.

- The YJS has refined the PACE protocol in the past year and will be monitoring the application of this over the coming year through the children in custody subgroup, aiming to minimise the number of children held overnight in police custody. There will also be work undertaken around the use of appropriate adults in custody to try to reduce the use of commissioned provision and support and encourage parents / social worker who have relationships and responsibilities to the children to attend interviews. This is to avoid responsiblising the child and ensuring they have appropriate support.
- In the forthcoming year the service will have an additional two practitioners who will have completed the AIM3 training and will be able to support children who have engaged in sexually harmful behaviour alongside colleagues from the CAMHS sexually harmful behaviour team and the wider YST who have completed the AIM3 training.
- In recent years the YJS has expanded the collection and analysis of data, this has allowed for a greater understanding of overrepresentation and of understanding the characteristics of children who offend following diversion. There are opportunities to expand this in the coming years by working with Probation to explore the longer-term impact of diversion when these children enter adulthood to really gain an understanding of the reduction of crime impact. There are also opportunities to have a greater understanding of our Health data for example what is the effectiveness of the Liaison and Diversion service and understanding the impact of the referrals made to our health colleagues on the outcomes for children. This will also highlight the children who do not receive a service from our health team.
- The YJS and wider YST recognise the importance of children's contribution to planning and development of services. This will take the form of a young person panel where service experienced children will have the opportunity to input into the decision-making process but also provide their thoughts around future developments such as the use of context-based approaches for addressing exploitation. As we continue to develop our practice and Youth Panel.
- The YJS aims to continue to build on the successful development of victim work over the past year. Further innovative victim work with young people will be developed and improved recording of restorative interventions to capture the effective work that has been undertaken. Restorative Gloucestershire have made steps in this direction and are willing to support the service by sharing their experiences. The service also aims to continue to develop the reporting of data relating to victims to ensure that victim work has good oversight. The YJS attend the victim and witnesses county group, to ensure that all the work is integrated and effective.

- As part of the diversion system there is an acknowledgement that the Child First evidence base is applicable to children who are victims. The YJS are well placed to work with Victim Support to develop a deeper understanding of this evidence base. There is a strong link between children who have been victims going on to offend so this partnership could contribute to an early prevention offer. There remains work to do with gaining a better understanding of the children who are victims, the contexts in which the offences take place and how to work together with partners to address these concerns.

9. National standards

The YJS complete two audits a month, allocated randomly from the youth justice cohort. The composite findings from these are that practitioners establish strong relationships with children and that access to specialist services for children was facilitated where needed. The audits noted excellent use of the internal specialist staff, a strong understanding of trauma and demonstrated good analysis. However, areas for development include improving planning for change and while generally management oversight was good, there is a need for this to evidence increased timeliness.

Some audits have also noted that there is little resilience within the YJS when staff are absent and the impact this has on children. This was also a theme from the 2019 HMIP inspection which noted that staff were working at full capacity managing complex cases with little resilience. The short-term solution was to make use of wider YST staff in the form of one of the children and families team case officers which provided some initial additional capacity. However, there is currently recruitment activity due to internal promotions and additional responsibilities of practitioners, funded by the YJB which recognises the high quality staffing in place within the Gloucestershire YJS.

10. Challenges, risks and issues

When horizon scanning, there are several issues that could prove to be problematic for the YJS and children in the justice system. The most apparent now is an increase in serious violence offences in the past year and the need to work with partners and reassure the wider community. The high profile of the offences locally and the forthcoming trial is likely to elicit strong feelings in the community with pressure to take a more punitive but less evidence-based approach.

The service is also aware of the challenges for children with complex needs in education. Education colleagues have been consulted and have identified a link between exclusion and disproportionality. There is also some concern that the Education White Paper makes reference to a fully academized education system by 2030 and the impact this could have on supporting children with the most complex needs. There is YJS data that shows educational placements are not always available for children who have EHCPs.

The Police, Crime Sentencing and Courts Bill has the potential to reduce the use of remand and custodial sentences but proposes to increase the restrictions available in the community with a proposed maximum of 365 days ISS. While the aim of reducing custodial sentences is welcomed the additional impact of community services needs to be considered. There are also local priorities from the OPCC to increase the numbers of police officers, this could both have an impact on funding for the YJS while also increasing the number of children entering the justice system. Together these proposals have the potential to impact the quality of work delivered or the availability of prevention or diversionary services.

