



2021 - 2022

# **STRATEGIC YOUTH JUSTICE PLAN WIRRAL YOUTH JUSTICE SERVICE**

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## Foreword

This has been an extraordinary year for all of us, and whilst working with fellow members of the Youth Justice Management Board to develop this strategic plan, we have reflected on both the challenges of the past 12 months and on our collective achievements. We pay tribute to the individuals, teams and services that have worked on behalf of our young people to prioritise their safety, maintain wherever possible business-as-usual, and continue to work in their best interest throughout unprecedented times. We know from both local and national surveys that the Covid-19 pandemic and lockdown periods were particularly hard for young people, that their daily lives and normal opportunities have been significantly impacted. As Chair of the Youth Justice Management Board, I have been impressed and inspired by those practitioners and services who throughout the year have kept the young person at the centre of their work.

Responding to the Covid-19 pandemic was not the only new experience for the Youth Justice Management Board and Youth Justice Service. At the time of publishing our previous plan for Covid Response, services had only recently transferred from the Council's Neighbourhoods Directorate into Children's Services. In hindsight, this transition was fortuitous, not only as it strengthened working practice with the Contextual Safeguarding Service, but it enhanced oversight and collaboration with wider Children's Social Care teams as we worked together to support those identified as vulnerable throughout lockdown. This included establishing a Vulnerable Children Panel and CME25 Group (Children Missing Education), which have supported young people in accessing education during this period.

The Youth Justice Management Board, which was refreshed following the transition, has benefitted from several new members who have been eager to learn and grow into their role. It has been a pleasure to work with our new board, who are asking lots of questions, making links between the work of the board and their own agencies, and supporting each other to better understand the functions of the wider system. I am excited by our potential, as a growing partnership, to deter young people from crime and to ensure that those who do enter the criminal justice system are given the right support, encouragement, and opportunity to change and achieve their best possible outcomes. Our board is committed to a 'child-first' approach.

As a Youth Justice Service and a partnership, we are learning, and we have benefitted from the case studies shared by practitioners, feedback from young people, and the experience of other local authorities and thematic experts. We are committed to creating a culture of openness, transparency, and continuous improvement. This strategic plan outlines our challenges, risks, and issues, and we are motivated to meet those. Over the next 12 months we will continue to be proactive in seeking learning and expertise, we will continue to strengthen our quality assurance processes as board members exercise their roles as National Standard Leads.

We anticipate that the next year will be an exciting and busy period. Wirral Council and Partnership for Children, Young People and Families, have adopted a Policy Statement and Framework for Prevention, which commits to working with residents at the earliest possible opportunity. We intend to use this to benefit Youth Justice Services by strengthening our prevention approach with links to the new Youth Offer, innovative Breaking the Cycle programme, and Safer Adolescence Strategy. We are proud of our achievements in working towards Enhanced Case Management and that the experiences of the Youth Justice Service are influencing the borough-wide approach to understanding Adverse Childhood Experiences and delivering Trauma Informed Practice.

This Strategic Youth Justice Annual Plan outlines our commitment to delivering high-quality, value-for-money services that deliver better outcomes for children and young people in Wirral and is a forward step in our ambition of equity and inclusion for all.

I look forward to working with young people, partners, and the Youth Justice Management Board over the coming months- together we will secure brighter futures for our children and young people.

**Elizabeth Hartley**  
**Chair: Wirral Youth Justice Management Board**

## 1. Introduction

Each Local Authority is required under the Crime and Disorder Act 1998 to have a Youth Justice Plan that sets out how local Youth Justice Services will be delivered within the available resources. This document sets out our strategy, plans and priorities for 2021-2022, which directly aims to prevent offending and re-offending by children and young people.

In preparing this plan, cognisance has been taken of the Youth Justice Board Strategic Plan 2021-2024. In considering priorities and key performance focus, regard has been taken of the HMIP Annual Report 2020, The Wirral Plan, and linked strategies as per Sections 2 and 5 of this document.

### Strategic Vision

#### Wirral Youth Justice Vision Statement

- For our young people involved, or on the cusp of, the Criminal Justice System are seen as “Children First, Offenders Second”.
- For our young people to be treated fairly by the youth justice system; and receive help that recognises their individual needs and builds on their strengths, through statutory work or preventative support.
- To bring about change for our young people and their families, so they can contribute fully to society and live a brighter future, in safe and pleasant communities.

### Purpose and Aims

Wirral Youth Justice Service (YJS) is committed to contributing to a fair and effective Criminal Justice System whilst providing a quality service which is effective, efficient and value for money.

The overall purpose is to prevent young people offending but once in the Criminal Justice System to accurately assess and offer high quality interventions to young people to reduce crime and to protect victims (and support improving outcomes),

We aim to ensure that we will:

- Prevent offending and divert young people away from the Criminal Justice System.
- Reduce Re-offending.
- Reduce Custody rates.
- Improve sustainable outcomes for young people.
- Protect the public from the harm that young people can cause.
- Support victims.
- Work to ensure custody is limited only for those young people whose risk cannot be managed in the community.
- Promote the welfare and safety of children within the Criminal Justice System.

## Principles

The principles underpinning our service are:

- Respect for young offenders as young people.
- Young people's view is integral to service provision.
- Regard for the safety of the public as a priority.
- Provision of a fair and equitable service to young people, parents/carers, staff, victims, and the wider community.
- Respect for diversity, respecting the needs and rights of victims, children, young people, and their families.
- Valuing staff as our most important resource.

## Equality, Diversity and Inclusion

The Strategic Vision for Wirral Youth Justice aims '*For our young people to be treated fairly by the youth justice system; and receive help that recognises their individual needs and builds on their strengths, through statutory work or preventative support*'.

The public sector equality duty, set out in section 149 of the Equality Act 2010, requires public bodies to address diversity and equality issues. In doing so, the Wirral YJS must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

As a Youth Justice Service, we must consider how the way we work and what we do can affect different groups in different ways. Unless we do this, we are unlikely to achieve our vision and can inadvertently contribute to greater inequality.

In delivering this aspect of the vision, Wirral Youth Justice has the following overarching Equality Objectives:

- To remove or minimise disadvantages suffered by children due to their protected characteristics.
- To take steps to meet the needs of children from protected groups where these are different from the needs of other children.
- To encourage children from protected groups to participate in ways that meet their needs.

The YJMB quarterly performance reports and dashboard data help identify themes linked to protected characteristics, such as gender, ethnicity and disability. Delivery of the Equality Objectives feature within the YJ Improvement Plan, at section 7. This information can then be used to ensure we continue to meet the requirements of the Public Sector Equality Duty.

## **2. The Wirral Plan**

A refreshed five-year Wirral Plan has been developed to take account of the changed social and economic landscape due to the pandemic and to set out what the Council's priorities will be and how we will transform the way we provide services between 2021 - 2026.

The 2021-2026 Plan sets out the main areas of focus and activity against priorities that are realistic in the current local authority climate. Similarly, this plan takes into account the reduction in resources. The Wirral 2021-2026 Plan focuses on the delivery of the following:

- Brighter futures for all regardless of their background.
- Safe and pleasant communities that our residents are proud of
- Active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives.
- A thriving and inclusive economy, creating jobs and opportunities for all
- A clean-energy, sustainable borough, leading the way in tackling the environment crisis.

The YJS Strategic Plan aims to contribute to the wider Corporate and Directorate objectives by providing an efficient service that prevents and diverts young people away from criminal justice, intervenes effectively to prevent re-offending and reduces the use of custody for young people. Effective and committed partnership working will ensure local delivery effectively meets targets and achieves positive outcomes for the young people, families, victims, and the wider community in Wirral.

The Youth Justice Service and Youth Justice Management Board are cognisant of linked strategies across the Community Safety Partnership (Safer Wirral Strategy) and the Wirral Safeguarding Children's Partnership's (WSCP) Safer Adolescence Strategy 2021-2023. Section 5 highlights the specific links to these forums. It has been the intention of the Youth Justice Management Board to strengthen strategic links and draw attention to the specific needs of young offenders wherever appropriate, including within the Early Help Strategy, development of the Youth Offer, the partnership domestic abuse strategy, and the Council-wide Prevention Framework. The Youth Justice Management Board has been purposeful in its participation in key working groups such as the Adverse Childhood Experience and Trauma Informed Practice Working Group.

## **3. Resources and Services**

Wirral YJS continues to be funded by its statutory partners including the Council (Children's Services), Health, Police / PCC, and Probation. Contributions from Health, Police, Police Crime Commissioner and Probation 2021/22 contributions remain the same as the previous financial year. The Junior Attendance Centre Annual Grant from the Youth Justice Board has also been maintained for 2021/22.

We continue our partnership with Career Connect (formerly Connexions) with attached personnel in the service. The YJS continues to receive a financial Health contribution as well as

personnel from substance misuse services and a School Nurse who oversees the YJS Health Clinic. Wirral YJS have a CAMH's therapist based within the Service three days per week, as well as access to the Criminal Liaison Mental Health Team. Additionally, we have an Educational Psychologist based within the service for two and half days per week, who has taken a lead on our newly developing Trauma Lead Interventions.

Wirral YJS continues to comply with the minimum staffing requirements set out in the Crime and Disorder Act 1998. We are privileged to still have a Prevention Service embedded within the Youth Justice Service which has had a positive impact on reducing First Time Entrants (FTEs) into the Criminal Justice System, year on year.

Wirral YJS also oversees the use of the Local Authority's budget provided to meet the cost of young people remanded to the secure estate, transferred under the provisions of the Legal Aid, Sentencing and Punishment of Offenders Act 2012. The allocation received for 2020/21 was £85,213 which failed to meet the cost of all remands to the secure estate, additional costs fell to the YJS.

