



Appendix 1



Youth Justice Plan 2022 – 2023

Service	Wolverhampton
Service Manager/ Lead	Celia Payne
Chair of YJS Board	Bal kaur

1. [Introduction, vision and strategy](#)
2. [Local context](#)
3. [Child First](#)
4. [Voice of the child](#)
5. [Governance, leadership and partnership arrangements](#)
6. [Resources and services](#)
7. [Progress on previous plan](#)
8. [Performance and priorities](#)
9. [National standards](#)
10. [Challenges, risks and issues](#)
11. [Service improvement plan](#)
12. [Evidence-based practice and innovation](#)
13. [Looking forward](#)
14. [Sign off, submission and approval](#)
15. [Appendix 1](#) - Full board membership; linked to Governance, leadership and partnership arrangements
16. [Appendix 2](#) – Service Structure Chart

1. Introduction, vision and strategy

Wolverhampton Youth Offending Team (YOT) continues to be a forward thinking and ambitious organisation, committed to improving outcomes for young people, their victims and

creating a safer community. This reflects the core vision of the Youth Justice Board (YJB) as set out in the YJB Strategic Plan 2021 2024:

“A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.”

Our recent Her Majesty’s Inspectorate of Probation (HMIP) inspection published in February 2022 found

... “an effective service, with strengths apparent across assessment and service delivery for both court and out-of-court disposals. Reviewing was also robust in post-court cases. The YOT has an excellent understanding of what is required to deliver services and interventions to children and families, and work to promote this was evident”. (Pg4)

It also commented that:

“Staff know the children very well and go ‘over and above’ what is expected of them to ensure children are engaged and receiving the appropriate provision”.

These findings and the commitment, creativity and passion of our team has been fundamental to the continuing drive for excellence. At the heart of our future strategy will remain Positive Youth Justice, Child First, Offender Second principles. It’s our pledge to ensure that a child never enters the CJS as a result of an unmet health need. Our approach will continue to seek to prioritise the best interest of the child, ensure our services are child-focussed and developmentally informed. In addition, our work will promote children’s strengths and capabilities as a means of developing their pro-social identity for sustainable desistance. This will continue to be implemented within a blended approach to public protection, in which the needs and the voice of victims will be at the heart of promoting individual and community safety.

In addition, Wolverhampton YOT and the youth justice partnership’s future strategy will continue to promote the decriminalisation of young people where appropriate, by diverting them from the criminal justice system (CJS) and mobilising a partnership response to identified need and risk. Connected with this, Wolverhampton YOT are strategically committed to ensuring custody and the use of the secure estate is reserved for the critical few. Alongside this, future strategy will collaborate work with a range of partnership organisations to develop and support genuine early prevention projects, specifically focussing on school exclusions, exploitation and serious youth violence. This will be strategically aligned with Wolverhampton’s legal duty to support a multi-agency response to preventing and tackling serious violence; Safer Wolverhampton partnership (SWP) and the regional Violence Reduction Unit (VRU). Overarching all of this, Wolverhampton and its youth justice partnership will work tirelessly at both a strategic and operational level to address the disproportionality which continues to exist within our CJS, with a specific lens on the lived experience of people of colour, young women and young people with special education needs.

This plan for Wolverhampton YOT will also contribute to the City of Wolverhampton Council’s “Our City, Our Plan working together to be a city of opportunity, a city for everyone” contributing towards many of its priorities including “strong families where children grow up well and achieve their full potential; and healthy, inclusive communities”.

The YMB has played an instrumental role in guiding and scrutinising the team's work and priorities in the last 12 months. The continued partnership contribution to the YOT shows the genuine local commitment from the youth justice partnership to support a multi-agency response to young people at risk or involved in the CJS in Wolverhampton.

This plan has been developed following a number of consultation events with the strategic members of the YMB. This provided an opportunity to review what had been learnt in the last 12 months, achievements, performance, priorities, and risks going forward. In addition, team members within the YOT; community panel volunteers and young people were asked to reflect on what had gone well, issues facing young people in Wolverhampton and priorities going forward. This feedback has been incorporated within the plan and the priorities for Wolverhampton going forward.

Executive summary:

Achievements: 2021-2022

- HMIP overall rating "good" with Staff, Partnership and Services, information and facilities, court and out of court implementation and delivery and resettlement rated as "outstanding".
- Launch of the DIVERT scheme (November 2021) in which young people who commit offences which are not indictable only and where they accept responsibility, are referred to a partnership Joint Decision-making Panel (JDP) to agree a pathway for support. Initial evaluation between November 2021 – January 2022 showed 27 young people had been through JDP, 89% received Outcome 22 and 11% Youth Conditional Cautions, resulting in a 78% reduction in first time entrants (FTE) in the CJS for quarter 3 2021-2022. Outcome 22 pathway is part of the Deferred Prosecution Scheme and once a young person completes their intervention it is recorded by the Police as No Further Action (NFA) therefore they are not formally criminalised.
- (Based on local data) Only **2** custodial sentences were recorded during the 2021-2022 year; a reduction of 4 when compared to the previous year, a reduction of 67%
- The Wolverhampton Reoffending live tracker toolkit, rolling 12-months cohort in quarter 4 data in 2020-2021, reported a **18.20%** overall binary rate, compared to national rate of 37.9%.
- The Reoffending live tracker toolkit, rolling 12-months cohort in quarter 4 data in 2020-2021 for Out of Court disposals, reported an overall binary rate of **9.10%** compared to national rate of 37.9%.
- Our continued development of our trauma informed practice and developmentally sensitive approaches to interventions. HMIP commented that:

"Staff were creative when delivering interventions and used language and techniques that support the trauma-informed approach promoted by the YOT". (pg 9)

- Excellent work in our Restorative Justice unit recognised within our HMIP report:

"The YOT has an impressive restorative justice unit, which takes a holistic approach to working with children and victims". (pg8)

- Our strategic and operational involvement in the city's response to the legal duty to support a multi-agency approach to preventing and tackling serious violence. YOT is a strategic member on the Violence Prevention Group, co-chair of the Partnership Gang Forum and is an active member of the Exploitation Hub. Alongside this, the YOT has developed a Creating safety Project targeted at early intervention for young people at risk of exploitation.

Challenges/Risks 2022-2023

- Disproportionality within our cohort for young people from an ethnicity perspective and the continued lived experience challenges facing young people of colour.
- Escalation and overrepresentation of young people with special educational needs and Educational and Health Care Plans (EHCP) into the CJS
- Increase in youth violence and exploitation within Wolverhampton and the continued need for a public health response to the systemic issues facing young people and families within the city, especially during a "cost of living crisis" and the ongoing impact of COVID on the mental wellbeing of children and families.
- Continued commitment to appropriately funding the YOT and the broader youth justice partnership and ensuring local youth justice services are, from a governance perspective, still able to be delivered in the best possible way for the local population.

Opportunities 2022-2023

- Continued learning and practice development for the team, focusing on trauma informed practice, including neurodiversity, learning from the HMIP thematic report on the experiences of Black and Mixed Heritage boys in the CJS and the continued development of bespoke packages of interventions and resources.
- Continued improvement in the team's quality of assessment, management of risk, contingency planning for all interventions.
- YJB proposed uplift in funding for the "Turnaround Programme" to support YOT's to develop an early intervention offer with child and families, offering voluntary, needs-driven, family-focussed support to de-escalate of behaviour and to get their lives back on track.

Regional collaboration on cross boundary issues, such as exploitation, county lines and gang, including a blueprint for positive youth justice in the west Midlands.

2. Local context

Wolverhampton, a city in the West Midlands has a population of 262,000 based on 2018 mid-term estimates: an increase of almost 5% from the 2011 census. As of 2019 9.5% of the population comprises of young people aged 10 to 17 years. Based on the 2011 census data 61% of the 10 – 17 population are White and 39% Black, Asian, Minority and Ethnic young

people. Wolverhampton was ranked 28 out of 354 Local Authority Districts (with 1 being the most deprived) in 2007, having slipped from 35 in 2004. It has two Super Output Areas (SOA) within most deprived 1% in the country, and 15 in the top 5%. This demonstrates the need for significant intervention, strengthening the argument for intelligent investment to support economic growth and reduce deprivation in the City.

The City of Wolverhampton – One Council has a senior leadership team responsible for key themes including Families, Organisations and Community and Place. YOT is aligned and its corporate governance structure sits within the Families theme.

Demographic and offending Profile:

This plan and the analysis used to inform judgements around performance and priorities are underpinned by an explicit understanding of the YOT's cohort of young people for 2021-2022. To this end, 89% of all disposals and 100% of custodial outcomes relate to young men. 50% of all disposals relate to Black Asian and other Minority Ethnic young people. Offences of violence against the person accounts for 49% of all offences and 14.6% of the cohort relate to Children and Young People in Care (CYPIC). (9% Wolverhampton and 5.6% Out of Borough CYPIC)

Offence Profile 2021-22	No/%	Disposals 2021-22	No/%	Interventions Started	No/%
Violence against the Person	88 (49%)	Outcome 22	53 (36%)	Substantive Outcomes:	
Drugs Offences	15 (8%)	Community Resolutions (CR)	9 (6%)	Youth Caution	16 (7%)
Theft and Handling Stolen Goods	14 (8%)	Youth Cautions (YC)	14 (9%)	YCC	20 (9%)
Criminal Damage	13 (7%)	Youth Conditional Cautions (YCC)	19 (13%)	Referral Order	18 (8%)
Motoring Offences	10 (6%)	Referral Orders	35 (23%)	YRO	13 (6%)
Robbery	9 (5%)	Community: YRO	17 (11%)	YRO Intensive Supervision and Surveillance	4 (2%)
Arson	5 (3%)	Custody	2 (1%)	Detention Training Order/Custody	1 (0.5%)
Domestic Burglary	5 (3%)	Total Disposals	149	Through Care Programme	1 (0.5%)
Public Order	5 (3%)	No of offences	180	Other Outcomes:	
Vehicle theft/Unauthorised Taking	4 (29%)	No of Young People	75	Outcome 22	56 (25%)
Breach of Statutory Order	3 (2%)			Community Resolution	9 (4%)
Other	3 (2%)			Prevention Programme	77 (34%)
Non-Domestic Burglary	2 (1%)			Voluntary Support Programme	1 (0.5%)
Racially Aggravated	2 (1%)			Bail Support Programme	5 (2%)
Breach of Bail	1 (.5%)			Remand in Custody (YDA) SCH	1 (0.5%)
Fraud and Forgery	1 (.5%)			Remand in Custody (YDA) YOI	2 (1%)
Total	180			Total Interventions Started:	224