As a result of serious incidents in the county, there has been an increase in the use of tactical operations by police colleagues to address behaviour by groups of children involved in offending behaviour. It is essential that all work involving children takes a Child First approach, recognises children are children and is distinct to work involving adults. This needs to be integrated in the exploitation strategy for the county. When this work is delivered as a single agency response to a child who offends and/or victims of exploitation it has the potential to depart from a Child First focus. This increase in the use of tactical responses, has the potential to increase the number of children entering the justice system and a wider implication on the capacity of the YJS.

There is increasing recognition at a national level from the YJB of the benefits of early and targeted prevention work with children. While this is not directly funded currently and considering the potential for increased work from the statutory side of the service, the aim to deliver an effective and important prevention offer could be compromised.

The previous year's Youth Justice Plan identified that reoffending rates were high for a small but complex cohort of children on statutory orders. This remains a challenge for the coming year but with the introduction of more Child First based practice including identity shift work, trauma informed practice and liaison with wider strategic partners to address access to services e.g. education for these children it is hoped that their outcomes will be improved in the coming year.

The use of remand to youth detention accommodation has increased in the past year. There is national evidence that a significant number of children who are remanded to custody go on to receive community sentences and that the remand episodes disrupt the positive aspects in their life which would support long term desistance. The use of remand to local authority accommodation is a viable alternative and when well-managed, can provide evidence to the court on sentencing that a community order is viable. However, it is a challenge for our colleagues in children's services to find suitable placements for these children and more work needs to be undertaken at a strategic level to find viable solutions to these operational issues but also in developing and sharing understanding of what is effective practice for children who have offended and the wider Child First evidence base.

11. Service improvement plan

Aim	Target	Expected impact / measure
Continue to improve the Children First diversion system.	<p>Increase range of offences which can be diverted.</p> <p>Create a targeted prevention offer with Families First and wider partners</p> <p>Review JDP guidelines and term of reference to develop the role of partners in panel.</p> <p>Increased use of L&D for children who receive NFA or have been charged, arrested or voluntary interviewed.</p> <p>Reduce the use of YCC's through increased understanding of the robust diversionary offer.</p>	<p>Reduced FTE rate.</p> <p>Reduced reoffending by children. Children will have access to services to meet their needs at earliest opportunity.</p> <p>Reduction in the number of children who receive CFP diversion interventions with no increase in statutory work.</p>
Assess and address the needs of children with multiple and complex needs.	<p>All staff to have undertaken trauma training and to have an understanding to the TRM model.</p> <p>Increased use of identity concepts in assessment and planning with the aim of supporting positive identity shift.</p> <p>Consideration of Child First evidence-base and co-production even with children with complex needs.</p>	<p>Reduced binary and reoffences per reoffender rates.</p>
Minimise the number of children in custody	<p>Develop a strategic understanding with children's services around the benefits of remanding children to the care of the local authority.</p>	<p>Reduced number of children remanded to YDA.</p>

	<p>Increase use of remand to LA care to minimise children remanded to custody.</p> <p>Use evidence of successful remand in the community to support community sentence proposals in PSR's.</p> <p>Collect evidence of outcomes for children sentenced to robust community orders to demonstrate the effectiveness.</p> <p>Oversight of this area will be allocated to the custody subgroup who will feed back to the YJ management board.</p> <p>Monitor the effectiveness of the revised PACE protocol to ensure that children are not in police custody overnight unnecessarily.</p>	<p>Reduced number of children held overnight by police.</p> <p>Increased confidence and commitment by local courts and increased use of community sentences resulting in reduced number of children sentenced to custody.</p>
Reduce serious youth violence	<p>Wider YST (inc. YJS) develop the countywide exploitation strategy.</p> <p>Continue to develop the preventative offer to provide support to schools.</p> <p>Consideration of context in assessment and exploration of identity.</p> <p>Review of High-Risk Planning Meetings in line with the exploitation strategy and complex needs subgroup.</p> <p>Continued development of violence prevention panel which draws together partners to identify needs for children considered at risk of violent offences.</p>	<p>Reduction in exploitation and young people being identified as offenders as a result of activity as a result of exploitation.</p> <p>Reduction in high gravity violence against the person offences compared to previous year.</p> <p>Effective process for oversight of children with complex needs.</p> <p>Multi-agency partnership around prevention and disruption,</p>
Improved education outcomes for children.	<p>Re-establish the education subgroup which will have strategic oversight of the</p>	<p>We have the ambitious target that 100% of children will be attending suitable education, training or employment however acknowledge</p>