Should the period 2021/22 follow the same pattern as 2020/21 in terms of remand award and expenditure, the Youth Justice Service will need to meet these costs. At the time of writing this strategic plan the award for 2021/22 is yet to be confirmed.

In Table 1 'Partner Contributions to the Youth Offending Partnership Pooled Budget' (**Appendix 1**) shows the financial, staffing, and in-kind contributions made by local partners. In addition, Wirral YJS Structure chart (Staffing Chart 'B7 & B8' **Appendix 2**) highlights the staffing information in relation to organisation, gender and ethnicity.

All the Good Practice Grant will be spent on its intended use and Wirral YJS gives a commitment to using YJB allocation in line with the terms and conditions of the grant.

The Good Practice Grant is used specifically for the delivery of youth justice services including delivery of activities and effective specialist interventions such as Harmful Sexual Behaviour and the implementation of the Child to Adult Violence programme. The Service has continued to support their core duties as well as developing the wider priority key areas. This will support delivery of performance as set out in the Performance and Priorities Table at Page 24.

The Good Practice Grant also supports ongoing staff development for general development and responding to new themes and issues. This includes the Cross-Training Group (CTG) training plan for 2021/22 which was agreed by Greater Merseyside YOT Managers and recognises the refresher training and emerging training needs of YJS staff for the coming year and beyond. In addition, Wirral also has specific local issues and training plans which the Grant supports and various in-house training courses such as AIM training, Trauma training, working towards enhanced case management, Child to adult violence training Refresher PSR Training and Intervention training.

## 4. Governance, Leadership and Partnership Arrangements

### Governance and Leadership

The Youth Justice Service is a statutory service, as required by the Crime and Disorder Act 1998, to provide youth justice services as a statutory multi agency partnership between the Local Authority, Police, Probation and Health. Prior to July 2020, the YJS operated within the Neighbourhood Services Directorate of Wirral Council, at which point the YJS transitioned from Neighbourhood Services into the Children's Services Directorate, as part of the Contextual Safeguarding Service. The Contextual Safeguarding Service, which provides support for child sexual exploitation, child criminal exploitation, children missing from home and placement, and detached youth work teams, was considered to be the most appropriate service area for youth justice. It was the intention of senior leadership to strengthen joint working across teams where issues were interconnected and co-dependent, and where the primary focus is on improving outcomes for children and young people.

The Contextual Safeguarding Service is part of Children's Service's Early Help and Prevention structure. Under the Assistant Director for Early Help & Prevention, the service sits alongside Early Childhood Services, Family Matters Services, Schools and Communities Service, and wider community-based youth and family support. The YJS within this context is strengthened through a consistent and appropriate network of services. As part of the Children's Services Directorate, the priorities of the YJS are meaningfully shared and included in the departmental performance reports that are subject to scrutiny from the Children, Young People and Education Committee. In accordance with this structural change, the Chief Executive of Wirral Council tasked the Assistant Director for Early Help & Prevention to Chair the YJB and to drive the effectiveness of the partnership.

The Senior Management structure for Wirral Council is attached as **Appendix 3**, and the Senior Management Structure of Children's Services in **Appendix 4**.

Moving the YJS to the Children's Services Directorate presented an opportunity to refresh the membership and undertake board development activities. This included workshop events, group reflections, 1:1 conversations, refreshing the Terms of Reference and undertaking self-assessment against the HMIP Domain 1 for governance and leadership. These activities have supported the new YJMB to get to know each other, their role, the business of YJS and to identify areas of strength and areas for development.

The strategic aims of the Wirral Youth Justice Service align to those of the National Youth Justice Board (YJB) and support those contained within the Wirral's Corporate Plan (Section 2). We aim to ensure that we have both the capacity and capability to achieve these aims by ensuring that all statutory partner agencies are strongly represented and actively engaged through the Youth Justice Management Board (YJMB) at a senior level to provide strategic direction, supporting the YJS partnership to effectively prevent offending by children and young people and make a difference to the outcomes of children and young people who offend.

Wirral YJMB meets on a quarterly basis and in addition to statutory partners, has representatives from Merseyside Police, CAMHS, Wirral Youth Court, Youth Magistrates, Community Safety Partnership, Housing and CCG.

**Appendix 5** references all of the current members of Wirral Youth Justice Board.

## **Responsibilities and Role of the WYJMB**

- To provide leadership and oversight of youth justice services.
- To contribute to local multi-agency strategies and work with local and national criminal justice organisations.
- To safeguard children and young people who receive youth justice services.

To fulfil these responsibilities, the WYJMB will.

- Determine how the Youth Justice Service (sometimes referred to as the YOT) is to be composed and funded, how it is to operate and what functions it is to carry out.
- Oversee the formulation each year of a Youth Justice Plan (The Annual Plan).
- Oversee the appointment or designation of a Youth Justice Service Manager.
- As part of the Youth Justice Plan, agree measurable objectives linked to Key Performance Indicators, including the National Standards for Youth Justice.

## **Objectives**

The WYJMB's overall objectives are to:

- Provide a strategic overview of the work of the Youth Justice Service, to include oversight of serious incidents.
- Promote positive outcomes in the context of the youth justice system and services to children and young people.
- Agree, monitor and review the implementation of the annual Youth Justice Plan and ensure co-ordination between the Youth Justice Plan and plans and strategies of partner agencies.
- Receive a structured analysis of performance and identify and monitor those measures where steps need to be taken to improve performance.
- Provide support and guidance to the Youth Justice Service to ensure it engages with local and national priorities, promotes race equality and maintains diversity.
- Agree an annual budget, including in-kind contributions and to provide support for additional targeted funding to meet identified and agreed need.
- Support, challenge and oversee the performance of the Youth Justice Service, provide strategic guidance and hold the Service Manager to account for the work of the Service, when necessary.
- Agree the form and structure of protocols, contracts and Service Level Agreements between the Youth Justice Service and partner agencies.
- Provide a forum for the discussion of community issues which impact upon or are affected by the work of the Youth Justice Service.
- To provide a forum for the exchange of Youth Justice information between partners and the Youth Justice Service, to promote a pro-active approach to partnership working.
- To review, monitor and evaluate service information to ensure that the Youth Justice Service is contributing to improving outcomes for children, young people and the community.

The YJMB continues to monitor performance. Wirral YJS Managers attend monthly team meetings and regular Planning Days where the quarterly data performance to the National Youth Justice Board is reviewed.

The YJMB meetings analyse performance data and ensure measures are put in place to either consolidate or improve on the existing performance achieved. Performance presentations to the YJMB will also now include recent inclusions to the YJB Good Practice Grant including timely submission of data, compliance with secure estate placement information, outcomes of National Standards Audits, as well as any outcomes from Critical Learning Reviews or Policy updates.

All board members contribute to the oversight of Wirral YJS to ensure effective partnerships are developed to make a difference to the outcomes of children and young people who offend, ensuring the YJS is sufficiently resourced to ensure quality interventions are provided to encourage strong engagement and sustainable outcomes.

The addition of thematic case manager led case studies at the quarterly YJMB has helped strengthen the connections between board members and case managers in Wirral. Case studies also ensure the business of the YJMB is grounded in considering the child's voice and impact on children and young people.

### **Partnership Arrangements**

The YJMB has continued to place great emphasis on the role of strong partnership working and shared ownership of the youth justice performance targets. Wirral Youth Justice Service (YJS) is represented on all major strategic partnerships including the Community Safety Partnership (now reformed into Safer Wirral Partnership Board), Merseyside Community Safety Partnership, the Integrated Offender Management (IOM) Group, DAAT, the Partnership for Children, Young People and Families, Domestic Abuse Alliance Partnership Board, and the Channel Panel for radicalisation/extremism.

A Merseyside YOT Manager sits on the Merseyside Criminal Justice Board (MCJB) and feeds back to the Pan Merseyside YOT Managers. The YJS Service Manager sits on the Youth Performance Improvement Group and leads on a number of MCJB workstreams including the Strategic Domestic Violence & Abuse Group and Youth Detention Scrutiny on behalf of Merseyside YOTs. The YJS Service Manager also attends the Community Safety Partnership Board and the Prevent & Channel Panel.

Within Wirral Council, the Assistant Director for Early Help & Prevention attends a wide range of strategic boards including Wirral Safeguarding Children Partnership Executive Board, Safer Wirral Partnership Board, Partnership for Children, Young People and Families, Children, Young People and Education Committee and the Health and Wellbeing Board. The post holder further ensures strong and effective stakeholder engagement and effective partnership working links and networks, which serve to strengthen and challenge the multi-agency working arrangements that support the YJS and contribute to improved outcomes and targets. Additionally, The Head of Service for Contextual Safeguarding who has oversight and direct line management of the Service Manager for Youth Justice and Youth Justice Service leads the Wirral Safeguarding Partnership Contextual Safeguarding Committee and has developed the safeguarding partnership's Safer Adolescence Strategy 2021/2023. This officer also co-chairs the local Multi Agency Child Exploitation panel, linking into Merseyside and regional forums for child exploitation, county lines and wider contextual safeguarding development.

Furthermore the Service Manager also attends the Greater Merseyside Youth Justice Strategic Leads Group where cross boarder joint working, collaboration and shared practice across

Merseyside YOTs occurs including training and development for YJS staff is identified, delivered and shared via the Collaborative Training Group (CTG).