		Out of Court Disposals						Court Disposals						Combined	
		Community Resolution		Youth Caution		Youth Conditional Caution		First Tier Disposals		Youth Rehabilitation Orders		Custody Disposals		Overall Disposals	
		2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2020/21	2020/21	2021/22
Gender	Male	83%	67%	81%	79%	92%	89%	94%	94%	100%	94%	100%	100%	90%	89%
	Female	17%	33%	19%	21%	8%	11%	6%	6%		6%			10%	11%
Ethnicity	White	38%	56%	62%	79%	19%	37%	54%	49%	54%	47%	17%		44%	50%
	Mixed	10%	22%	5%	21%	50%	37%	22%	23%	23%	18%	50%	50%	22%	25%
	Asian	12%				8%	5%							4%	1%
	Black	24%	22%	29%		12%	21%	22%	20%	23%	35%	33%	50%	22%	21%
	Other Ethnic Group	2%				12%		2%	9%					3%	3%
	Unknown	14%		5%										4%	
Age	10														
	11	7%		5%										2%	
	12	5%	33%	19%	7%	8%	16%							5%	7%
	13	7%		14%		12%		2%	9%					6%	3%
	14	19%	33%	10%	7%	8%	16%	19%	3%		6%			14%	9%
	15	21%		5%	50%	19%	16%	35%	34%	23%	35%	17%		23%	29%
	16	21%	11%	19%	21%	19%	21%	17%	26%	62%	18%	50%	100%	23%	23%
	17	14%	22%	29%	14%	31%	26%	28%	29%	15%	41%			23%	27%
	18	5%				4%	5%					33%		3%	1%
Offence Type	Arson				7%	8%	11%		2%		1%			1%	3%
	Breach of Bail										1%				1%
	Breach of Conditional Discharge														
	Breach of Statutory Order										3%				2%
	Criminal Damage	7%		24%				5%	2%	12%	14%			8%	7%
	Death or Injury by Reckless Driving														
	Domestic Burglary							1%	5%		3%				3%
	Drugs Offences	12%	11%	10%	7%	8%		9%	12%	4%	7%		29%	8%	8%
	Fraud and Forgery												14%		1%
	Motoring Offences							5%	5%	6%	9%			3%	6%
	Non-Domestic Burglary	5%			7%	4%		3%			1%			2%	1%
	Other	26%	11%		7%	4%	5%	2%			16%		13%	10%	2%
	Public Order	10%	11%	5%	7%	4%	5%				3%	1%	13%	3%	3%
	Racially Aggravated		11%									1%			1%
	Robbery	2%					5%	3%	9%	6%	5%			3%	5%
	Sexual Offences	5%						3%		4%				3%	
	Theft and Handling Stolen Goods	10%	11%	5%	7%	4%	5%	3%	7%	1%	9%			4%	8%
Vehicle theft/Unauthorised Taking			14%		8%		8%	2%	3%	3%	13%		6%	2%	
Violence against the Person	24%	44%	43%	57%	62%	68%	57%	56%	45%	41%	63%	43%	48%	49%	
CYPIC	CYPIC - Wolverhampton	0%	0%	0%	7%	4%	5%	6%	6%	8%	12%	17%	50%	4%	7%
	CYPIC - Caretaking	0%	0%	0%	7%	0%	0%	4%	6%	57%	12%	0%	0%	6%	5%

3. Child First

Wolverhampton YOT has embraced the concept of Child First Offender Second and has built its vision, strategy and practice on “Positive youth justice” (K.Haines & S Case 2015). The YOT Management Board (YMB) terms of reference enshrine these principles. Throughout this plan it will be evident how the 4 tenets below are embedded in current practice and a focus for future development:

1. Prioritise the best interests of children and recognise their particular needs, capacities, rights and potential. All work will be child-focused, developmentally informed, acknowledge structural barriers and meet responsibilities towards children
2. Promote children’s individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work will be constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society
3. Encourage children’s active participation, engagement and wider social inclusion. All work will be a meaningful collaboration with children and their carers
4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work will minimise criminogenic stigma from contact with the system

Some examples of how the 4 tenets are being delivered include:

1. Development of trauma informed practice and developmentally sensitive interventions, emphasising the uniqueness of each child informing assessment and delivery of bespoke packages of support.
2. Strength based models of practice, building on the factors for desistance and promoting the Good Lives Model in which the intervention trauma informed framework of Attachment, Regulation and Competencies (ARC) promotes support that builds resilience. HMIP recognised this approach, including a quote from one child who said:

“The best thing about my YOT worker was that they didn’t make me feel like a bad person and listened to me.” (pg25)
3. The YOT’s participation forum, opportunities for co-creation, and the feedback and evaluation framework used to improve and make practice responsive to the needs of the young people.
4. Strategic and operational commitment to the discrimination of all children and the launching of the DIVERT scheme in Wolverhampton.

4. Voice of the child

Our Participation Strategy sets out key aims for the next year, including the intention to dovetail with the City of Wolverhampton Participation Strategy and the Youth Justice Board Strategy.

Principles:

Voice of our Children and Young People

- We operate the 'Child First, Offender Second' principles. At its heart it encourages young people to actively participate, engage and feel supported to co-create their programmes.
- We use the ladder of participation as a way of benchmarking participation progress

Evaluation and Feedback

- We routinely gather feedback for all our activities and interventions at the YOT including work in the secure estate.
- Analysis of this feedback is summarised in our 6-monthly participation and evaluation reports allowing us to prioritise, monitor and review progress, informing our participation action plan for 2022-2023. One recent example has been a young person's involvement with the re-design of the HUB within viewpoint with the external designer programmer - "You asked, we did" This will be complete by July 2022.

"You asked, we did" (From our 'Have your say' events)

- ❖ Re-naming the forum 'Have your Say' group replacing the previous name of Voices from Youth justice and helping to design leaflets and other resources for young people.
- ❖ Public health responding to a concern raised by a young person in a forum about knife crime and the number of knife bins in the city centre. The positioning and number of knife bins is now currently being reviewed.
- ❖ Creating an additional boxing activity after school hours to allow young people in school to attend and development of more art-based projects.
- ❖ Developing an online presence at the YOT, including an Instagram account, as well as all evaluations to be accessed via an online app.
- ❖ A notice board in reception to show the staff structure of the YOT with photos and avatars to help young people to understand who is who, within the team.

YOT Management Board (YMB)

Regular opportunities are created to ensure the voice of our children are heard at the most strategic level in the YOT. At YMB in April 2022 members heard the voices of two young people who presented their journeys through the YOT by the medium of short films. On a previous occasion a child in custody joined the YMB virtually and shared their experiences and outlined what would have helped when he was younger to avoid the path he had taken into custody. Most recently, the chair and vice chair of the YMB spent a day at Werrington YOI meeting and talking to young people about their experiences of custody and resettlement.

Future focus, includes:

- Girl's consultation to hear their voices and views on how we should shape a bespoke girls programme and other identified support for girls work.
- Black and mixed heritage boys lived experience in Wolverhampton YOT and the broader CJS.
- Developing the voice of the child within the court arena
- Community & strategic partners attending 'Have Your Say' participation events

22 young people participated in a YJB Plan consultation exercise asking the questions below. The responses are a sample that illustrate the themes:

What do you think the YOT has done well in the last 12 months (if anything?)

- The young people reported they had built meaningful relationships with staff at the YOT and liked the regularity of the sessions.
- One young person mentioned that their worker helped them to access CAMHS and 360
- One young person mentioned how workers helped them within the school environment
- YOT practitioners helped access activities such as boxing and music

Direct quotes

- "Helped me see what I do affects others"
- "Listened to me and helped me think differently about the situation"
- "Settled me down in my weekly session.
- " Liked the ' Have your say' group-It was small and chilled"
- "Explained things to me so I understood"
- "YOT were 'on my side' and made me a better person"

What are the key issues facing young people, like you living in Wolverhampton?

- Knife crime was a feature for most YP alongside their concerns in relation to the use of social media (Bullying, grooming, getting messaged late at night)
- There was a strong view that there is a lack of activities and that youth clubs/skate parks are lacking and means YP get into trouble as they are just wandering the streets
- Social media was considered problematic by many YP's- harassment, exploitation, bullying etc
- Some environmental concerns in relation to rubbish and pollution

Direct quotes

- "There are gangs in every area'-Postcodes and 'Repping'
- "Carrying weapons to protect ourselves
- "Feeling safe on the streets"
- "It's a normal city, not enough for YP to do"
- "Need to feel protected so walk around in groups"
- "Social media is the problem-it never stops"

What should be the YOT's focus on/priority in the next 12 months?

- More community based and YOT based activities. -Comments included that it keeps young people busy and occupied and safe.
- YOT to work on having safe spaces in the city
- Continued work on gang crime.
- Work on social media and its influences.
- Some young people enjoyed group work.
- Continue to help families.

Direct Quotes

- "Would like to have worked longer with YOT" (Back on Track young person)
- " Getting older people who have been in trouble to speak to us younger young people about their lives"
- "I think we should get to visit a prison"
- "Help us find jobs so we are not wandering the streets"

5. Governance, leadership and partnership arrangements

The work of the YOT is overseen by a well-attended strategic quarterly YOT Management Board (YMB), chaired by a Consultant in Public Health, with the local Police Superintendent as vice chair (see appendix 1). It has developed a robust set of Terms of Reference (TOR) which were reviewed in 2022 using the YJB guidance on “Youth justice service governance and leadership”. The TOR explicitly incorporate the requirements to set the strategic direction of Youth Justice services in Wolverhampton, promotes the principles of ‘child first offender second’; oversees, supports and holds to account the work of the team; ensuring services are being delivered in line with the 2019 Standards in Youth Justice. The YMB is a learning meeting where partners can share collective wisdom and experience in order to shape the future of Youth Justice in Wolverhampton.

In order for the Board to effectively undertake these functions it continues to receive regular reports on:

- Resourcing: both finance and staffing including holding partners to account for any proposed changes
- Compliance with YJB grant conditions for example the timely submission of this plan and data returns
- A performance data report which is detailed in respect of key factors such as age, gender, race, offence type, Focus is on the three key national drivers and other local priorities – reducing reoffending; first time entrants to youth justice; custody rates and engagement of young offenders in education training and employment. The re-offending live tracker data is also presented to board along with a specific report on knife crime.
- Report and scrutiny over the action plan addressing issues of disproportionality
- National standards Self-Assessments, action plans and reviews
- Safeguarding briefing paper to allow any other Strategic or Operational safeguarding issues to be raised within this forum. Focus on Exploitation; custodial safeguarding practice and responses to serious incidents in order to ensure appropriate opportunities for operational and strategic learning.
- Focus on Practice - Operational practice presentations which bring alive the work of the YOT, including attendance of young people at YMB to share experiences of custody and working with the team.
- Progress against the key priority areas identified within the YJB plan and outcomes of case audits and quality assurance processes

A key part of the function of Board remains the holding to account its strategic partners in order to drive system improvement for children to achieve better outcomes (YJB Strategic Plan 2021-2024); and providing an escalation forum for any resourcing or operational issues. In addition, the YMB ensures that its members strategically embed the work and priorities of the YOT within their partnership agency, with a specific focus on promoting desistance, keeping young people and others safe and disproportionality.