	<p>education of children in the justice system.</p> <p>Make use of education data to identify children not receiving suitable education or training. Particular attention needs to be given to ensure that children with EHCP's have suitable education.</p> <p>Work with partners in the local authority to champion the rights of children in the justice system to have suitable education placements.</p>	<p>that this is unlikely to be achieved in the next year and is a more long-term target.</p>
<p>Increase prevention offer in Gloucestershire.</p>	<p>Increase the number of children who received an L&D health screening by developing an offer for children who have received multiple NFA's.</p> <p>Work with partners in Families First to offer training and consultation from the YJS to support Families First in delivery on early intervention prevention work.</p> <p>Development of targeted group work offer for schools that is based on the Child First evidence.</p>	<p>Reduction in children receiving diversion and statutory outcomes in the community.</p> <p>Children entering the Youth Justice system with fewer unmet needs.</p>
<p>Address over-representation in the youth justice system.</p>	<p>Data from previous years has evidenced that children from black and minority groups, care experienced children and girls are overrepresented in the youth justice cohort in Gloucestershire and progress at reducing this will be monitored by the Youth Justice Management Board.</p> <p>Increase the number of children from Black and minority backgrounds receiving diversion through return from court and the availability of</p>	<p>Fewer girls are evident in the statutory caseload.</p> <p>Fewer children from black and minority backgrounds give no comment interviews resulting in greater use of diversion.</p> <p>Longer term reduction in exclusion from school for all groups currently over-represented in the youth justice system.</p> <p>Longer term reduction in overrepresentation in the youth justice system.</p>

	<p>second diversionary offer and reduction in use of YCC's.</p> <p>The work being undertaken with the complex need and education subgroups will also impact on overrepresentation.</p> <p>A reduction in the use of YCC's will hopefully reduce the number of girls becoming first time entrants as the most recent data indicated that they were strongly overrepresented in this small group.</p> <p>There is ambition to undertake a research project with the local university to explore the early experiences children from black and minority groups have with children's services.</p> <p>There needs to be a strategic plan to build trust and oversight of responses provided in local services with families from black and minority communities.</p> <p>The work that the YST are planning to complete in schools could be expanded to work with school leaders and children's services to explore the issues that result in overrepresentation in educational exclusion. Can draw on the good practice in schools guide published by the London Councils.</p> <p>Development of training materials and tools with the involvement of children with lived experience to support partners in their understanding of the issues for children from black and minority groups.</p>	
Improved outcomes for children who	Monitor the effectiveness of the transition process map in	Reduction in the number of children who struggle with the transition to

<p>transition to adult services.</p>	<p>ensuring smooth transition into adult services.</p> <p>The development on 18-25 POD in Probation will provide an intermediary step for children as they move into Probation.</p> <p>There remains work to do in the coming year with the transition for children into adult health provision once they become 18. There is opportunity to link this with the development of the 18-25 POD.</p>	<p>probation evidenced through reduced compliance issues.</p> <p>Young adults in Probation continue to have access to address health needs identified in the Youth Justice system.</p>
<p>Improve the application of constructive resettlement in practice.</p>	<p>In recent years there have been fewer children reviving short custodial sentences in Gloucestershire meaning that most who received custody receive longer sentences and have transitioned to Probation on release. This means that while the YJS have a good understanding of constructive resettlement this would be beneficial are part of the 18-25 POD development with Probation.</p> <p>The YJS have taken the approaches advocated for in the Beyond Youth Custody literature and applied this with children to help encourage identity shift prior to a custodial sentence.</p> <p>There is also the opportunity via the board to make use of the lessons from constructive resettlement and use this when Children are placed in care, either through the courts or on welfare grounds.</p>	<p>The 18-25 POD in Probation have a strong understanding and are able to apply constructive resettlement in practice.</p> <p>The YJS develops and delivers support to both Probation and children's services colleagues about how to make use to constructive resettlement theory with their individual cohorts.</p>
<p>Children in the justice system have their health needs met.</p>	<p>The YJS have access to a comprehensive health offer for children. We aim to develop a better understanding of the barrier to participation with health colleagues and the</p>	<p>The YJS know the number of children who have been referred to the health team and the number of referrals that have been accepted.</p>