Prevention and Early Intervention remain paramount to the work of Wirral YJS and the development of a safer more resilient community. This ensures all young people who are of a concern in the community will be identified to the YJS at an early stage and can be referred into Prevention for an appropriate intervention. Wirral YJS continues to provide a Prevention Service meeting different needs of young people through the delivery of programmes designed for the young person's/child's needs on assessment. We continue to work closely with Career Connect, Social Care, Schools, Police, Wirral Anti-Social Behaviour Team (WASBT), Public Health, CAMHS, CCG, Targeted Youth Service, Family Intervention, and Early Help Services. to ensure effective working relationships, sharing good practice and knowledge regarding the needs of the young people within and across the youth justice system.

The Integrated Front Door and the Multi Agency Safeguarding Hub (MASH) are based in the same building thus ensuring effective working links and networks are maintained. Managers from Wirral YJS continue to support Early Help meetings and we also provide information to the Family Intervention Service on all young people who are supported by the YJS. Family Intervention workers contribute to YJS multi-agency meetings where young people are assessed as High or Very High Safety & Wellbeing or Risk of Serious Harm to others to manage and reduce risk in the community through a partnership approach.

The Business Manager provides data to enable early identification of families which may fit the criteria for the Supporting Families programme (formerly Troubled Families). Data is also provided to monitor the Wirral Supporting Families Outcomes Plan and is now also part of the Breaking the Cycle Programme Outcomes Plan i.e., reductions in re-offending and reductions in anti-social behaviour.

Wirral YJS holds the Restorative Practice Kite Mark from the Restorative Justice Council. The Service will continue to ensure that we uphold our good practice in line with the Restorative Practice Kite Mark and to build on positive restorative outcomes both within the YJS and with partner agencies.

## **5. Performance and Priorities**

The Youth Justice Board and the Youth Justice Management Board oversee the performance of the Service. Throughout 2020/21 performance has been reported on a quarterly basis to the Partnership Board and quarterly contact with the YJB's North-West Business Area Local Partnership Advisor has been maintained to identify and address key areas of performance.

In addition to the three YJB National Indicators; reducing first time entrants to the criminal justice system, reducing the use of custody, and reducing re-offending by young people in the criminal justice system, Wirral YJS also have local performance measures in place and reporting mechanisms for re-offending rates following Out of Court Disposals and offending by Looked After Children.

The final 2020/21 reported YJB data summary can be found in **Appendix 6** detailing the Merseyside Performance Comparison, of which Wirral's performance is included

## Reducing the Number of First Time Entrants

Since 2009/10 Wirral YJS has seen significant reductions in the numbers of first-time entrants to the criminal justice system. This was mainly attributable to the operation of Out of Court Disposals with Merseyside Police. Out of Court Disposals diverts young people from the criminal justice system and provides assessment and brief intervention.

First Time Entrants	Date	YJS Performance
Number of first-time entrants to the youth justice system (per 100,000 of 10-17 population)	January to December 2019	221
	January to December 2018	254

The YJB Performance Summary uses data from the Police National Computer (PNC). The latest data set published by the YJB compares January to December 2019 with January to December 2018. The YJB have used a population rate of 29,803 for young people living in Wirral aged 10 – 17 years for the 2018 cohort and a population of 30,158 for the 2019 cohort. The latest data set is showing a 13% reduction in the frequency rate of FTE's when comparing the above periods. This equates to a reduction in the actual number of FTE's of 9 young people.

The Merseyside average is a reduction of 7.5% and the National average is a reduction of 12.4% in FTE's frequency rates.

Wirral YJS continues to provide several preventative and diversionary services to young people at risk of offending or risk of anti-social behaviour. All these single agency referrals come direct to the Prevention Service to avoid delay in accessing intervention. Prevention Services still play a strong contributory role in Team around the Family for many cases thus ensuring a multi-agency collaborative approach to preventing young people from entering the criminal justice system.

Following a successful funding bid through the Violent Reduction Partnership (VRP) Wirral YJS were able to develop a new programme named Operation Inclusion. The programme has been developed with the support from Merseyside Police and Crown Prosecution Service to further support our young people and to reduce young people entering the Criminal Justice System. Young People and children who are arrested and whom have been identified as being exploited and/or vulnerable to exploitation are offered Operation Inclusion. These young people will have already been open to the YJS under the OOCB or Community Statutory Orders before being considered for the programme. Operation Inclusion is a robust programme that lasts up to 12 weeks. The young person and their families work with the YJS and Partner agencies to reduce offending behaviour and address the issues that lead to the offending behaviour. If they successfully complete the programme, then both Merseyside Police and the Crown Prosecution Service will NFA the offence. This programme was originally run as a pilot scheme within Wirral throughout the pandemic. It this has now been taken on board and will be run throughout the Merseyside region.

In addition, the Pan Merseyside Out of Court Disposal Protocol continues to be used whereby young people receive a Community Resolution with restorative justice at the heart of the intervention. Community Resolutions across Merseyside have been very successful and have played a strong role in reducing First Time Entrants.

The Merseyside OOCSD Scrutiny Panel incorporates representatives from Merseyside YOT Managers, Merseyside Police and Magistrates. The Scrutiny Panel examines and samples OOCSD to ensure consistency of decision making and suitability of disposals across Merseyside.

From 1 April 2020 to 31 March 2021 there were 181 young people who accessed Community Resolution programmes at Wirral YJS. The 2019 Community Resolution cohort consisted of 50 young people (i.e., all those who received a Community Resolution during January to March 2019). This cohort was tracked forward for 12 months (i.e., From April 2019 to March 2020) and found only 5 young people went on to re-offend – this equates to 10% re-offending rate for that cohort.

### Reducing Re-offending

This measure tracks a rolling cohort of young people who have committed an offence in a 12-month (aggregated quarterly cohorts) period for the subsequent 12 months to identify if they are proven to have re-offended. The data for this performance indicator is taken from the Ministry of Justice published data (using the Police National Computer data) and because of the methodology used there is a significant delay in the time periods reported.

Binary Re-offending	Date	YJS Performance
Proven re-offending rate of young offenders (percentage of young people who have re-offended)	Apr 2018 – Mar 2019	40%
	Apr 2017 – Mar 2018	50%

The latest published data indicates 10% reduction in re-offending rates when comparing the above periods. It is important to recognise the significant reduction in the cohort numbers and acknowledge that those who remain within the cohort are the more persistent and complex young people who are entrenched in offending.

It is recognised that Wirral YJS’s success in diverting young people away from offending, means we are working with a smaller but more complex cohort of older young people who present with greater risks and vulnerabilities to themselves and the community. The challenge to reduce re-offending has been felt across Merseyside and was recognised as a priority for the MCJB. Re-offending of young people and the risks it presents including youth to adult transition were identified as key issues for the MCJB Reducing Re-offending Strategy. Merseyside YOT Operational Managers jointly collaborated to explore these issues, including revising the Transitions Protocol. Such joint working and collaboration have assisted in sharing good practice and local findings to focus on specific issues of re-offending to allow YOTs to respond to this increasing demand more easily.

Wirral YJS still addresses all matters pertaining to the young person’s offending including attitudes to offending, victim awareness/ restorative practices, offending behaviour programmes, peers and other causal factors including substance misuse, Education Training and Employment (ETE), and Health / CAMHs support to address offending and welfare issues. Many young people are also supported by wider Team Around the Family, Child in Need or Child Protection multi agency support mechanisms. We find many of our high-risk re-offenders are also

supported by our Family Matters Service due to the complex needs of the young person and their family.

Wirral YJS Management Team has set in place steps to ensure re-offending is a primary focus in intervention and management. This includes ensuring Case Management supervision specifically discusses young people who are re-offending, ensuring that case managers have addressed the re-offending and responded accordingly in relation to their intervention plans. Also, young people who receive Referral Orders are now seen prior to their Panel to commence interventions at an earlier opportunity. This increases support and intervention avoiding delays until the Contract is agreed, which can be up to 20 working days after sentence. Such changes should identify need and commence support and intervention in a timelier manner to address offending earlier and more effectively.

Wirral YJS has been using the YJB re-offending live tracker tool to conduct analysis around the current cohorts of young people and to establish any trends in re-offending. Early indications show reductions in the re-offending rates for the 2021 cohorts. This will allow us to track the specific cohorts and identify specifics such as age, most common re-offending offence, timing of re-offending within an Order and as such draw up an action plan to target the identified issues and areas. Findings from the live tracker tool will allow us to target local re-offending more effectively in 2021 and beyond.

### **Reduce the Use of Custody**

It is widely recognised that imposing a custodial sentence should be used as a measure of last resort for children and young people.

<b>Use of Custody</b>	<b>Date</b>	<b>YJS Performance</b>
Young people receiving a custodial sentence (per 1,000 of 10-17 population)	Apr 2020 – Mar 2021	0.07 (2 young people)
	Apr 2019 – Mar 2020	0.23 (7 young people)

Wirral YJS has seen a reduction in the custodial rate of 0.17 during the above period when comparing with 0.07 baseline rate of 0.23. This equates to 5 less young people receiving custodial sentences.

### **Analysis**

The above information against the three national targets and local out of court disposal rates indicates a positive direction of travel for those young people supported by Wirral Youth Justice Service. Appendix 6 shows how this compares to other YOTs across Merseyside.

In considering the priorities within this strategic plan, the YJMB has considered information available locally through data and analysis; and the themes highlighted through national reports.

## What do we know about our young people supported by Youth Justice?

### Age

Analysis of YJ data shows that half of the young people receiving substantive outcomes in Wirral were aged 16+ years.

### Ethnicity

98% of the young people were from a White ethnic background, with 2% from a Black Caribbean ethnicity.

### Gender

The vast majority of young people working with youth justice in Wirral are male. The latest set of data sets this at 87% for the reporting period to December 2020.

Analysis of the YJMB dashboard shows the following information in relation to the cohort of young people working with Youth Justice services in Wirral.