The YOT is managed by the City of Wolverhampton Council (CWC) within Children’s Services and is well placed to contribute to the wider agenda of CWC and the broader Safer Wolverhampton Partnership (SWP). Reports about the work of the YOT are regularly presented to the CWC Children’s Senior Leadership Team (CSLT), the Strategic Executive

Board (SEB), the Wolverhampton Safeguarding Together partnership (WST) and through Scrutiny and Cabinet. This Youth Justice Plan is approved and endorsed by CWC Cabinet and the SWP.

The Youth Offending Team has strong links with key partnerships within the Children's Services and Community Safety areas of work. The YOT Head of Service has a broad portfolio within Children's Services including edge of care support services, residential children's homes, Partnership Exploitation and Missing Hub. This broad remit fits well with the work of the YOT and has also assisted in strengthening the working relationship with Social Care. The YOT's key priorities will be identified and included in the Children's and Young People Service Plan 2022 - 2023.

Within the Safer Wolverhampton Partnership, the YOT participates in the Partnership Board and attends the Delivery Board. In addition, the YOT is also represented at a number of other key operational and strategic meetings and boards including the Violence Prevention Group, Child Exploitation and Missing Operational Group (CEMOG), the Exploitation Priority Group (a sub-group of WST), the Children and Young People Emotional, Mental Health and Wellbeing Partnership Board, Children and Families Together Board and the Clinical Commissioning Group Risk Register meetings.

HMIP rated the arrangements for governance and leadership as "good" and partnership and services as "outstanding"

6. Resources and services

Wolverhampton YOT partnership receives a variety of resources both financial and in kind from its partners all of which are overseen and understood within the strategic YOT Management Board. The YJB Practice Grant is a key source of financial income that is used to finance staffing to support the wide range of Youth Justice functions undertaken across the partnership. Unfortunately, the YJB grant has not been confirmed, other than an indication that it will not be less than 2021-22. This Practice Grant is supported by the Local Authority contribution which has allowed the continued investment in Social Workers to undertake assessments, reporting and intervention planning and delivery within the Criminal Justice setting, enhancing safeguarding and risk management practice.

Partner contributions to the youth offending partnership pooled budget 2022-2023 is outlined below. This indicates the finance and in-kind contributions made by local partners. This funding and the in-kind contributions enable the YOT and the youth justice partnership to concentrate on its strategic aims to divert young people from the CJS safely, reduce reoffending, promote the best outcomes for young people and protect victims and communities from future harm. In accordance with the Crime and Disorder Act 1998, Wolverhampton YOT receives contributions from all statutory partners – Police, Education, Health, Probation and Social Care. Any proposal to change the levels of resourcing are presented at YMB for discussion and ratification.

For 2022-2023 the YOT will receive direct funding from the Police and Crime Commissioner (PCC) of £66k and this funding is specifically used to support the DIVERT scheme. The use of this budget and its aligned performance indicators are reported back to the PCC on a quarterly basis. The DIVERT delivery continues to be supported by the police contribution,

alongside its work with high-risk young people, Partnership Gang Forum, Deter Young Offender (DYO) scheme and the Multi-agency Public Protection Arrangements (MAPPA). Additional funding is being sought by the Police Offender Management Unit to provide a second Youth Crime officer for the YOT to support the delivery of DIVERT. The National Probation Service (NPS) contributions to Wolverhampton YOT for 2022- 2023 will be a full-time Probation Officer (PO). The PO role will focus on the transition to adulthood work for 17-year-olds and working with our high-risk young people.

The combined health budget has allowed the YOT to develop a sophisticated health offer within the service, which triages all young people for health issues. The aim of the YOT health offer is to ensure that no young person enters the Criminal Justice System with unmet health needs. The integrated health team consists of a school nurse from Royal Wolverhampton Trust (RWT), a Psychologist from the Child and Adolescent Mental Health Service (CAMHS), a Substance Misuse from Wolverhampton W360) and a Speech and Language therapist from RWT. The School Nurse and Substance Misuse posts are commissioned by Public Health. In our recent HMIP inspection the report indicated that further funding was required to increase the Speech and Language offer within the team. The YMB are exploring potential pathways for this funding. A performance framework has been established with the health providers and via a quarterly health summit, performance and outcomes are reviewed. In addition, alternative resourcing is being finalised to fund the Back on Track (BoT) project for 2022-23 following the funding from Headstart ending in 2022.

Partner contributions to the youth offending partnership pooled budget 2022-2023

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	1,06,180	18,660	375,880	1,454,720
Police Service	27,360	74,100	0	101,460
National Probation Service	5,000	50,496	0	55,496
Health Service School Nurse/ CAMHS/Substance Misuse /Speech and Language		144,207	0	144,207
Police and crime commissioner**	66,000	0	0	66,000
YJB Practice Grant	520,900 (TBC)	0	0	520,900
Total	1,679,440	268,047	375,880	2,323,367

7. Progress on previous plan

The progress against the YOT Business plan for 2021-22 has been monitored and reported at the YMB. It's been supported by a number of operational actions plans in which key operations managers have held responsibility for delivery with the team. The final review of the plan was completed and agreed at the last YMB in April 2022.

Actions completed include:

- Reshaping and incorporating lessons learnt from the pandemic into the delivery model of the YOT going forward
- Reviewing the ToR for the YMB
- Ensure all partnership Service Level Working Together Arrangements are fit for purpose.
- Embedding diversion at the point of arrest – launching a new criteria for police referral to the OOCJ Joint Decision Panel (JDP)
- Embedding the work of the Speech & Language therapist in all areas of YOT practice
- Review YOT intervention offers to fully align with the ARC trauma informed framework and continue to embed trauma informed practice, with a specific focus on offences of violence, weapon related offending and gang/exploitation support
- Development of YOT Peer mentoring Programme
- Embed the work of the Partnership Exploitation and Missing Hub and the Partnership Gang Forum in order to develop an effective response to contextualised safeguarding
- Promote the voice of the child and encourage meaningful participation.
- Continuing to promote Resettlement Support Panels and the proactive engagement of young people within the secure estate.

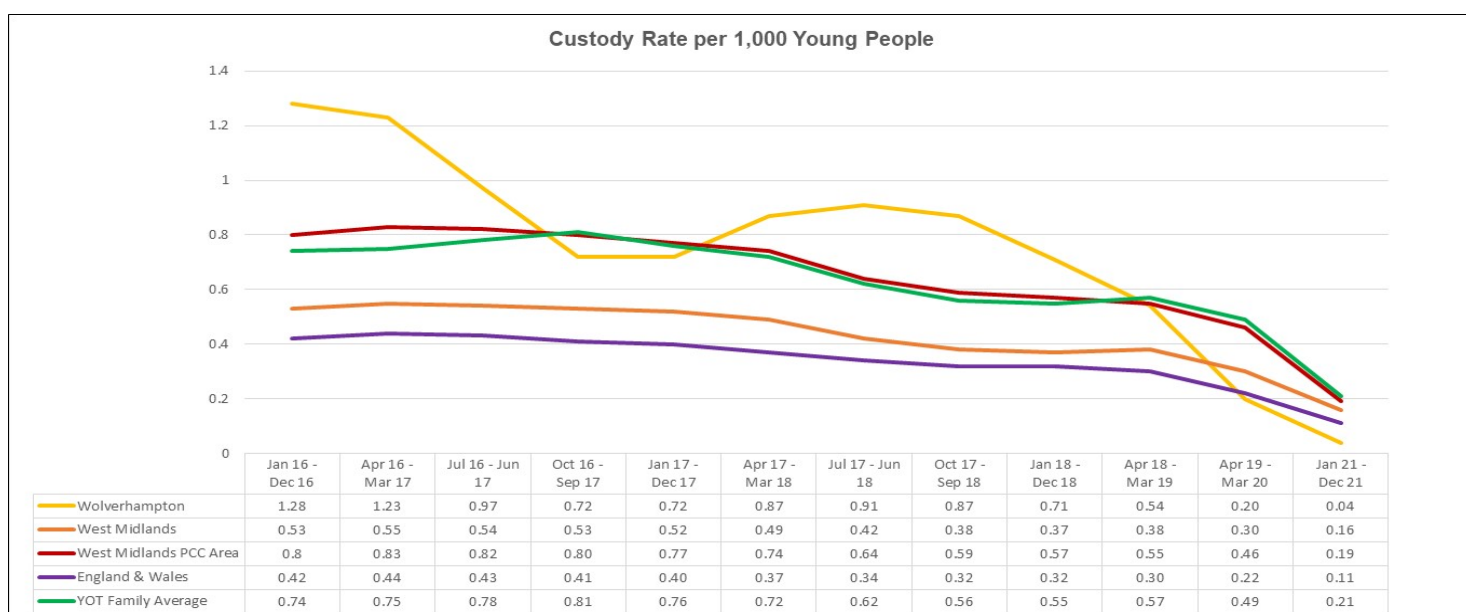
Actions to carry forward into the YOT Business Plan 2022-2023, include:

- Building upon the work with Children and Young People in Care (CYPIC) to further reduce their risks of criminalisation.
- Improving the educational engagement and outcomes for all young people at the YOT
- Extension of the whole family / carer offer within the service
- Addressing areas of disproportionality and promoting wider partnership engagement to reduce areas of significant disproportionality.

8. Performance and priorities

Use of Custody and constructive resettlement:

(Based on local data) two custodial sentences were recorded during 2021-2022; a reduction of four when compared to the previous year, equating to a reduction of 67%. Both sentences were received by males aged between 16 and 17 years. Both sentences were received by males from an ethnic minority group. One male was black and one male mixed ethnicity.



The custody rate for Wolverhampton has recorded year on year reduction since October 2017, and has fallen below the national average, West Midlands average and YOT family average since 2020.

Youth Detention Accommodation

Four young people were subject to youth detention accommodation throughout 2021-2022, consistent with the previous year, however, the collective days on remand were more than double the number from the previous year, with an increase of 130% when compared to 2020-2021.

2020/21			2021/22		
Number of young people on remand	Collective days spent on remand	Annual Remand Costs (£)	Number of young people on remand	Collective days spent on remand	Annual Remand Costs (£)
4	347	£97,905	4	798	£381,018

Throughout 2021-2022 three of the four young people were remanded in a YOI and the other in a SCH. During 2021-2022 there has been an increase of 289% (£283,113) in remand costs

predominantly linked to the YP remanded to a SCH which attracts a higher daily fee of £438 more than a YOI remand. The young person remanded to a SCH was aged 14 years with the three young people remanded to YOI aged 16 years (one YP) and 17 years (two YP). Two of the young people were black and two were white. At the end of 2021-2022 two of the YP remain on remand with one YP receiving a six-month custodial sentence and the 14-year-old found not guilty during his trial after a period of 296 days on remand. All of the young people were on remand for offences of violence against the person as their most serious offence. Other offences included drugs offences, driving motoring offences and robbery.