	<p>impact that this has for children.</p> <p>The L&D service is a health funded provision and Gloucestershire is well placed to monitor the effectiveness of this support in reducing further offending.</p>	<p>There will be a greater understanding of the effectiveness of health-based support for children in reducing offending behaviour.</p> <p>L&D reoffending data will be included in the management board report.</p>
There is strategic oversight of the sexually harmful behaviour strategy.	Conversation between the Youth Justice Management Board and Gloucestershire Safeguarding Children's board to ascertain which board will oversee this area of work.	There is clear strategic oversight of sexually harmful behaviour in the county.
The data collected by the YJS is effectively analysed and used to improve services for children.	<p>Collect and analyse data on the effectiveness of L&D provision in reducing offending.</p> <p>Work with colleagues in probation to understand the long-term impact of diversion on offending in adulthood.</p> <p>Improve the understanding of health data to understanding the children receiving a service and the impact that this has for them.</p>	Improved reports to the Youth Justice Management board that shows an understanding of the impact of a range of work undertaken in the YJS.
Improve the participation of children in the development of the service.	Establish a young person's participation board for the YJS and wider YST where children who are service experienced can provide their unique insight and observations on decisions being made at a strategic and operational level.	<p>The board is established, and the outcomes are feeding into the Youth Justice Management Board and strategic direction for the county.</p> <p>Information is utilised in conversations with partner organisations when considering the impact decisions have for children.</p>
Improved offer for children who are victims of crime.	Training, practice sharing offer and Diversion panel support to be made to Victim Support to guide their work with child victims in a Child First approach to, identifying and addressing needs as evidence shows that children who offend are often victims themselves.	<p>Reduced first time entrants.</p> <p>Impact on reduced serious youth violence.</p>

Improved integration and community engagement by the YJS.	The YJS aims to support pro-social identity shift with children through integrating them with their communities to build relationships and community integration. This could take the form of positive reparation opportunities that support identity shift, work experience placements or positive community activities that support long term desistence.	The YJS have a range of community resources available that can help support pro-social identity shift with children in the justice system.
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Workforce Development

In the coming year the focus for workforce development will be around developing a greater understanding of the Child First evidence base and how this can be applied in practice. There are several planned activities that will support this in the coming year that includes:

- Youth Justice development day – Child First
- Unitas Child First Module
- Identity Shift training
- Trauma informed training from both the YJB but wider through Dr Anna Draper
- Revised volunteer training based around Child First
- Revised specific Referral Order panel volunteer training
- There are also 2 staff who are undertaking the AIM3 training.

The above training opportunities are in addition to the wider YST annual training plan and the numerous Shaw Trust training and development courses, therefore ensuring that both specific and more generic understanding is maintained to a high standard.

Additionally, it is expected that there will be new case managers joining the service in the coming year which will require that indication and training to be reviewed to incorporate the Child First evidence base and how to apply this in practice.

The YJS will also offer to deliver and support training for partners including Families First and Victim Support around Child First and how to work with children with multiple and complex needs.

The Gloucestershire YJS have also provided and will continue to provide workshops and training to local externally funded organisations, to aid their understanding of the CJS and diversionary work in Gloucestershire. This benefits the children who have contact with both provisions as all involved have a clear understanding of the processes that they are involved in.

Board Development

The Youth Justice Management board will be developed through the re-establishment of the following subgroups.