In the last financial year, impacted by Covid restrictions, there has been a 27% decrease in the number of young people working with youth justice., Interventions have reduced by 25%. This is compared to the baseline year of 2018-19.

The proportion of young people within the cohort for 2020/21 who are looked after by the local authority is just over 19%. This shows a 16% reduction in volume from 2018/19 and a 1% increase in the percentage of the cohort from 2019/20.

Asset plus has identified that 18% of the cohort have concerns linked to exploitation, compared to 4% in 2018/19. Much work has been done across partnerships to identify exploitation risks, the proportion of the cohort linked to such concerns reflects the increasing focus and awareness of exploitation.

The proportion of young people within the cohort not in education, employment or training has moved from 6.2% in 18/19 to 9.3% in 20/21.

Analysis of Asset Plus shows that the proportion of young people with Special Education Needs has increased from 7.4% to 15.3% between 18/19 and 20/21. This shows an increasing trend across the period.

Those young people identified as having a diagnosis of ADHD has reduced as a proportion of the overall caseload. In 18/19 young people with this diagnosis made up just over 20% of the cohort, whereas in 20/21 this was 16.8%.

Analysis of Asset Plus data shows that the proportion of young people with emotional or mental health concerns increased from 6.3% in 18/19 to 19.4% in 20/21. 19/20 saw only 4.8%.

Analysis of contacts into Children's Services between 19/20 and 20/21 highlights increased proportion of contacts relating to anti-social behaviour, peer on peer violence, harmful sexual behaviour, mental health and substance misuse concerns.

Harmful Sexual Behaviour is also highlighted by the recent 'Everyone's Invited' campaign and the Ofsted rapid review into sexual abuse in schools and colleges 2021.

An increase in the demand for Child to Adult Violence support was identified, this is reflective of the national trend as highlighted within the HMIP Annual Report 2019/20.

Violence accounts of the greatest proportion of offences leading to youth justice work. This was also highlighted within the HMIP Annual Report for 2019/20 as a national theme.

Data drawn together from Police, health and social care partners in respect of serious violence during the 2020 Covid period showed that whilst the overall levels of serious violence reduced, this was less evident in lockdown easing periods.

Longer term analysis of Police data undertaken by the Wirral Intelligence Service has shown that 34% of Wirral youth violence has injury and 10% is classed as serious violence, with 4% resulting in serious injury (GBH).

6% of youth violence is knife crime. 81% of this is committed by males. 34% of youth violence is committed between peers.

66% of all youth violence offences are committed by males. 14-16 years are the most common ages for youth offending. Serious violence is a slightly older average age group at 17 years of age.

Peak timings for overall youth violence across Wirral tend to be late afternoon during weekdays. There is some correlation to weekday offences taking place after school hours. Whilst not serious violence per se there is an inference based on this longer-term analysis that violence involving young people rises after the school day and less so during holidays and weekends.

### Wirral Youth Justice Service Work

The above performance and analysis reflect that Wirral follows several of the identified national trends and is seeing smaller cohorts of offenders, with more complex needs. Repeat offending from a smaller more complex cohort can present challenges in supporting young people to live an offence free future. This places them at greater risk of custodial sentences being imposed should they repeatedly offend or commit serious offences.

It is acknowledged that there will remain occasions where the use of custody and remand remains appropriate and proportionate to the seriousness of the offence and to protect the wider public from harm. As highlighted within the HMIP Annual Report 2019/20, it is important to not lose sight of the risk of harm to others when taking a child first approach.

Wirral YJSs Assessment, Planned Intervention and Supervision process alongside the Risk, Safety & Wellbeing Management Process ensures all young people's individual needs and risks are recognised and addressed, through general supervision or multi-agency management and collaboration. Young people assessed as high or very high risk are monitored through monthly or quarterly multi agency meetings to share information, updates and monitor the progress of the young person. In addition, should a young person also fall within the Multi-Agency Public Protection (MAPPA) categories, they will also be monitored through this process to ensure suitable intervention, challenge and protection is afforded in such high-risk cases.

In relation to those young people who are the more entrenched offenders (with complex issues and needs) we are developing a Trauma Informed Intervention with the support of the Educational Psychologist and CAMH's worker. Wirral YJS is working towards an Enhanced Case Management system focussing more on Trauma based interventions with these young people, to ensure that we address Trauma and offending behaviour.

Case Managers actively support and motivate young people in custody to achieve their release at the earliest opportunity and to access training/employment and positive activities. This is achieved by strong relationships with local initiatives as well as Children's Services, Housing, Career Connect and Job Centre Plus. Case Managers offer direct contact with the careers advisors at commencement of custody to fully support young people in custody to be prepared for training or employment on release.

### **National Standards**

Wirral YJS successfully completed and submitted the National Standards Audit 2020. The Audit result showed that all "Standards were Met" with the YJB advising they were satisfied that the self-assessment results were accurate and would therefore not be conducting a validation visit. The YJB congratulated the service on the Audit results. Work with continue within the YJS and develop reporting to the YJMB on adherence to National Standards, ensuring lead officers are aligned to each standard.

### **Safeguarding**

Safeguarding of children and young people is a key priority and emphasis is placed with all partners in terms of meeting need and keeping children and young people safe and protected from harm. We continue to meet the needs of young people and their families across the Level 1- 4 continuum of need. All young people who enter YJS are screened for vulnerability as part of their initial assessment.

At a strategic level, the YJS Management Team are represented on all the various Safeguarding groups including Wirral Safeguarding Children's Partnership (WSCP), MAPPA, MARTHR, MACE and make an active contribution to ensure the safety of our young people is recognised and supported.

As stated previously in Governance and Partnership Arrangements the Head of Service for Contextual Safeguarding leads the Wirral Safeguarding Children Partnership's Contextual Safeguarding Committee. A Section 11 Safeguarding audit was completed during 2020 by Wirral YJS with partners no issues were found.

Wirral YJS also have caretaking or transfer responsibility for young people in Wirral placements from other authorities, this means strong working relationships and good communication with the Children's Homes and the placing Authority is vital to meet the needs of these children who often have very complex needs. Merseyside has a Caretaking & Transfer Policy and Wirral abides by the protocols regarding the movement and transfer of cases within the youth justice system to ensure effective and sustainable outcomes for these young people.

The Service Manager is a member of the Merseyside Strategic Leads Group which incorporates Greater Merseyside Collaborative Training Group (CTG). The development plan is drawn up each year and approved by the Greater Merseyside YOT Managers who ensure the annual

training plan includes relevant safeguarding programmes for YOT staff, above and beyond those offered by each Local Authority. In addition, training in safeguarding is mandatory for all employees and this is monitored through Wirral's Appraisal and Supervision processes. Wirral YJS ensures all staff and volunteers are adequately trained in safeguarding and can access further Level 2-4 safeguarding courses.

Wirral YJS staff have accessed Child Exploitation (CE) training days to raise awareness of CE. The training also introduced the use of the CE checklist with the young people that we have access to. In addition, Wirral YJS has ensured steps are in place to check young people entering the criminal justice system are checked for CE risks or vulnerabilities.

Wirral YJS Service Manager remains the Single Point of Contact (SPOC) for Merseyside Police 'Channel' for cases where there is concern regarding risks of radicalisation/extremism and attends both Channel Panel Quarterly and the Prevent Meetings.

Wirral YJS has an effective and robust Risk, Safety & Wellbeing Management Policy to address the risks and vulnerabilities of young people. This Policy includes themes in relation to safeguarding including Child Exploitation and Radicalisation/Extremism.

## **Public Protection**

As stated above Wirral YJS has an effective and robust Risk, Safety & Wellbeing Management Policy and at the core of the policy remains the fact that Wirral YJS will assess all young people for vulnerability, as well as risk of serious harm to the public. The risk of harm is measured and all young people with identified concerns in this area should then have an Asset plus assessment where the Case Manager will identify the appropriate risk level for the young person and determine whether the level of risk is low, medium, high, or very high.

For those young people identified as Medium Risk the YJS Case Manager will discuss the management of risk with their line manager and monitor the risk through staff supervision. In all high and very high-risk cases, a meeting will be convened involving all relevant agencies and YJS specialists engaged with the young person and Chaired by a YJS Manager. At all initial meetings, the YJS police officer is invited to attend, to ensure all appropriate police intelligence is used to inform the assessment. The meeting shares information to determine the level of risk and to devise a risk management plan to ensure welfare and public protection are managed whilst supervising the young person within the community. All required actions are agreed, and a lead professional is identified to take responsibility for co-ordinating the actions. All cases managed via the YJS Risk, Safety & Wellbeing Management Procedures are recorded on a Risk Register, which is updated after each risk or safety & wellbeing management meeting.

The Assistant Director for Early Help & Protection and the Chair for the Youth Justice Management Board has led the development of the Local Authority's Domestic Abuse strategy. During a previous Domestic Abuse Needs assessment, the link between experiencing/witnessing domestic abuse leading to child to parent violence and teenage relationship abuse was highlighted, as prevalent, in the young people Wirral YJS and Children's Services are working with. It has been identified that this area of work is often ignored and if addressed early could prevent higher risk public protection issues. The new strategy has a priority for a *kinder, brighter future for the next generation*, which focuses on young people and their education on domestic abuse and healthy relationships.

Wirral YJS have two identified staff members who have been trained in Non-Violent Resistance child to adult violence. They take referrals from the Police to work with parents to develop strategies to reduce Police Call outs and reduce child to adult violence. Later in the year the two staff members as well the team manager (who has responsibility for child to adult violence) will undertake the “who’s in charge” training recommended by the Youth Justice Board. This will also include additional staff from the Local Authority from the Early Help Teams to ensure that the right service is provided at the right time to families. Work in underway to strengthen partnership working with third sector colleagues, as The Open Door Charity pilot a peer support group for parents experiencing violence and aggression from their children.