The use of custody within Wolverhampton continues to be extremely low, lower than all its comparators. This aligns with the YOT's ambition to ensure that the secure estate is only used for the critical few, in which the risks cannot be adequately managed in the community and the impact on the victim has been significant.

However, the YOT will endeavour to keep working to ensure that use of custody remains low by:

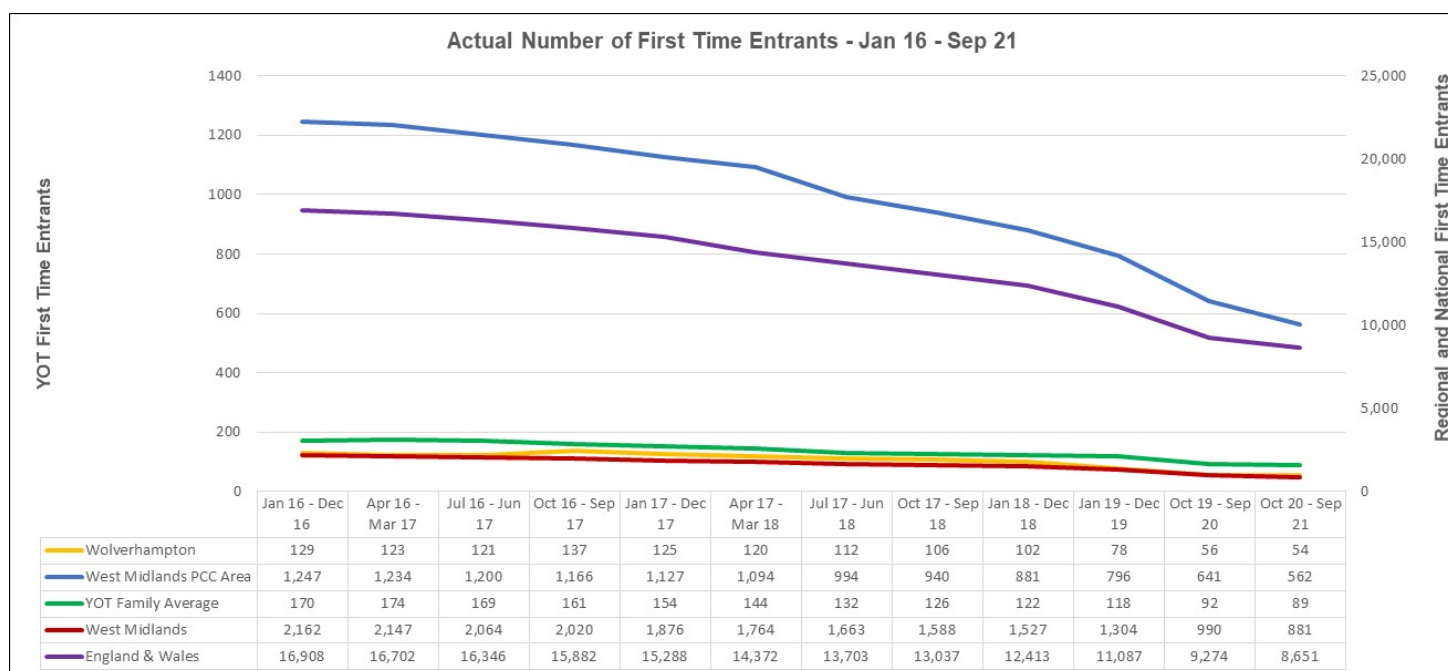
- Producing quality gatekept reports to the court, supported by proportionate and credible community sentence recommendations
- The maintenance of a robust Intensive Supervision and Surveillance scheme (ISS) offering oversight and creative interventions to address risky offending and offer real alternatives to custody and secure remands
- Provision of high-quality court officers that are responsive and proactive in tailoring bail alternatives for court, including weekends
- Maintaining the confidence of the court in all tiers of interventions and bail options e.g., Referral Order panels by offering shadow visits, presentations to Youth Court Panel meetings etc
- Clear and credible compliance and, where necessary, enforcement procedures
- A clear risk management policy that reviews and maintains management oversight
- Working closely with voluntary and community sector partners to ensure our service is relevant and responsive to all of Wolverhampton's diverse communities
- Working closely with Children's Services in the response and management of remand bail requests to avoid, where appropriate, secure remands

With regard to constructive resettlement, Wolverhampton has an established system of Resettlement Support Panels based on the YJB's '7 pathways of resettlement'. This has resulted in the development of Education Training and Employment (ETE) and mentoring support via YOT resettlement support and partnership organisations. Werrington YOI operational lead for resettlement is also an active YMB member and the YOT are represented on Werrington's Safeguarding board. HMIP rated resettlement as "outstanding" and commented:

"The YOT has had a resettlement policy in place for a number of years, which includes guidance on the operation of resettlement panels. The policy has been reviewed and updated. There is a local agreement with children's social care that all children will be released into appropriate accommodation. There is a representative from the secure estate on the management board, and evidence that the YOT appropriately escalates concerns about children in custody". (pg10)

First Time Entrants

(Based on local data) The First Time Entrant rate for Wolverhampton throughout 2021-2022 has recorded a 38.6% reduction in young people during 2021-2022 and a 21.6% reduction in the number of offences committed amongst FTE when compared to the previous year. 2020-2021 recorded 44 young people, reducing to 27 during 2021-2022. YJB available data (October 2020 – September 2021) reflects a reduction of 8.5%, higher than the -5.9% recorded by Wolverhampton’s YOT family Group (made up of comparative YOTs). The data available from the YJB precedes the introduction of Outcome 22 within Wolverhampton YOT, which has further impacted on FTE numbers throughout 2021-2022.



The actual number of FTE as displayed in the YJB charts reflects the downward trend within Wolverhampton since 2016 also mirroring the overall downward trend across all regions since this period.

The YOT performance report year to date identified that offences of violence against the person (55%), drugs offences (15%) and theft and handling stolen goods (13%) are the most common for FTEs. The rate of violence against the person has remained consistent with the 2020-2021 rate of 58%, but this was a notable increase after recording 32% amongst FTE during 2019-2020.

It must be noted that the impact of DIVERT and the use of Outcome 22 on the YOT’s First Time Entrants Data has for Quarter 3 in 2021-2022 shown a significant impact already. The data produced for the Safer Wolverhampton Partnership (SWP) showed that FTE comparative rates for Quarter 3 2020-2021 (18 young people) and 2021-2022 (4 young people) reported a reduction of 78%, primarily as a result of the use of Outcome 22. We would expect this trend to continue, and as long as young people successfully complete their Outcome 22 interventions, this will have a significant impact on the formal decriminalisation of young people in Wolverhampton.

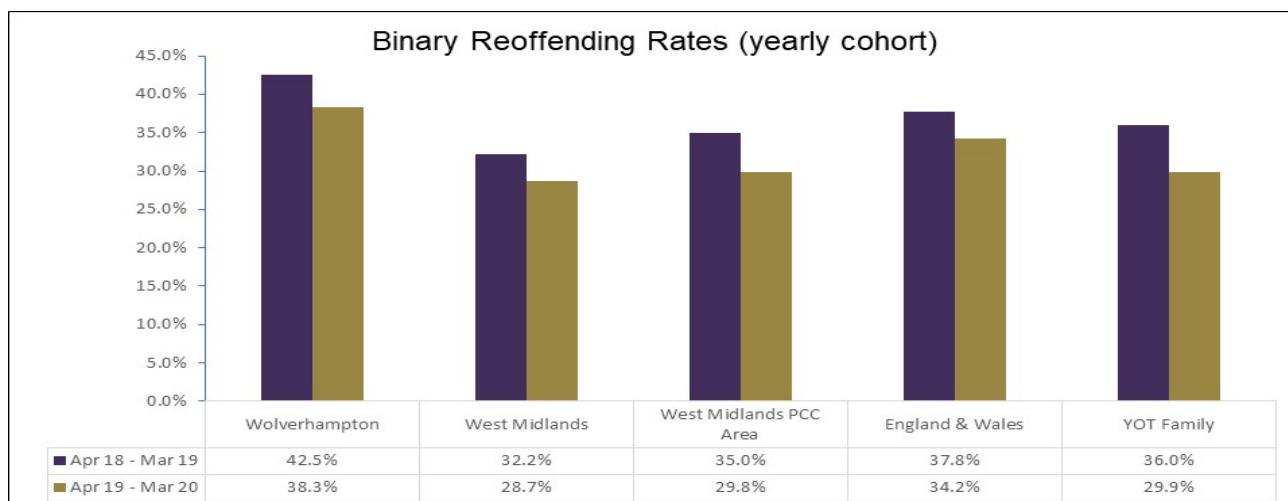
Further initiatives to continue to reduce FTE include:

- Exploitation and Missing Hub and the Partnership gang's forum providing a vehicle for earlier identification of young people at risk of exploitation and offering early intervention packages of support to prevent young people entering the CJS
- Development and delivery of the new YOT Creating Safety Project targeted at young people at risk of exploitation prior to involvement in the CJS
- Explore the proposed YJB funding for the "Turnaround" programme to support YOTs to develop an early help offer.
- Continued funding to support the Back on Track Project aimed at providing early intervention for years 7, 8 and 9 pupils at risk of school exclusion due to criminogenic related behaviours i.e., knife and/or drug possession at school
- Work with the Schools and Police Panel to reduce the criminalisation of young people involved in offence related behaviours within the school setting.
- Embedding of Restorative Practice within identified Residential Units to promote the "making it right" programme to mediate and prevent criminalisation in residential settings. In addition, working with youth justice partners in the delivery of the National Protocol for the discrimination of young people in care.

Reducing Reoffending

Binary rates of reoffending (YJB Data April 2019 – March 2020)

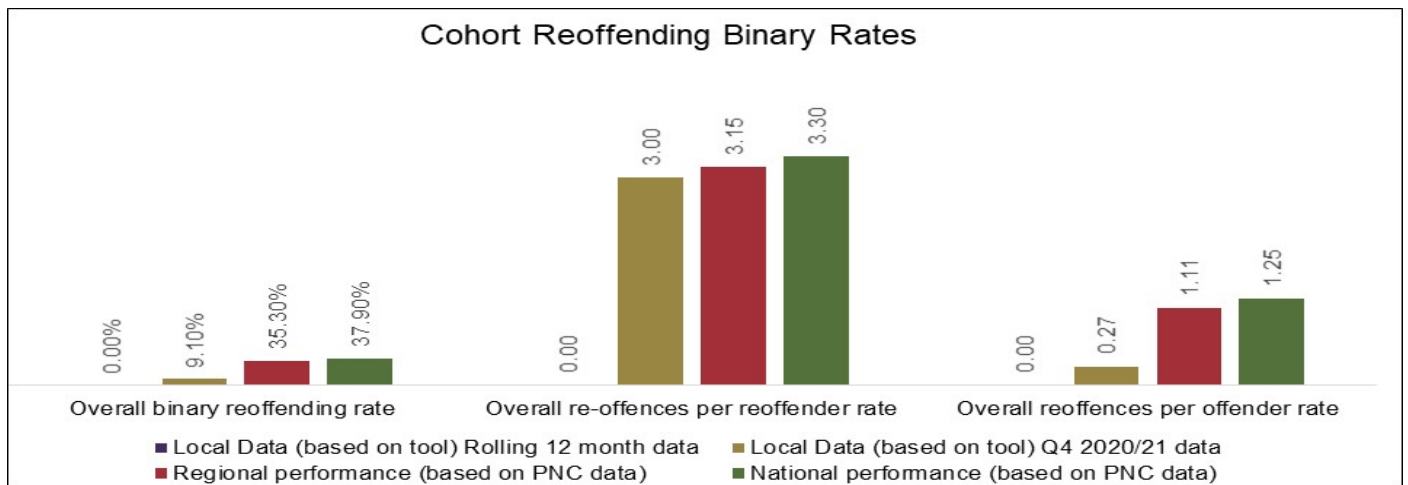
During 2019-2020 Wolverhampton recorded a decrease in the reoffending rate from 42.5% to 38.3%. All other areas regionally and nationally recorded slight reductions in the yearly cohort rates.