- Complex needs subgroup
- Custody subgroup
- Education subgroup

12. Evidence-based practice and innovation

The YJS in Gloucestershire have been developing their understanding of the Child First evidence base and how this should guide practice within the service. The aim is to develop both a practice model that is concordant with Child First while supporting practitioners to develop a deeper theoretical and practical understanding of Child First and how this can be applied in practice. This could include the consideration of both individual and structural support to address identified need. The focus for the service is about identifying and addressing the needs of the children who enter the justice system.

The YJS have recently begun to develop training for practitioners around understanding identity and identity shift. This approach integrates the identity shift ideas incorporated in the Beyond Youth Custody research with an understanding of constructs from Personal Construct Psychology. This work aims to equip practitioners with skills to develop a better understanding of identity in assessment and planning alongside practical skills that can be used with children and families to support them on their identity shift journey.

Gloucestershire has a well-established diversion system, Children First, in place that has evidenced low levels of recidivism. There are innovative links between this element of the service and the liaison and diversion practitioners. The L&D screening is used to support diversionary decisions and where work to address needs has been undertaken prior to panel matters can be discontinued at this stage. In more complex situations that assessment and any participation by the child is used as evidence of their willingness / capacity to take part in a diversionary intervention. There is a concerted effort within the service to take a proportionate response to children who are diverted with a range of pathways available depending on their level of need. The innovative links continue with the direct support of the health team within the YST and in particular the substance misuse specialists with young people who come through Children First with issues of use which affect their offending behaviour.

In the statutory cohort there is a focus on diversion and proportionality. This takes the form of ensuring that plans address the needs of the children and that early revocation

is considered where children have completed the required work and there is a robust plan in place to ensure that their needs are met.

Gloucestershire is unique as it is an integrated service that is commissioned from a charity, the Shaw Trust, which provides scope and opportunities to draw on experience from outside of the county. The integrated nature of the service allows for exit planning and links with other professionals in the service for example NEET specialists who can support children into employment or further training, aiding their long-term desistance away from the justice system, youth work and an activity team that can support on going positive activity, substance misuse specialists who can support desistance of use and therefore the impact of that use on positive outcomes.

The YJS have an established a partnership with a community project, Music Works, who support and mentor children who have experienced challenging circumstances using music. Music works and the YJS work in partnership with part-time programme officer and senior Youth Justice Case Officer time being funded by the organisation. The YJS have access to a specialist programme that has been designed around the needs of children in the justice system. This continues to be a developing area of practice and the two parties are exploring how to track and evaluate the longer-term outcomes of children who have made use of this innovative approach. This partnership demonstrates the value of wider integration with community services and is an area that the YJS plan to continue to cultivate over the coming year for the benefit of children in the justice system.

13. Looking forward

This is an exciting time for Youth Justice in Gloucestershire as we leave the pandemic-imposed restrictions behind and embrace a new, more outward looking approach to addressing the needs of children in, and on the periphery of the justice system. Child First is the guiding principle driving the service forward to understand and meet the needs of some of the most vulnerable and complex children in our community. The aim of the service is to put children first and work with partners to create a safer and more equitable county where every child can receive the help and support, they need to fulfil their potential. This is clearly an ambitious aim and will require collaboration and pragmatism in working with both strategic and operational partners. However, this is what the children we work with deserve and we should not be dissuaded because of the complexity or challenge of the task.

The key areas of focus for the coming year are:

- Reduce first time entrants
- Reduce reoffending rates (binary and reoffences per reoffender)
- Reduced custody (police, remand and sentenced)
- Reduced serious youth violence