In addition, the issue of Hate Crime also recognises the vulnerabilities in some young people and how they can be groomed for radicalisation/extremist purposes. As stated earlier this is often approached from a safeguarding angle, but such young people can present as a huge risk of serious harm to the community, and this will be monitored by the Chanel Panel on Wirral.

The YJS Service Manager sits on the Chanel Panel and is part of and responsible for the Prevent Agenda within Wirral YJS. Any young people who agencies believe are being groomed for radicalisation or have extremist views are referred to the Panel. The Panel consists of agencies from the Children and Adult Services workforce. Prevent and the Prevent Agenda currently sit within the Safer Wirral Service. Chanel will remain within the Adult and Children’s Social Care Departments.

All statutory young people who enter YJS are assessed via Asset plus for eligibility of multi-agency public protection arrangements (MAPPA). All MAPPA eligible cases will be referred to the Merseyside MAPPA Co-ordinator (NPS) for consideration, where necessary. MAPPA meetings are always attended by the YJS Case Manager, YJS Team Leader and Service Manager. Wirral YJS does not have any MAPPA cases open at the time of writing the strategic plan. All MAPPA Cases are reported at Youth Justice Management Board. This ensures that very high-risk cases are monitored, and measures are put in place across relevant partner agencies to ensure a joined-up approach to the management of risk, whilst also being overseen from a senior management perspective.

### **Child to Adult Violence - CAV**

It has been noted that Parents do not press charges for incidents relating to violence and aggression from Child (perpetrators) to parents/carers (victims). One of the new service priority areas was to develop and staff a small team to work with families that Police are called out to. These are parents/carers who do not want to prosecute their children but as a family need support.

The Youth Justice Service has been working with parents throughout the pandemic virtually on the Non-Resistance Violence Model, although take up has been lower than we would have hoped. Given it was being ran virtually, it is hoped as we come out of the lockdown, we can develop the offer further by staff undertaking the “who’s in charge” and “non-resistance model” training along with our colleagues in Early Help and Social Care. We will ensure that we are working together with appropriate pathways for the right service at the right time.

An initial working group for all staff undertaking the support will be undertaken to ensure that all staff and managers are aware of specific criteria for services. A pathway and planning session

will also take place and regular meetings between services will enable managers to monitor referrals, support staff through the programme and look at any emerging themes.

Feedback from the programme will then be added to the agendas for the Youth Justice Management Board and the Partnership for Children, Young People and Families.

It is then hoped that after staff are more confident in using the two models that a regular support group with the support of professionals can be set up monthly where parents can come together to support each other in our onsite canteen. The aim is to have a parenting support group that is ran and managed by parents who have been through the programme.

### **Harmful Sexual Behaviour**

The second development area to continue from last year for Wirral Youth Justice Service (YJS) involves Harmful Sexual Behaviour (HSB). The YJS have identified three staff who have the training and the skills to work in this area. With the pandemic we have seen an increase of referrals to the service over the past 12 months, this team has developed links and referral processes to support young people either through arrest or prevention. The Service employs a specialist Harmful Sexual Behaviour Social Worker. Additionally, once we come out of lockdown the staff group will return to offering regular HSB awareness sessions (through the same guarding board training programme that is open all agencies that work with Children, young people, and their families). Working closely with our Educational Psychologist and the CAMH's worker regular consultations and advice will be given to the staff team working with the families.

Ofsted's recent rapid review report in relation to sexual abuse in schools and colleges; and the focus that Everyone's Invited has placed on HSB, provide some enhanced understanding as to the impact inappropriate or harmful sexual behaviours can have on young people. We will work together as agencies to support young people and look to help change the culture, through the Youth Justice Service and Partnership Boards, educating young people to understand the impact of inappropriate behaviour and language with peers.

### **Serious Violence and Child Exploitation**

As with many parts of the country, Wirral has seen increases in more serious violent offending in post lockdown periods. Violence is also the main category of offending for youth justice case work. Tackling the prevalence of violence across Wirral is one of the areas of focus under the Safer Wirral Strategy and Safer Wirral Partnership Board. Wirral Youth Justice Service have a seconded officer working within the Merseyside Violence Reduction Partnership, ensuring the work of the partnership supports prevention using a public health approach. The prevention work highlighted in this plan includes targeted education interventions across schools against this theme.

Wirral run a MACE (Multi Agency Child Exploitation) meeting, held once a fortnight. This meeting retains oversight of those young people with signs of evidence of exploitation. Wirral Youth Justice Service are core members with an identified team leader sitting on all the MACE meetings. In addition to this we have a Youth Justice Service case manager seconded to Wirral's COMPASS team. The COMPASS team is based within the same building as the YJS and is made up of many partner agencies such as the Local Authority, Health, Catch 22, YJS and Police to work with young people at risk of exploitation and those who go missing from home or care.

The MACE link team leader also supports the MARTHR (Multi Agency Threat, Risk & Harm) meetings. These are again multi-agency forum, with the Police taking the lead looking at perpetrators or those thought to be a risk to children and young people in the context of child exploitation.

## **New Development for 2021/2022**

### **Trauma Informed Practice/ Working towards Enhanced Case Management**

This is a relatively new initiative that Wirral YJS have developed as mentioned earlier in the plan, there are many young people within our cohort that have complex needs. It is widely known that these young people may have and may still be suffering from Trauma. All staff undertook ACE's training some years ago and with this, we have set a priority plan for 2021/2022 to increase their knowledge and understanding of Trauma and the effects it has on a young person's life and development. All staff are to receive robust four-day Trauma training to give them a more detailed understanding of how Trauma can affect the daily lives of a young person. The training will also give staff strategies to engage and encourage young people to support them through Trauma development (where the more traditional Youth Justice Interventions may not do this). It will ensure that the young person is developmentally ready to change and reduce their offending behaviours. Once all staff have completed the four-day training and developed their understanding, Wirral YJS plan to move to the Trauma Recovery Model of Enhanced Case Management later in the year.

## **Prevention**

### **Youth Offer**

Wirral has recently undertaken a review of the Youth Offer within Wirral, the priority over the next 12 months within Wirral Youth Justice Service would be to look at all young people who are referred to the Service be that through Courts / Prevention Service as part of their induction are given details of what is available for them to access under the Youth Offer. The Youth Offer is Open to all Young People. Staff will encourage and support young people to access the provisions as part of their package of support and to assist with the exit strategy once the young person concludes their work with the YJS.

### **In the Zone**

The final priority and development area that Wirral YJS is developing this year is a programme called In the Zone. The 'In the Zone' programme was originally developed pre covid and had to be put on hold due to school restrictions. With schools now re-opening and agencies being able to attend schools we can now develop this programme fully.

In the Zone programme is a multi-agency delivery of prevention and information sharing for year 8 students across all schools on the Wirral. The programme has six areas these being:

- Peer and relationships growing up
- Substance Misuse
- Knife crime, the law and impact on you
- ASB and its effects on the community
- Child Exploitation, what is it, what to do
- Gangs and County Lines

The aim of the programme is to run whole year group sessions for Year 8 students. Each Zone has a theme as described above, it will be run with 10 to 15 young people in each group where they are involved in a game for 30 minutes. It is hoped that short, intense, and fun 30-minute sessions will be more productive than power point presentations and assemblies. Young people are more likely to speak to professionals in smaller groups and to ask questions with their peers.

#### Safer Schools Programme

The Wirral Safer Schools officers will be delivering a collaborative program of activity in conjunction with partner agencies with the support of the Youth Justice Service, the aim is to deliver interventions include.

Introduction followed by “TO THE EDGE” film which looks at knife crime, drugs, child exploitation and domestic issues.

The group will then be split in to 4 groups and will visit the 4 activity stations throughout the day.

- Film discussion & Case studies
- Street first aid and how to communicate with emergency services.
- Team building physical activity.
- Music session during which pupils will produce a rap about subjects looked at through the day.

Sessions will be targeted at Year 9 students in the future to ensure no cross over with the in the Zone events for Year 8.

#### MVRP Mentors in Violence

The Merseyside Youth Association, funded and in collaboration with the Merseyside Violence Reduction Partnership, are scaling up the ‘Mentors in Violence’ scheme across eight Wirral secondary schools. This sees teachers and identified pupils supported to mentor others, working within the framework developed and tested in Scotland. Mentors in violence is shown to have a long terms impact on reducing exclusions and improving behaviour.

#### Prevention Coordination

There are several local and national funding streams targeting prevention and diversionary activity for children and young people, linked to several themes. To ensure that there is joined up and co-ordinated approach to Prevention offers and support within the Wirral Police, statutory partners, community voluntary sector and Wirral Youth Justice Service are developing a Vulnerability/Prevention Coordination panel. it was recognised that there are many agencies supporting young people across the Borough, on a one to one or group work basis. To ensure that the right service is being delivered in the right area and the right time, this prevention coordination panel will help identify the best support and intervention required for young people vulnerable to risk outside the home.