Reoffending Live Tracker Tool (local data)

Tracking in quarter 4 during 2020-2021 recorded a 18.2% overall binary rate, with 4.50 reoffences per reoffender rate. The overall reoffences rate across the cohort was at a rate of 0.82. With the exception of the overall re-offences per reoffender rate, all rates fall below both the regional and national performance for reoffending.

Within Wolverhampton YOT the 'Reoffending Tracker tool' is also used to track young people who receive an OOC. This tracks the reoffending rates of young people who receive Community Resolutions, Youth Cautions and Youth Conditional Cautions and all young people are tracked for a 12-month period.



The data shows that for quarter 4 in 2020-2021, the overall binary rate for OOC was 9.1%, with significantly lower reoffending occurring compared to national rate of 37.90%. Overall re-offences per re-offender for Wolverhampton was 3.00 compared to national 3.30, and the overall reoffences rate across the cohort was 0.27 compared to 1.25 national rate.

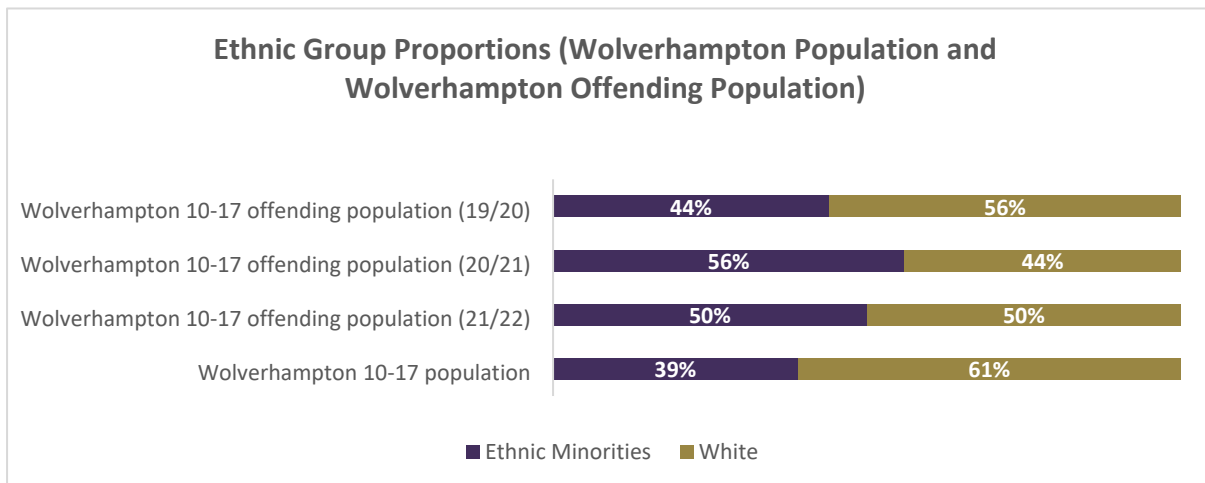
Key initiatives to further reduce reoffending in the YOT:

- Continued use of the Reoffending Live Tracker information to target our resources on the areas of most significant reoffending
- Continued training and investment in improving the quality of assessments, planning, delivery and reviewing with regard to desistance, keeping young people and others safe. In line with our HMIP recommendation improve the quality of contingency planning and managing and mitigating a child’s risk of harm to others.
- Further embedding trauma informed practice and the development of the ARC framework to target and develop interventions designed to adapt a more Public Health and systemic approach to reducing reoffending
- Development of bespoke projects and programmes designed to engage young people into activities to build attachments, learn to self-regulate and develop their own social competencies
- Specific focus and resources to improve Education, Training and Employment opportunities and support
- Maintaining scaled approach contact levels to ensure intensity of interventions match assessed risks and needs, to allow greater scope for non-statutory engagement.
- Seven day per week services for our most challenging and risky service users
- Compliance meetings with young people and their carers to ensure that any deterioration in their response to YOT programmes of intervention is quickly understood, addressed, and improved
- Resettlement Support Panels to co-ordinate and deliver effective provision to reduce risks of reoffending on release from custody
- YOT led partnership 6 -weekly gang forum to identify and map young people most at risk of exploitation and gang involvement to promote a multi-agency response to managing risks.

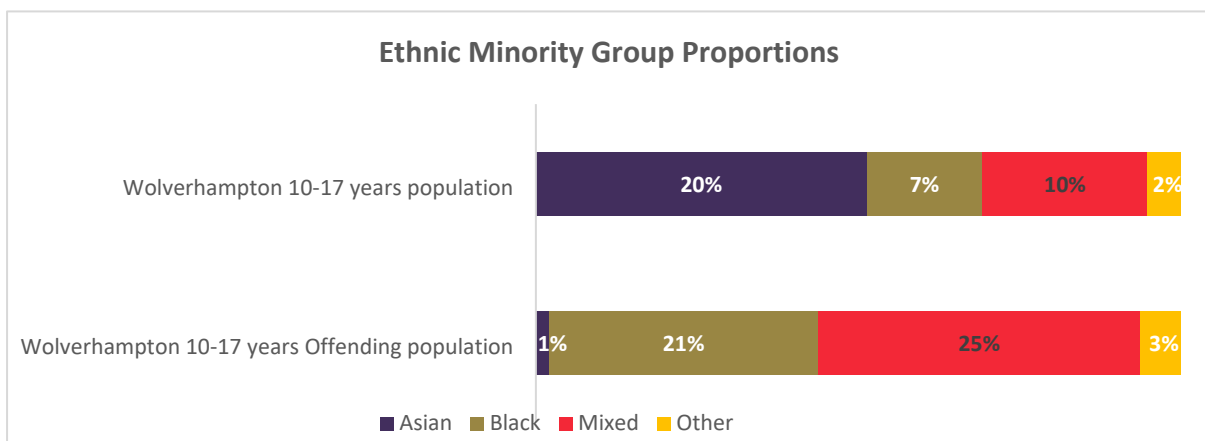
- Proactive Police/YOT offender management for you people identified as part of the Deter Young Offenders (DYO) scheme
- Work with families and parents to ensure the ‘whole family’ approach is embedded with a focus on an understanding of therapeutic approaches to parenting to support developmentally informed intervention for sustainable desistance

Overrepresentation within our cohort:

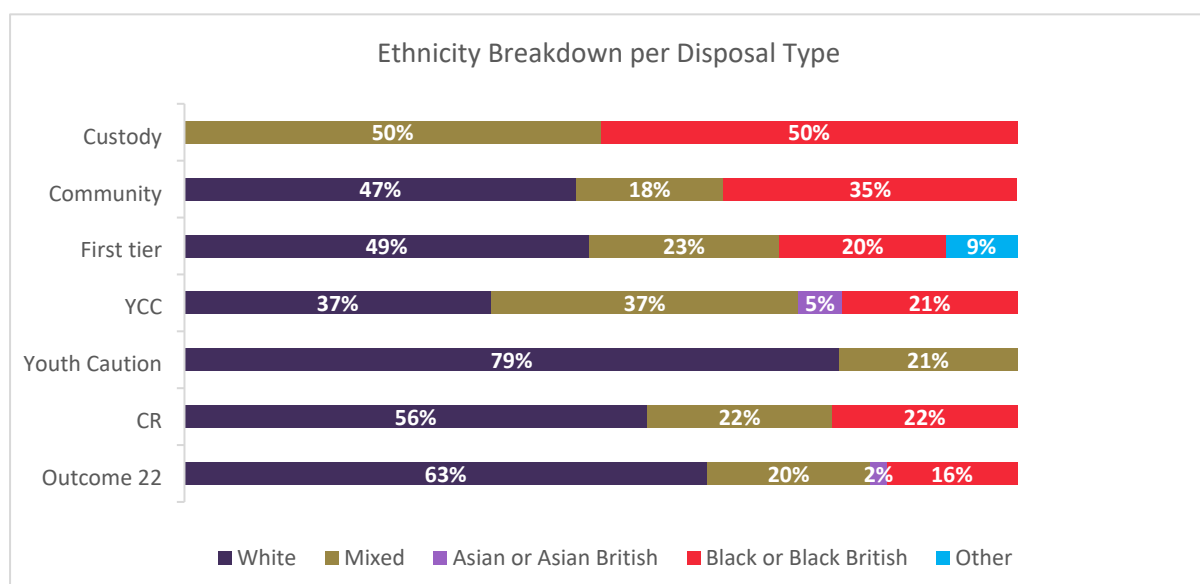
The 2011 Census data reported that the split of ethnic groups between 10 – 17-year-olds was split by 39% ethnic minorities and 61% white. The mid-year estimates (April 2019) predict the ratio is now approximately 46% for Black, Asian and other minority Ethnic groups and 54% white British amongst 10-17 years olds in Wolverhampton. For the purposes of direct and accurate comparison this report uses the 2011 census data in relation to ethnicity.



The data continues to reveal a level of disproportionality within the Wolverhampton cohort when compared to the general population. 2021-2022 data is showing a modest reduction of 6% when compared to 2020-2021. The breakdown by ethnicity for 2021-2022 reveals that the 50% cohort represents 1% Asian, 21% Black, 25% mixed heritage and 3% other young people, highlighting the larger disproportionality for black and mixed heritage young people.



The analysis by ethnicity for disposals reflects the over-representation of Black and Mixed Heritage within the overall cohort, apart from the pre-court disposals. The custody data only represents 2 young people.



Wolverhampton YOT has developed a detailed and comprehensive action plan to address its issues of disproportionality, focussed primarily on Black, Asian and other Minority Ethnic young people. This work will also ensure that young people with other protective characteristics or overrepresented in the CJS are also within scope, including embedding a regional standard of practice for working with girls; decriminalisation of children young people in care; closing the education gap for young people with Special Education Needs; ensuring our services are responsive to Lesbian, Gay, Bisexual and Transgendered young people.