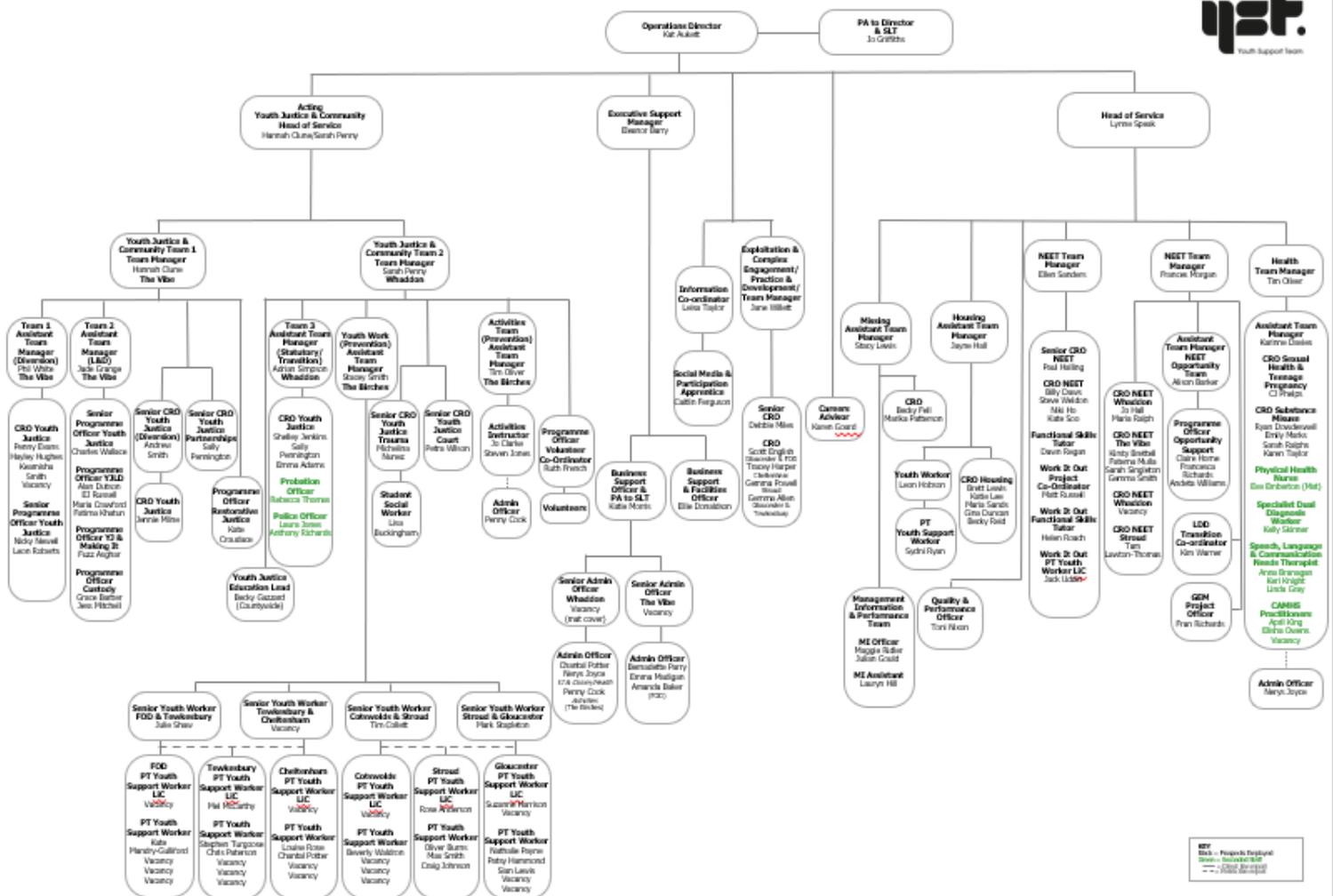
- Improved education attendance and attainment
- Increased prevention
- Reduced over-representation
- Improved understanding of health outcomes
- Strategic oversight of sexually harmful behaviour
- Improved use of data
- Improved community integration
- Better support for children who are victims of crime
- Developing a young person's participation board

14. Sign off, submission and approval

Chair of YJS Board - name	
Signature	
Date	

15. Appendix 1 (Page 10 of the Guidance) *Outline of full board membership, including attendance, job title of the board member and dates of board meetings should be included in Appendix 1*

16. Appendix 2 – Service Structure Chart (Page 10 of Guidance)



17. should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.

Draft for consultation

Common youth justice terms, please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	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.
Child First	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
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for

	low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPP	Multi agency public protection arrangements
MFH	Missing from Home
NRM	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
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	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
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs

STC	Secure training centre
SCH	Secure children's home
Young adult	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.
YJS	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
YOI	Young offender institution