## Performance and Priorities Table

National Targets and Performance Indicators	<ul style="list-style-type: none"> <li>• Reduce First Time Entrants (KPI)</li> <li>• Reduce Re-offending (KPI)</li> <li>• Reduce the Use of Custody (KPI)</li> </ul>
Local Priorities and Key Performance Indicators	<ol style="list-style-type: none"> <li>1. Child to Adult Violence: To develop the service offered to parents whose children are violent towards them, to extend the offer by working with colleagues from outside the Youth Justice Service using the “who’s in charge” model of support. With the end goal having a parenting support group that is ran and managed by parents who have been through the programme. CAV was a feature within the HMIP annual Report 2020.</li> <li>2. Harmful Sexual Behaviour Continue to deliver workshops for front line staff on the Harmful Sexual Behaviour through the Safeguarding Boards training programme. This will ensure that front line staff are ‘risk aware’ when working with young people who display sexualised behaviour. Professionals will be given the knowledge and strategies to work with young people with such behaviours. Pathways and referral processes will be developed for those young people that do need additional specialist support and risk management. This area has been highlighted by the recent ‘Everyone’s Invited campaign and the Ofsted rapid review into sexual abuse in schools and colleges 2021.</li> <li>3. Trauma Informed Practice and Enhanced Case Management. Undertake training within the Service, to ensure that staff can recognise and understand Trauma and behaviours. To give staff the tools and knowledge to engage and work with young people for may have been affected by Trauma. To correctly identify young people who could access the Enhanced Case Management Intervention and ensure that they are supported throughout the intervention. Additionally, that all agencies involved with the young person are engaging with and support the Enhanced Case Management model. This priority reflects the smaller cohorts with increased complexity across youth justice.</li> <li>4. Serious Youth Violence and Exploitation Impact of covid restriction easing on youth violence. Work alongside Community Safety Partners and Merseyside Violence Reduction Partnership to maintain a focus on violence and exploitation within the context of the YJS. Making best use of problem solving, contextual safeguarding and public health approaches. This was a theme highlighted within the HMIP Annual Report 2020; and the focus of recent learning</li> </ol>

and development engagement by the Department for Education, linking violence reduction partnership, community safety and safeguarding partnership activity.

5. Education, Employment and Training (KPI)

For all young people open to the Youth Justice Service 16+ to have the opportunity of a minimum of 12 hours Education, Employment and Training (EET). This priority has been drawn from data analysis by the YJMB.

6. Education – CME 25 (KPI)

The Youth justice cohort have access to a minimum 25 hours education. This priority has been drawn from data analysis by the YJMB.

7. Participation and Engagement

Increase Young People's involvement and participation to ensure service provision meets their needs. This area was highlighted in the HMIP Domain 1 Self-Assessment undertaken by YJMB in 2021.

8. Mental Health Support (KPI)

To provide specialist mental health consultation support for young people open to the service. Case workers identifying any concerns with regards to the young person's mental health and wellbeing arrange a consultation with the aligned CAMH's worker to access support. This priority has been drawn from data analysis by the YJMB.

9. Prevention support for vulnerable cohorts (KPI)

To increase prevention activity/support for our looked after children. Data shows limited referrals and work with this cohort who are of the most vulnerable. This priority is drawn from data analysis by the YJMB.

## 6. Youth Voice:

In 2021, Wirral Youth Justice Service undertook a survey of young people who had received support. The full survey will be presented to Wirral YJMB in July 2021. The below are quotes taken from the survey.

Q: What help did you receive from Wirral Youth Justice?

Being in contact with connections to look at college options to further my career and give me a better chance for the future.

My Worker helped me to recognise my behaviour upset my family, especially my mum.

Emotional help. Changed my behaviour.

I had help with some personal problems.

I learned what was wrong with what I did, and what I can do to prevent doing it in the future.

Education on the law and the importance of consent Dealing with relationships and the best way of dealing with it. Where I saw myself in 5 years and what I would like to do.

The help I received from YOT was outstanding. They helped me to understand how to stay safe and how to be a more positive person.

Q: Anything else you would like to tell us that would support more young people in the future?

Getting caught at the beginning of my offending behaviour did me a favour.

Richard was absolutely amazing. He supported me through lockdowns and found ways to make me think more positive even when I was feeling low!

Just keep on doing what you are doing as it helped others and helped me.

I felt that I had a good experience, being able to talk to someone help a lot.

No, it was very helpful, and I am really thankful for the support I was given.

Don't carry knives. I have loved it.

To date, 100% of respondents stated that their involvement with Wirral Youth Justice has been helpful to prevent further offending. 100% said their worker was always available and 100% said they are less likely to re-offend.

10% were not clear how or why they offended in the first instance, with 5% saying they would like to change some aspects of the youth justice support they received.

Further developing Wirral Youth Justice Participation and Engagement is a priority within the service plan, below.

## 7. Service: Improvement Plan

Target Area	Actions for 2021/22	Lead	Date
Reducing Re-offending	Embed YJB Re-offending Toolkit data to aid analysis for YJMB.	Business Manager	July 2021
Reducing the use of Custody	Case Managers to ensure young people leaving custody are effectively re-settled as Per National Standards Self-Assessment and Peer Learning.	Service Manager	Ongoing Monitoring through YJMB.
National Standards	Continuous Improvement relating to National Standards, linked to Self Assessment/Audit 2020. Alignment of YJMB leads to National Standards for 2021/22.	Service Manager	Ongoing monitoring through Operational Governance and YJMB.
Engagement and Participation	Further develop and embed participation. Develop YJ P&E cohort and embed system for Young People's views to inform and develop service provision, considering equality objectives. We will ensure that all engagement activities are as accessible as possible and will take any request for reasonable adjustments into consideration.	Service Manager and Volunteer Coordinator	September 201
Equality Objectives	Deliver Equality objectives as set out in the Strategic Plan. An overarching Equality Impact Assessment (EIA) has been produced for this strategy and this will be regularly reviewed to ensure we continue to meet our obligations under the Public Sector Equality Duty. Additional EIA's may be produced to cover policy and action plans where appropriate.	Service Manager. YJMB and All Leaders.	Ongoing Monitoring through YJMB & operational governance.
Staff training HSB	Staff in HSB team to set programme of HSB briefings to the wider children's workforce and relevant partner agencies.	Lead Manager for HSB and staff in HSB team	September 2021

CAMHS Partnership	YJ	Secure CAMHS resource and establish process for triage/assessment across case workers.	CAMHS/CJLT	September 2021
Trauma Informed practice		All staff to undertake Trauma training	All staff, All Managers	May & July 2021
Trauma Informed practice		Build on Trauma training to look at enhanced case management model and training/development for specific cases.	All Staff, All Managers	September 2021
Trauma Informed Practice		Enhance the YJ environment/building to support trauma informed practice/engagement with young people.	Service Manager	September 2021
Child to Adult Violence (CAV)		For staff to attend the “who’s in charge” training develop pathways with colleagues from early help, to build a parenting support network for parents to access.	2 identified staff, 1 Lead Manager	August 2021
In the Zone		Staff member to work alongside partner agencies to deliver the “In the Zone” programme within all secondary school in Wirral.	1 identified staff, 1 Lead Manager	August 2021
Prevention for CLA.		Deliver awareness raising sessions to staff within Children’s Social Care teams.	Lead Manager	September 2021
Develop and deliver Action Plan Specific to Section 91 Peer Learning June 2021		Learning to be presented to YJMB and Action Plan developed to address learning points. Learning to be embedded and reported back to YJMB.	Service Manager	September 2021
YJMB Development		YJMB induction and development 2021/22. Taking into account YJMB HMIP Domain 1 Self-Assessment April 2021.	YJMB Chair. Service Manager/Head of Service	September 2021
Communication		Strategic YJ plan and YJS work to be communicated to stakeholders.	YJMB, Head of Service and Service Manager.	July 2021 Onwards

## 8. Responding and Recovery: COVID-19

During unprecedented circumstances with the Covid- 19 pandemic, Wirral Youth Justice Service worked quickly to adapt to the changes. We undertook detailed and robust risk assessments within the service to ensure that we continued to support children, young people, their families,

and the community. We RAG rated (Red Amber Green) casework at the very beginning to ensure that those young people who still required face to face interventions due to risks and vulnerabilities were seen and that those who did not had regular telephone and video calls with their case managers.

Moving into the 'new normal' Wirral YJS has started to re-mobilise the service. The main Youth Justice Centre has been re-opened giving staff the ability to work with young people under strict government covid guidelines. Staff at present maintain the working from home guidance if they can and will return to the office once Local Authority decides to do so.

Group work, at time of writing the report, has not commenced. Given covid restrictions this will be looked at in the next few months following Covid restrictions being lifted, and appropriate risk assessments being completed.

### **9. Challenges, Risks, and Issues**

Challenge to resources continues to be prevalent in the current climate. However, the commitment of the volunteers, staff and managers within Wirral YJS and Partners to the youth justice agenda and to achieving sustainable outcomes for the children and families continues to drive delivery. We will continue to balance children's welfare with protection of the public through effective interventions to ensure partners and the community have confidence in our practice and performance.

Within this strategic plan, there is the added challenge of Covid and working to what will be the "new normal" going forward. Within Wirral Youth Justice Service, we have a remobilisation plan in place and will monitor the national picture on infection rates and government road map. We are aware that young people mental health will have and will continue to be affected by the pandemic and will monitor this through our case management and feedback from young people.

Wirral YJS was not required to complete any Critical Learning Reviews (CLR) during in 2020/21. Wirral YJS was also not required to complete any findings for serious case reviews during 2020/21.

To continuously improve and learn, Wirral YJS sought the help of a neighbouring YOT to peer review two cases. Two young people who have been recalled under Section 91 of the Sentencing Guidelines. Wirral historically have not had many young people open on Section 91 sentence. Findings identified some good practice but also highlighted areas for consideration. This is to be presented at the YJMB and an action plan developed to track how this learning is embedded. All staff through the CTG training consortium will undertake relevant training to give them more confidence on decision making and the requirements under the licence for future 'Section 91' young people. This is reflected with the plans at Section 7, above.

Outside of Covid specific matters, the following risk and issues were identified.