With regard to the experiences of Black and Mixed Heritage boys in the CJS, the YOT will be responding to the key findings and recommendations from the HMIP thematic report, which included areas of practice that enhanced the quality of work with Black and mixed heritage boys, including:

- A clear anti-racist stance taken by leaders raises staff’s confidence to advocate for black and mixed heritage boys in their work.
- Well-coordinated work with third sector and community organisations enhances the quality of service delivery.
- Providing effective support to parents and carers of black and mixed heritage boys promotes their engagement.
- The effective use of data is reflected in better quality service delivery

In addition, our action plan will address the recommendation within our HMIP report which stated that the YMB should “ensure that staff are appropriately trained and confident in having conversations to understand black, Asian and minority ethnic children’s experiences in order to improve the quality and suitability of service provision” (pg 10)

Other initiatives and headlines from the Disproportionality Action plan 2022-2023 include:

- DIVERT scheme, embracing the Lammy findings on breaking the cycle of mistrust with the Police and removing the barriers for Black and Mixed Heritage boys accessing pre-court pathways for support.
- Cultural competence training scheduled for the whole team.
- The established YOT Equality forum to continue to provide the opportunity for team reflection, discussion and practice change.
- Embedding the understanding that young people who have experienced racism have had a trauma journey, which has been intergenerational and reflect it within our assessments, reports and interventions.
- YMB to have greater opportunity to understand the needs of our over-represented groups.
- YMB to be the focal platform for the youth justice partnership to understand the system areas of disproportionality and collaborate on a collective response to issues of disproportionality “down-stream” in the system i.e., education engagement, access to preventative support, including mental wellbeing services.
- Consultation forum for Black, Asian and other ethnic minorities to understand the lived experiences and shape what future delivery should look like.
- “Levelling the Playing Field” YJB project to promote and develop our work collaboratively with local third sector and community organisations
- Provision of specialist whole family working for parents of Black and Mixed Heritage boys
- Regional project for girls in CJS to establish a standard of practice
- Specific additional resourcing and Education, Employment and Training (EET) specialist within the team to support young people. Alongside this, the identification of a dedicated SEN officer within the education inclusion team.

Local Performance targets

Education Training and Employment (ETE)

	2020/21					2021/22				
	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	FY 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	FY 2021/22
% Overall Performance	60%	63%	40%	40%	54%	89%	38%	77%	50%	64%
% School Age met 25 hours target	80%	50%	50%	100%	70%	75%	67%	100%	0%	61%
% Over School Age met 16 hours target	40%	67%	33%	25%	44%	100%	20%	73%	57%	63%

Between 2020-2021 and 2021-2022 that has been a 10% increase in overall ETE performance, increasing from 54% to 64%. There has also been a notable increase to 63% from 44% within the over school age cohort. However, there has been a reduction in the engagement rates for school aged children from 70% to 61%

Across the full cohort 27 (30.3%) were recorded as young people with SEND. 20 (22.5%) YP had an Education Health and Care Plan (EHCP) and seven (7.87%) recording SEN Support. 15 (75%) of the YP with an EHCP recorded a court disposal. The over-representation of young people with either SEND and EHCP within our cohort was recognised within our HMIP inspection recommendation in which it required the YMB to make sure these young people had access to high-quality education and training services that are matched to their needs. It has been acknowledged that the YOT does not have the commissioning role nor the governance over the provision of services for young people with SEND/EHCPs, however the

YMB will be working with the Head of Service for Inclusion and Empowerment, including SENSTART and the Head of Skills to advocate and oversee the future provision of services.

Future improvement will be driven by:

- Broadening the data analysis to all young people open on an intervention, as well as those closing their statutory order, to provide a richer source of analysis to identify trends and patterns in ETE engagement and inform practice priorities
- Devise a role in SENSTART for a specific SEND officer to have an operational link to YOT for a single point of contact for all EHCP reviews
- Review Pupil Referral Unit (PRU) and Alternative Provision (AP) to consider Early Intervention options and therapeutic educational placements to reduce the number of young people requiring longer term placements in AP and PRU placements
- YOT to be included within the SEND provision quality assurance framework. This will be co-produced with young person, parent carers, health, education and social care colleagues. This will include requirements for audit and moderation panels and include a themed audit test cycle
- YMB to monitor development and implementation of the vulnerability Matrix to be developed across the council by Head of Inclusion & Empowerment
- Identification of continued funding for the Back on Track Project to provide support to Years 7, 8 and 9 pupils at risk of exclusion
- Revision of the practice of reviewing EHCP only after release from custody to ensure they are completed in preparation of release, and SEND officer to attend Resettlement Support panels.
- YOT representation on the CWC Secondary School Inclusion Support and Alternative Provision Panel (ISAPP) to provide bespoke support to young people at risk of exclusion
- YOT attendance at the CWC Culture of Inclusion Steering group and project groups to influence and set the direction of future education practice
- Attendance at the Police and Schools Panel to establish closer working relationships with schools
- Monthly YOT multi-agency pre-16 and post-16 panels to plan and identify resources to support young people to maintain ETE and/or identify a placement
- Educational Psychologist (EP) support to provide support, advice & guidance on SEND and EHCP processes
- Speech and Language therapist to assess and support young people into ETE
- Partnership secondment of post 16 Connexions Advisor within the YOT to provide bespoke support to young people. Dedicated YOT officer providing further post-16 support
- Dedicated ETE YOT Officer to provide additional resource and support.
- Roll out of ASDAN to support pathways back into mainstream learning

Prevention:

Wolverhampton YOT have developed 2 bespoke prevention programmes in collaboration with 4 schools (Back on Track) and with the Children Services and the Exploitation Hub (Creating Safety Project). Future opportunities will be explored in expanding our early prevention offer, in line with the YJB proposals for the "Turnaround programme"

Back on Track (BOT): This project was initiated following small-scale funding (£50k) being made available to the Youth Offending Team from the Early Intervention Youth Fund (part of the Safer Wolverhampton Partnership) in July 2019. It focuses on the prevention of young people becoming permanently excluded from mainstream education. Evidence based research has highlighted the correlation between young people who have been permanently excluded from education and the increased risk of becoming involved in anti-social/offending behaviour.

The project focuses on early intervention and providing support for young people in year 7,8 & 9, parents/carers, and schools. We are currently working within 4 schools, across Wolverhampton. Back on Track provides holistic intervention by assessing the individual's needs, in school, at home and within the wider community. Once established, support is provided to address areas of need through a trauma informed lens. Young people can access support from a wide range of services to address a variety of areas including SEND, social and emotional mental health, substance misuse as well as positive activities.

The project promotes joint working with schools, collaborating with the young person and their family to identify interventions together that will improve engagement at school and avoid exclusion and offending.

Creating Safety Project (CSP): This project was launched in 2022 as a response to the increasing levels of young people at risk of exploitation and therefore at risk of entering the criminal justice system. The project has been designed to use the frameworks of contextualised safeguarding and through a case formulation process work with the young person to identify their safety issues, understand what safety means to them in regard to physical, emotional, financial and location/place. It's a project designed to work with young people and their families to support them to create and maintain their own and others safety.

Diversion:

Our HMIP Inspection identified National Standards 1 "Out of Court" as being good for the Assessment, Planning, disposal policy and Provision. They also identified the implementation and delivery of this area of work as Outstanding. HMIP were informed of the plan to address some of the improvements identified from the National standards self-assessment audit (2020) completed by YOT Managers and YOT Management Boards Members. This identified the need for improvements in relation to our Diversion offer to systemically address areas of disproportionality, through a public health and partnership approach. It also identified the need to incorporate work with community/third sector partners, and to create a diversion at the point of arrest pathway, alongside the formal out of court route.

The Youth Justice Plan 2021 – 2022 and the NS1 "Out of Court" Action Plan 2021-2022 identified key actions regarding improving the YOTs diversion offer which was developed through support from the Centre for Justice Innovation and the YJB Pathfinder. DIVERT, which is Wolverhampton YOTs diversion at the point of arrest scheme, has a working agreement between the YOT and West Midlands Police, in using a deferred prosecution Outcome 22 (DIVERT Pathway) to promote diversion into a child focused system that promotes constructive behaviour through multi-agency intervention.

An audit and evaluation report were presented to the Children Services Senior Leadership Team and YMB in February 2022, the highlights within this report include:

- A disproportionately high number of referrals are known to SENSTART, with 18% having an Educational and Health Care Plan (EHCP) and 50% with SEN support needs.
- Assaults accounted for 54% of the offences heard at the JDP and the majority (87%) of those had a ACPO Gravity Matrix score of 1 and 2 after adjustments
- Of the cohort, 89% of the young people received a DIVERT Pathway (Outcome 22)
- Of the cohort, over half of the victims (64%) gave their consent and provided their details, but only 54% were willing to engage in restorative justice work, with 43% having an ongoing piece of restorative work between the YP and the victim

The YOT 6 monthly participation report October 2021- March 2022, used data from 62 JDP evaluations completed by young people and their parent/carers who received outcomes through DIVERT. Some of highlights include:

- 93% of young people were able to give their view about the help and support they needed
- 95% reported that the decision-making panel was explained to them
- 76% of the young people 'definitely' agreed with the outcome of the panel and 18% 'sort of' agreed.
- 90% of young people were either definitely (84%) or sort of (6%) happy with the plan of support offered.

Overall, the feedback provided in relation to the delivery of the DIVERT Scheme was positive, there were some areas of development identified around police information.

Priorities moving forwards

- Ongoing review of the collaboration of Health partners within the DIVERT Scheme, to ensure young people with unmet health needs are identified at the earliest opportunity.
- Continue to quality assure Police Referrals to DIVERT to ensure all information such as victim consent, offence detail, and interview summary has been completed
- Continue to develop a mechanism with the Police and Courts that enables the YOT to identify and divert young people from court to the JDP at the earliest opportunity if eligible.
- Build links with third sector organisations to support the diversion intervention offer, this includes embedding the local YJB Levelling the playing field providers within the YOTs core intervention offer.
- Continue to gather data to analyse cost savings and avoidance of the scheme. Also, to evidence the impact of the scheme on the rate of First Time Entrants entering the CJS.

Serious Violence and Exploitation

Using the YJB definitions of serious youth violence the below 5-year comparison shows there has been a huge reduction. Overall serious violence offences reduced by -76% in the five years between 2020-2021 and 2016-2017. Levels increased slightly in 2021-2022 but remain much lower than the pre-pandemic levels recorded. In 2020-2021 robbery levels had reduced by 73% when compared to 2016-2017, this reduced level has continued into 2021-2022.

Violence against the person offences saw a reduction of -81% over the comparative five years (2016-2017 – 2020-2021), with just 4 offences recorded in 2020-2021, this has increased slightly in 2021-2022 recording 6 offences.

This data and the YJB definitions of serious youth violence does not reflect the fact that for 2021-2022, 49% of all offences coming through the YOT were for violence against the person, primarily Section 39 and Section 47 assaults. This reflects the increase in interpersonal violence, public place violence, reported incidences in schools and a noticeable increase in young women committing offences of violence.

Alongside this, the concerns of exploitation, specifically Child Criminal Exploitation (CCE), County Lines (CL) and gang association continue to be managed through the city-wide Exploitation Hub and the Partnership Gang Forum. This has enabled the continued mapping and identification of young people at risk, ensuring appropriate pathways of support are in place. In addition, using the Contextualised Safeguarding framework, locations, potential perpetrators, disruption actions and city trends are also identified. The recent Wolverhampton Partnership Youth Gang report April 2022 indicated:

- There were currently 12 young people identified with being affiliated with gangs in Wolverhampton, however a total of 67 have been discussed since the gang forum started in December 2020
- Of the current cohort, 6 (50%) are currently open to Multi-agency Criminal Exploitation (MACE) meetings; 1 at Serious risk, 5 are Significant Risk and 1 is awaiting their initial MACE meeting. A further 3 were previously open to MACE but their risks have reduced and are now closed. The remaining 3 have been deemed 'At Risk' after receiving an Exploitation toolkit but did not meet MACE threshold.

The Violence Prevention Subgroup:

There are already strong partnership responses to violence prevention in Wolverhampton driven by the Tackling Violence and Exploitation Strategy, delivery of which is overseen jointly by Safer Wolverhampton Partnership (SWP) and Wolverhampton Safeguarding Together (WST). This strategy sets out Wolverhampton's ambition to take a public health approach to addressing the causes of violence in their entirety to deliver change at population level. Delivery against this strategy has included activity such as a contextual safeguarding review and development of Wolverhampton's Partnership Exploitation Hub.

In order to build on existing successes, ensure that there is a robust violence prevention offer within Wolverhampton and ensure that Wolverhampton is compliant against the new serious violence duty, a new violence prevention subgroup has been established to progress the below activity:

- Mapping of current violence prevention/support provision.

- Mechanism for monitoring, reviewing, and implementing (where appropriate) best practice around violence prevention and reduction.
- Review of area specific data and services with a focus on prevention and early intervention.
- Oversee production of a violence needs assessment and annually refreshed problem profile.
- Ensure that the Serious Violence and Exploitation Strategy is reflective of the needs assessment.
- Action plans and performance frameworks to be developed to monitor delivery of the strategy.

The subgroup will report into SWP and provide regular updates to WST and YOT Management Board. YOT will make a significant contribution to this group and will continue to implement its response to serious youth violence and exploitation will include:

- Delivery of early prevention via DIVERT and Creating Safety Project
- Strong risk management and disruption responses to protect young people and communities
- YOT and Police DYO (Deter Youth Offenders) scheme to be expanded to include all young people committing offences of violence
- Ensuring interventions around weapons, exploitation and gangs are fit for purpose
- Recognise the impact of trauma and latent vulnerability for both victims and perpetrators in our intervention responses
- Develop our CAMHS forensic response to young people involved in the cycle of violence
- Embedding the use of Structured Assessment of Violent Youth (SAVRY) to inform assessments and interventions.
- Promote participation and young people's involvement in the responses, including lived experienced mentors.
- Develop a collaboration with key community organisations and third sector

Serious Violence (five-year trend):		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	% Change	% Change
								2016/17-2020/21	2016/17-2021/22
Offence									
Robbery	Attempt Robbery (6)	7	3	5	3	3	2		
	Assault with intent to rob (6)	2	0		3	0			
	Robbery (6)	31	39	19	6	8	8		
	Robbery Total	40	42	24	12	11	10	-73%	-75%
Violence Against the Person	Air weapon - possession with intent to cause fear of violence	2	1	1					
	Damage / destroy property with intent to endanger life	1							
	Attempt Murder (8)	0		1					
	Murder (8)	0		2					
	Possess an imitation firearm with intent to cause fear of violence (5)	2	2						
	Possess a firearm with intent to endanger life (7)	1			1		1		
	Section 18 - grievous bodily harm with intent (7)	2	1	1	1	3	1		
	Section 18 - wounding with intent (7)	7	2	6		1			
	Public Order – Other (5)	0	2	1			1		
	Rape of a female (8)			1					
	Violent Disorder (5)	4	1	1					
	Wound / inflict grievous bodily harm without intent (6)	2	1	1	1		3		
Violence Against the Person Total	21	10	15	3	4	6	-81%	-71%	
Drugs Offences	Concerned in supply of heroin (6)		1				1		
	Possess with intent to supply a controlled drug of Class A - Cocaine (6)		3	1	1	1	1		
	Possess with intent to supply a controlled drug of Class A - Crack Cocaine (6)	2	4	4	3		2		
	Possess with intent to supply a controlled drug of Class A - Heroin (6)	1	6	5	4		2		
	Possess with intent to supply a controlled drug of Class A - Other (6)	4			1				
	Drugs Total	7	14	10	9	1	6	-86%	-14%
Overall Total		68	66	49	24	16	22	-76%	-68%

Restorative Justice & Victims

In July 2021 an audit tool was created to look at the work of the YOT in respect to victims and restorative justice. In August of the same year an internal audit was undertaken, and a number of areas identified for action. There was a significant overhaul in the administrative aspects of the Restorative Justice Unit (RJU) in particular with some of the actions arising including;

- All victim related paperwork/documents to be saved on individual IP ChildView records on notes and attachments.
- Review RJU involvement in updating the RJ Module on ASSETPLUS i.e Priorities for Repairing Harm section
- Referral Reports / PSR reports / ASSETPLUS & corresponding Victim Reports gatekept by the same manager to ensure RJU & victim represented within reports and assessments.
- RJU direct involvement in DIVERT – Joint Decision-Making Panel to ensure victim identification/contact/recording and co-ordination with case managers will improve communication and involvement in contract/intervention plans.

The benefits of the above and other measures ensured that there was recorded evidence of the work within RJU and, most importantly, that the victims voice could be heard throughout the process and the wider YOT became more consistently adherent to the victims' code.

HMIP inspection of Wolverhampton YOT (published Feb 2022) saw the fruit of the work of the RJU, the improvements as a consequence of auditing, and the feedback provided by volunteer Community Panel Members (CPM). Inspectors commented that the YOT has an *'impressive restorative justice unit, which takes a holistic approach to working with children and victims.*

HMIP also fed back on an area requiring improvement pertaining to the assessment of young people in relation to any risk they may pose to specific victims, how and who would address that risk and any considerations appropriate in terms of contingency planning. Prior to the inspection, and within the NS3 2021-2022 action plan, some of these areas were identified for input and this will continue in this year's action plan. External and in-house training, resources, supervision and team meetings have already been utilised to this end and will continue going forward.

Volunteer Community Panel members (CPM) also provided their views and there was a consensus amongst them regarding the positive improvements and delivery of services throughout the pandemic and thereafter. This included the pre-panel discussions with case managers, facilitation of virtual panels with home support, the increase in work with victims that made the difference to conversations CPMs had with young people at panel, and the increased diversity of volunteers which better represented the community in which they serve. In recent months volunteers, most young people and their families have also appreciated the work undertaken in transitioning from virtual to face to face panels.

The challenges going forward include;

- Further embedding of face-to-face panels and the provision of consistent CPMs at review/final panels.
- Development and training to achieve 'co-created' contracts. Moving in a collaborative way to a more co-creational way of reaching mutually agreeable 'contracts' between panel and YPs and Case Managers which are reflective of that YPs journey through their Referral Order, whilst still remaining cognisant of the 'victim voice'

- Identify routes to encourage male volunteers.
- Work on plans to offer community-based panels.
- Management oversight to support case managers effective risk assessment to actual and potential victims, utilisation of the Assetplus matrix and appropriate contingency planning .

9. National standards (NS)



The Initial self-assessment was completed in July 2020 and each NS has had an action plan “owned” by a specific YOT Operational Manager and YMB member. Our HMIP inspection recognised that our *“Board members were fully involved with the Youth Justice Board (YJB) National Standards self-assessment and were allocated roles in specific areas of practice”*. (Pg8). All NS action plans have been reviewed on a quarterly basis with the YMB leads and have been presented to YMB for monitoring and oversight.

Standard 1 – Out of Court Disposals (OCD)

Initial self-assessment judged both the strategic and operational practice as good. Our recent HMIP inspection has rated OCD assessment “good”, planning “good”, implementation and delivery as “outstanding” and reviewing as “good”.

Key areas identified in Initial NS1 Action Plan:

- To assist in the de-criminalisation of CYPIC
- Trauma informed practice is embedded within assessment process and interventions using ARC framework.
- Revise/review Police/YOT protocol to incorporate Covid-19 restrictions for OCD
- Improve victim involvement in OCD work

Progress against key areas:

- ✓ Development of DIVERT scheme has radically changed the provision of OCD with over 80% of young people receiving Outcome 22.
- ✓ Reduced number of CYPIC entering formal CJS, currently 8% of YOT cohort.
- ✓ Protocol and working agreements with Police finalised
- ✓ RJU representation at all JDP and significant increase in victim contact
- ✓ Assetplus and bespoke packages of support incorporating trauma informed practice and ARC.

NS1 action plan priorities going forward:

- Assessments of children's risk of harm to others need to identify more clearly who is at risk and the nature of the risk.
- Contingency planning needs to be evident so that the arrangements for managing a child's risk of harm to others is clear.
- Embed and evaluate the impact of DIVERT

Standard 2 – at court

Initial self-assessment judged both the strategic and operational practice as good.

Key areas identified in Initial NS2 Action Plan:

- Review and agree regional Black Country Youth Court protocol.
- Monitor the quality of court reports and the use of developmentally sensitive language.
- Establish court process/mechanism to re-divert YP eligible for OOCB back into the DIVERT scheme.
- Promote support available for parents and carers during pre-sentence and court stages.
- Implement 'Common Platform' within the admin team – lead by HMCTS

Progress against key areas:

- ✓ Black Country Youth Court protocol agreed
- ✓ Quality Assurance of reports benched marked and outcome evidence the use of developmental sensitive language, particularly around young person's experience and impact of trauma and exploitation.
- ✓ Mechanism in place to divert young people back into the OOCB (DIVERT) scheme.
- ✓ Court information leaflet completed.
- ✓ Wolverhampton YOT ready for the roll out of the new Common Platform, which will assist in obtaining court updates.

NS2 action plan priorities going forward :

- Analysis of pre-sentencing report (PSR)/Outcome strike rates
- Understanding disproportionality in court and supporting young people from Black, Asian and other ethnic minority groups through the process.
- Improvement in parental engagement in assessment and at court
- Improve the screening and process for referrals back to JDP.

Standard 3 – in the community:

Initial self-assessment judged both the strategic and operational practice as good. Our recent HMIP inspection has rated court disposals assessment "good", planning "requires improvement", implementation and delivery as "outstanding" and reviewing as "good".