<b>Risk or Issue</b>	<b>Mitigation/Response</b>
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<ul style="list-style-type: none"> <li>• Reductions in funding allocation to YJS placing pressure on ability to deliver core business, statutory duties, and performance outcomes.</li> <li>• Long remand periods for young people before sentencing that will impact on an overspend and impact of youth justice budget.</li> <li>• Reductions in resources, key absence, or inability to fill vacancies resulting in reduced staffing to deliver effective outcomes.</li> <li>• Changes to pre-court disposal process (i.e., loss of Community Resolution) leads to an increase in the number of First-Time Entrants into the Youth Justice System.</li> <li>• Changes to governance arrangements, YJMB membership, and threats to contributions/secondments to YJS affecting statutory delivery and outcomes for children.</li> <li>• Increase in FTE / re offending and custody.</li> <li>• Economic Impact of Covid on EET opportunities for young people.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular budget monitoring and reporting to YJMB. Value for money/Impact reporting to the YJMB.</li> <li>• Ensure that case workers and managers/YJMB advocate for expeditious criminal justice processes in the best interest of the child.</li> <li>• Monitoring of staffing and resources through YJMB reports and oversight against outcomes and priorities.</li> <li>• Engagement with MCJB and OPCC through governance and YJMB membership.</li> <li>• YJMB membership and oversight. Challenge of YJMB Chair and Chief Executive as required.</li> <li>• Effective governance and operational performance management practice and development. Links to wider governance across youth justice systems and community safety.</li> <li>• Board membership includes 14-19 Head of Service with links to EET opportunities, funding insight and chamber of commerce. YJMB chair sits on Partnership for Children, Young People and Families.</li> </ul>
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## 10. Communication

The Strategic Youth Justice Plan will be presented to the Children, Young People and Education Committee in September 2021. Members of the Wirral Youth Justice Management Board have participated in the development of this strategy, for formal agreement at YJMB on the 7<sup>th</sup> of July 2021.

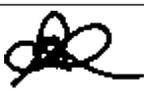
Communication of the Strategic Plan and work of the Youth Justice Service is reflected in the improvement plan at Section 7 of this document. Youth Voice through cohort survey is set out

in Section 6. The further development of YJS participation and engagement is reflected in the improvement plan at Section 7.

The Wirral YJMB circulate a quarterly newsletter relating to the work of the Wirral Youth Justice Service and YJMB. The Wirral Safeguarding Children’s Partnership Virtual Learning Event launched in April 2021 includes an overview of the Wirral YJMB.

The Wirral Youth Justice Service has a webpage hosted on the Wirral Council internet site, providing an overview of the service and best means of contact. More information can be found at the below link. <https://www.wirral.gov.uk/communities-and-neighbourhoods/crime-reduction/youth-offending-service>

## 11. Plan Authorisation Signatories

Name	Role	Signature	Date
Elizabeth Hartley	Assistant Director Early Help & Prevention Chair YJMB		30 <sup>th</sup> June 2021
Kathy Gill	Service Manager Wirral Youth Justice Service Wirral Council		30 <sup>th</sup> June 2021
Tony Kirk	Head of Service Contextual Safeguarding Wirral Council		30 <sup>th</sup> June 2021

## Appendices

<b>Appendix 1</b>	<b>Table 1 - 'Partner Contributions to the Youth Offending Partnership Pooled Budget 2021/22'</b>
<b>Appendix 2</b>	<b>B7 &amp; B8 Staffing Chart</b>
<b>Appendix 3</b>	<b>Wirral Council Senior Management Structure 2021</b>
<b>Appendix 4</b>	<b>Senior Management Structure 2021</b>
<b>Appendix 5</b>	<b>YJMB Membership</b>
<b>Appendix 6</b>	<b>YJB Performance Comparison Table</b>

## Appendix 1

**Table 1: Partner contributions to the youth offending partnership pooled budget 2021/22**

<b>Agency</b>	<b>Staffing costs (£)</b>	<b>Payments in kind – revenue (£)</b>	<b>Other delegated funds (£)</b>	<b>Total (£)</b>
<b>Local Authority*</b>	<b>1,179,100</b>	<b>0</b>	<b>0</b>	<b>1,179,100</b>
<b>Police</b>	<b>0</b>	<b>1 FTE</b>	<b>0</b>	<b>0</b>
<b>Probation</b>	<b>5,000</b>	<b>0.6 FTE</b>	<b>0</b>	<b>5,000</b>
<b>Health</b>	<b>0</b>	<b>0.4 FTE CAMHS School Nurse (3 Hrs Clinic)</b>	<b>0</b>	<b>0</b>
<b>Police Crime Commissioner Grant (PCC)**</b>	<b>73,100</b>	<b>0</b>	<b>0</b>	<b>73,100</b>
<b>YJB Youth Justice Grant</b>	<b>607,393</b>	<b>0</b>	<b>0</b>	<b>607,393</b>
<b>Other***</b>	<b>0</b>	<b>0</b>	<b>86,874</b>	<b>86,874</b>
<b>Total</b>	<b>1,864,593</b>	<b>0</b>	<b>86,874</b>	<b>1,951,467</b>

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

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

\*\*\* It should be noted that the 'Other' category is for additional funding that the YOT can use for any general youth justice activities. Accordingly, funding such as the YJB Grant for Junior Attendance Centres should not be included. Remand grant is reflected here.

## Appendix 2 (B7) Staffing Chart

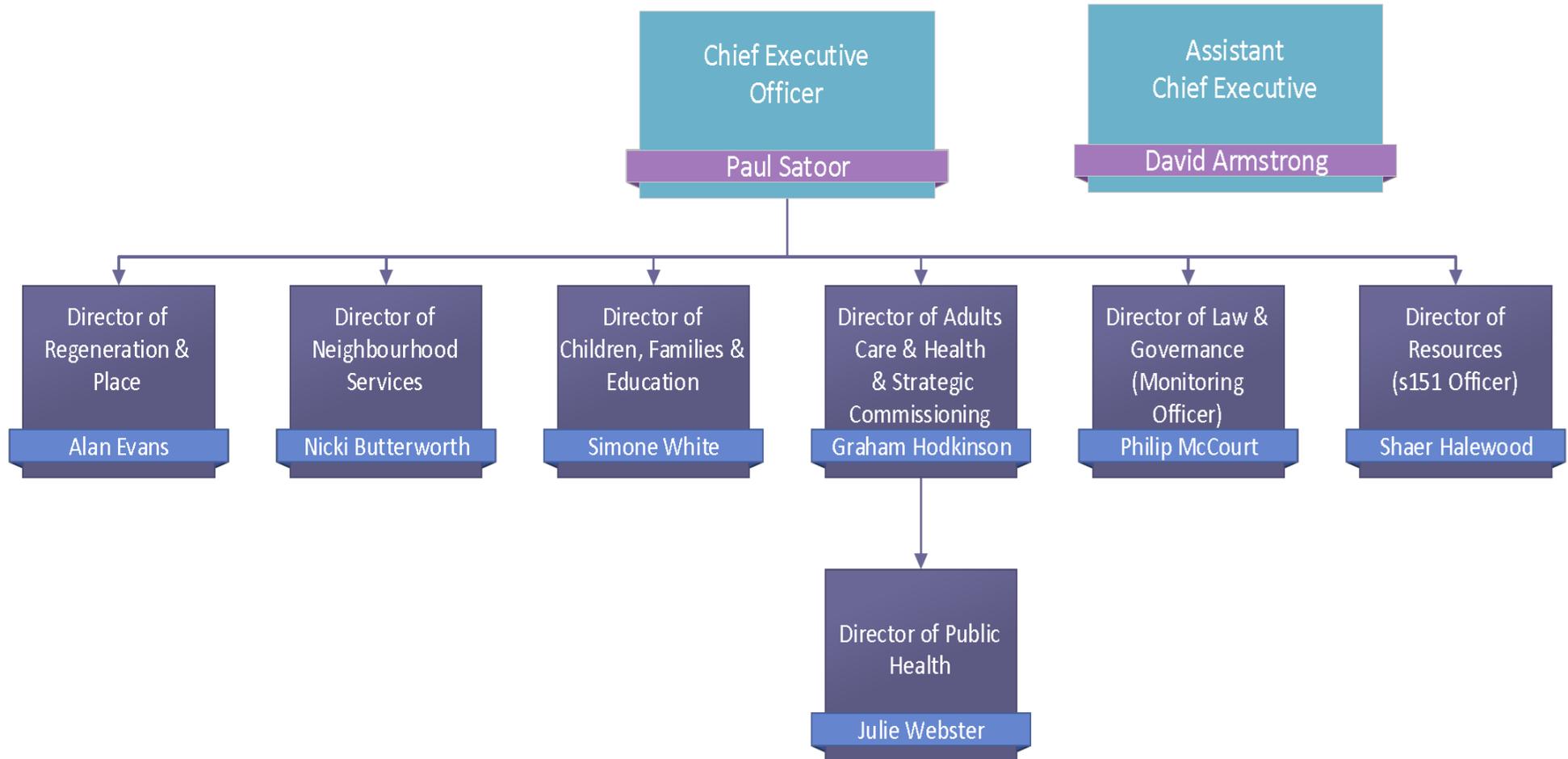
<b>B7: Staff in the Youth Offending Team (by headcount as at 30.06.21)</b>												
	<b>Strategic Manager</b>		<b>Operational Manager</b>		<b>Practitioner</b>		<b>Administration</b>		<b>Sessional</b>	<b>Student</b>	<b>Volunteer</b>	<b>Total</b>
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent	0	1	1	3	8	13	1	4				31
Fixed Term												
Outsourced												
Temporary									4		42	46
Vacant				1		2						3
Secondee Children's Services												
Secondee Probation					1							1
Secondee Police						1						1
Secondee Health (Mental Health)					1							1
Secondee Health (Physical health)												
Secondee Health (Other)												
Education					1							1
Connexions					1							1
Other												
<b>TOTAL</b>	0	1	1	4	12	16	1	4	4	0		<b>85</b>
<b>Disabled (Self-Classified)</b>		1	1		1							

## Appendix 2 (B8) Staff in the Youth Offending Team by Gender and Ethnicity

<b>B8: Staff in the Youth Offending Team by Gender and Ethnicity (as at 30.06.21)</b>																
	Strategic Manager		Operational Manager		Practitioner		Administration		Sessional		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian																
Black																
Mixed					1									1	1	1
White		1	2	2	7	18	1	4		4	7	13	7	13	24	55
Any other ethnic group												1				1
Not known																
<b>Total</b>	0	1	2	2	8	18	1	4	0	4	7	14	7	14	<b>25</b>	<b>57</b>
Welsh speakers*																

\* Welsh YOTs only

### Appendix 3 Wirral Council Strategic Management Structure – June 2021



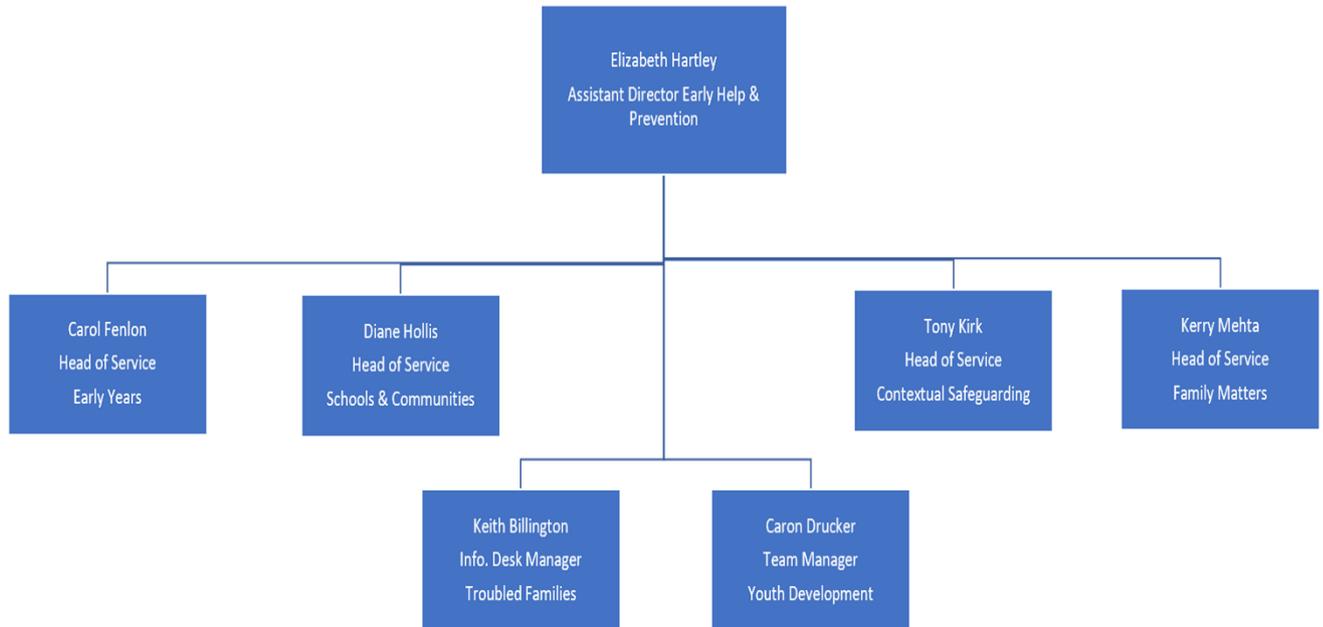
## Appendix 4

### Senior Management Structure June 2021



## Appendix 5

### Early Help and Prevention Management Structure June 2021



## Appendix 6

### YJMB Membership 2021

#### Wirral Youth Justice Management Board Members

Name	Role	Organisation
Elizabeth Hartley	Assistant Director for Early Help & Prevention	Wirral Council
Kathy Gill	Service Manager Wirral Youth Offending Service	Wirral Council
Tony Kirk	Head of Service Contextual Safeguarding	Wirral Council
Lynn Jones	Business Manager Wirral Youth Justice Service	Wirral Council
Martin Earl & Roger Pegram	Superintendent (CSP Deputy Chair) Chief Inspector, Operations Support	Merseyside Police
Susie Haggstrom & Peter Ashworth	Chair of the Wirral Youth Panel of Magistrates & Deputy Chair	Wirral Magistrates Court
Gary Squire	Magistrates Court	Wirral Magistrates Court
Karen Metcalf	Fire Prevention Officer	Merseyside Fire & Rescue Service
Carla Jones	Senior Manager, Wirral Probation	National Probation Service
Helen Heeley	Designated Nurse Safeguarding Children/Children Looked After	NHS Wirral CCG
Nicky Robinson	Deputy Head of Clinical Services, Wirral CAHMS	Cheshire & Wirral Partnership NHS Foundation Trust
Lisa Newman	Head of Operational Housing Services	Wirral Council
Julie Graham	Senior Public Health Manager	Wirral Council
Anna Dollard	SEN Manager. Education	Wirral Council
Alexsandra Kaitell	Head of Service. Assessment and Intervention. Children's Services	Wirral Council
Kerry Mehta	Head of Service. Family Matters. Children's Services.	Wirral Council
Eifion Burke	Head of Service. Permanence. Children's Services	Wirral Council
Paul Smith	Head of Service, 14-19 Strategy, Education, Wirral Children's Services. (NEET and Leaving Care)	Wirral Council

## Appendix 7

### Merseyside Performance Comparison for April 2020 – March 2021

Source: YJB YOT Data Summary version 106

	Wirral	Liverpool	Knowsley	Sefton	St. Helens	Merseyside PCC area
<b>Data Summary</b>						
<b>First Time Entrants</b>						
<b>Jan - Dec 2019 (latest period)</b>						
PNC Numbers of FTEs	66	136	30	41	27	300
PNC rate per 100,000	221	360	216	173	174	<b>229</b>
<b>Jan - Dec 2018</b>						
PNC Numbers of FTE's	75	121	46	51	27	320
PNC rate per 100,000	254	326	337	218	174	<b>262</b>
Number difference	<b>-9</b>	<b>15</b>	<b>-16</b>	<b>-10</b>	<b>0</b>	<b>-20</b>
<b>% difference</b>	<b>-13%</b>	<b>11%</b>	<b>-36%</b>	<b>-21%</b>	<b>0%</b>	<b>-12.6%</b>

<b>Use of custody</b>						
<b>Apr 20 – Mar 21 (latest period)</b>						
Custodial disposals	2	6	3	0	0	11
<b>Rate per 1,000</b>	<b>0.07</b>	<b>0.16</b>	<b>0.22</b>	<b>0.00</b>	<b>0.00</b>	<b>0.09</b>
<b>Apr 19 – Mar 20</b>						
Custodial disposals	7	22	5	1	3	38
<b>Rate per 1,000</b>	<b>0.23</b>	<b>0.57</b>	<b>0.36</b>	<b>0.04</b>	<b>0.19</b>	<b>0.28</b>
<b>Difference in rates</b>	<b>-17%</b>	<b>-42%</b>	<b>-14%</b>	<b>-4%</b>	<b>-19%</b>	<b>-19.2%</b>

<b>Re-offending rate</b>						
<b>Apr 18 – Mar 19 cohort</b>						
Number in the cohort	115	275	66	125	79	660
Number of re-offenders	46	108	18	56	37	265
Number of re-offences	154	422	63	128	120	887
<b>Re-offences per re-offender</b>	<b>3.35</b>	<b>3.91</b>	<b>3.50</b>	<b>2.29</b>	<b>3.24</b>	<b>3.26</b>
<b>Frequency rate</b>	<b>1.34</b>	<b>1.53</b>	<b>0.95</b>	<b>1.02</b>	<b>1.52</b>	<b>1.27</b>
<b>Binary rate</b>	<b>40.0%</b>	<b>39.3%</b>	<b>27.3%</b>	<b>44.8%</b>	<b>46.8%</b>	<b>39.6%</b>
<b>Apr 17 – Mar 18 cohort</b>						
Number in the cohort	86	318	93	122	91	710
Number of re-offenders	43	140	38	62	37	320
Number of re-offences	154	473	113	184	137	1,061
<b>Re-offences per re-offender</b>	<b>3.58</b>	<b>3.38</b>	<b>2.97</b>	<b>2.97</b>	<b>3.70</b>	<b>3.32</b>
<b>Frequency rate</b>	<b>1.79</b>	<b>1.49</b>	<b>1.22</b>	<b>1.51</b>	<b>1.51</b>	<b>1.50</b>
<b>Binary rate</b>	<b>50.0%</b>	<b>44.0%</b>	<b>40.9%</b>	<b>50.8%</b>	<b>40.7%</b>	<b>45.3%</b>
<b>Differences between cohorts</b>						
<b>Re-offences per re-offenders Difference</b>	<b>-3.6</b>	<b>0.5</b>	<b>0.5</b>	<b>-0.7</b>	<b>-0.5</b>	<b>-0.06</b>
<b>Frequency rate difference</b>	<b>-0.5</b>	<b>0.0</b>	<b>-0.3</b>	<b>-0.5</b>	<b>0.0</b>	<b>-0.23</b>
<b>Binary rate difference</b>	<b>-10.0%</b>	<b>-4.8%</b>	<b>-13.6%</b>	<b>-6.0%</b>	<b>6.2%</b>	<b>-5.7%</b>