Key areas identified in Initial NS3 Action Plan:

- Management oversight and decision making is clearly evidenced

- Improve the quality of ASSETPLUS reviews
- Victim work is appropriately evidenced and effectively utilised throughout the YOT
- Health Team staff utilise health consultations to identify health needs from the onset, ensure a co-ordinated response across health provision
- YOT intervention offers to fully align with the ARC trauma informed framework, with a specific focus on offences of violence, weapon related offending and gang/exploitation support
- Promote the young person's voice within practice
- Refresh of written information/leaflets for YP and families on core YOT services.

Progress against key areas:

- ✓ HMIP outcome reported "*the quality of management oversight in both post-court and out-of-court cases was a significant strength*". pg6
- ✓ Quality of reviewing judged as good by HMIP and extensive team training developed covering ASSETPLUS quality improvement.
- ✓ HMIP reported "*Health provision to the YOT is good and staff consider the health needs of all of the children and decide who is best to work with them*" (pg6)
Requirement to ensure health provision is fully embedded in JDP.
- ✓ YOT intervention reviewed and Intervention Index being developed with a range of activities matched to ARC framework.
- ✓ Evidence of a strong participation offer within the YOT
- ✓ All leaflets refreshed.

NS3 action plan priorities going forward :

- When assessing a child's risk of harm to others, staff need to identify and analyse more clearly the risks that the child poses, including who is at risk and the nature of that risk.
- Staff do not regularly take account of a child's diversity needs when completing assessments.
- The concerns and risks related to actual and potential victims are not consistently considered when planning to address the risk of harm to others.
- Staff do not consistently set out the contingency arrangements to manage the child's safety and wellbeing and their risk of harm to others in the cases inspected.
- Continued development of interventions.

Standard 4 – in secure accommodation

Initial self-assessment judged all sections in the strategic and operational practice as good, apart from the section below that were rated as required improvement:

- The environment that children live in is rehabilitative and safe and one where there is a culture that enables children to develop, grow and learn
- Communication between professionals is in line with Youth Custody Service requirements
- Services, plans and interventions take account of diverse needs and promote equality

Key areas identified in Initial NS4 Action Plan:

- Ensure ASSETPLUS assessments are completed in line with YCS recommendations.
- To ensure that children are protected and feel safe.
- Improve resettlement outcomes for young people in the secure estate.
- Review members of the YOT Resettlement Panels.
- Review the EHCP review process for young people entering and leaving custody.
- Review YOT/Social Care processes and practices for young people remanded into secure accommodation.
- Provide additional case management support for all YP within the Secure Estate.
- Promotion of the YOT and secure estate Equality and Diversity Policies.

Progress against key areas:

- ✓ Comprehensive custody and resettlement policy guidance launched, which includes the social care process and commitments to accommodation
- ✓ Agreement reached with SENSTART for EHCP's to be reviewed prior to release
- ✓ Resettlement Support panels now have representation from the secure estate, SENSTART, CAMHS and Social Care
- ✓ Resettlement Support Panels ensuring secure estate are making available appropriate interventions and preparation for release. Additional YOT resources identified to work with young people in custody.
- ✓ Safeguarding Performance – Key indicators (Werrington) monitored by YMB, Resettlement and Safeguarding managers from Werrington attend YMB. YOT operational manager on Werrington Safeguarding board. Children Services Safeguarding lead on YMB works closely with YOT to escalate concerns. Individual safeguarding concerns escalated to Werrington Safeguarding Manager, YOT social workers actively involved in custody review meetings and oversight maintained via Resettlement Support Panels

NS4 action plan priorities going forward :

- Continued improvement in ASSETPLUS and the use of YJAF
- Promotion of Secure Estate Equality & Diversity Policies
- Use of appropriate escalation measures to address concerns within the secure estate
- Ensuring Resettlement Support Plans are effective multi-agency forums to co-ordinate the support for young people
- Education provision and EHCP reviews and SEN support in custody.

Standard 5 – On transition and resettlement:

Initial self-assessment judged all sections in the strategic and operational practice as good, apart from the section below that were rated as required improvement:

- Is the plan subject to regular or joint review?

HMIP inspection has rated Resettlement policy and provision as “outstanding”

Key areas identified in Initial NS5 Action Plan:

- Transition to adulthood (T2A) probation process to have a clear transition / recording process that can be replicated within a plan
- Establish an operational relationship with CYPIC services to ensure transition relationships are in place
- Understand the experience of our young people when their placement changes, and in turn the YOT supervising them does

Progress against key areas:

- ✓ Internal processes for T2A reviewed and revised. Regional T2A meeting convened between YOT and NPS.
- ✓ Joint action plan in place with CYPIC service. Practice champions identified in YOT and CYPIC teams and a 6-weekly review of all CYPIC involved with the YOT.
- ✓ Transition within the secure estate to the adult estate supported by both YOT and NPS

NS4 action plan priorities going forward :

- T2A to have a clear transition/recording process
- 18-25 mental health transitions, establishment of 18-25 community hubs to support transitions.

10. Challenges, risks and issues

- Disproportionality within our cohort of young people from an ethnicity perspective and the continued lived experience challenges facing young people of colour.
- Escalation and overrepresentation of young people with special educational needs and Educational and Health Care Plans (EHCP) into the CJS
- Increase in youth violence and exploitation within Wolverhampton and the continued need for a public health response to the systemic issues facing young people and families within the city, especially during a “cost of living crisis” and the ongoing impact of COVID on the mental wellbeing of children and families.
- Continued commitment to appropriately funding the YOT and the broader youth justice partnership and ensuring local youth justice services are, from a governance perspective, still able to be delivered in the best possible way for the local population.

11. Service improvement plan

The YOT service improvement plan for 2022-2023 will include specific actions to address the HMIP recommendations, as well as specific practice areas carried forward from the 2021-2022 plan and new priority practice actions:

HMIP recommendations:

- YMB to make sure that all YOT children with SEND, and especially those with an EHCP, have access to high quality education and training services that are matched to needs.
- YMB to ensure that staff are appropriately trained and confident in having conversations to understand black, Asian and other minority ethnic children's experiences in order to improve the quality and suitability of service provision.
- Service manager to improve the quality of contingency planning in all cases, when managing and mitigating a child's risk of harm to others.

Actions to carry forward into the YOT Service improvement Plan:

- Building upon the work with Children and Young People in Care (CYPIC) to further reduce their risks of criminalisation.
- Improving the educational engagement and outcomes for all young people at the YOT
- Extension of the whole family / carer offer within the service, with a specific focus on supporting families with black and mixed heritage boys.
- Addressing areas of disproportionality and promoting wider youth justice partnership engagement to reduce areas of significant disproportionality.

New priority practice actions 2022-2023

- Continued delivery of the DIVERT scheme to further promote the decriminalisation of young people and divert them from the CJS. Evaluate impact and outcomes from the scheme with regards outcomes for young people, reoffending and First time Entrants rates including a cost avoidance analysis.
- Expansion of prevention offer and the continued delivery and development of BoT and CSP.
- Ensure the integrated health offer is fully embedded in the JDP process to promote the commitment that a child will not enter the CJS as a result of an unmet health need.
- Restorative practice and the voice of the victim being central to JDP and statutory intervention promoting opportunities for mediation.
- Co-ordinated and proactive response to youth violence, both strategically and operationally, promoting a public health response by all youth justice partnerships.
- Continue our work within the Exploitation Hub, CEMOG and the Partnership Gang Forum to promote the early identification of exploitation and gangs' risks and develop and deliver appropriate responses, co-ordinated with communities and the youth justice partnership.

- Ensuring all our work, embodies the child first offender second principles, with a specific focus on our continued development of trauma informed practice, case formulation and the delivery of interventions within the Attachment, Regulations and Competency framework (ARC)
- Development of a comprehensive Interventions Index and delivery of creative activities to support our Child First Offender Second and ARC approaches.
- Empower young people to share their views and genuinely have an influence on service design and delivery in the future through our participation offer, with a specific focus on Black and Mixed Heritage boys and young women.
- Continue to improve the experience of young people in transition to National Probation Service, including those in custody and other youth justice partnerships, specifically Leaving Care and adult mental health.
- Workforce Development – continue to invest in appropriate training, encourage staff creativity and input of future practice developments. HMIP commented that:

“Training is prioritised and staff are encouraged to find new ways of working with children. The YOT has considered the views of staff regarding their working conditions, practice skills, and appropriately adapted their learning and development to ensure wherever possible the impact of Covid-19 has been minimised” (pg8)
- YMB development, as reflect in the HMIP report, to ensure members have appropriate levels of knowledge of the profile, needs and experiences of the children to ensure that services are delivered which effectively support their needs.

12. Evidence-based practice and innovation

Our recent HMIP inspection reported that:

“There is evidence that the service is continually learning and uses research to develop the services it provides.” “The service manager is committed to delivering services that are research-led and evidence-based”. (pg8)

At the heart of all our practice developments and innovations remains current research, academic insights and policy guidance’s. Two examples include:



Trauma Informed Practice Project 2018 – On-going

In 2018 Wolverhampton YOT participated in the Alex Chard research leading to the publication of “Punishing Abuse” identifying the level of trauma experienced by our young people. We worked with Betsey De Thierry from the Trauma Recovery Centre (TRC) and with a Social Worker Consultant, Steve Bore, and developed a framework for trauma informed practice in Wolverhampton. Children Services funded a whole team training schedule in 2019-2020, including an introduction to attachment, developmental and rational trauma; ARC model,

specialist trauma-based screening tools, case formulation, intervention planning and delivery. A practice working group reviewed all practice processes and adapted them to work within this new framework, including the development of all interventions to map against the ARC model. Refresher training, staff consultations and continued practice development has been ongoing. The recent HMIP commented:

“The trauma-informed approach is reflected in the range of interventions available. These were personalised to best meet the needs of the child”. (pg8)



Following working with the Centre for Justice Innovation in 2019 (6 YOS identified in the country) and with Cheshire YOS as part of the YJB pathfinder programme, we have developed our Divert Scheme, which is based on Child First principles of diversion and proportionate intervention. These are grounded in labelling theory (O’Brien, 2019); the idea that the more contact a young person has with criminal justice services the more likely they are to reoffend. Tyrell et al (2017) found that diversion programmes were effective in reducing recidivism compared to when no further action was taken. Haines and Case (2018) found that a focus on the child’s unmet needs is seen to provide the best chance of reducing recidivism. This is in line with the Youth Justice Boards child first, offender second focus.

13. Looking forward

The future is bright for Wolverhampton YOT, it has a clear vision and a strategy to achieve its strategic and practice ambitions. It is well supported by the City of Wolverhampton Council and its Children Services. The wider youth justice partnership is engaged and committed to the same vision, most admirably evidenced in the joint work with the Police to develop and launch DIVERT.

The opportunities and support will be available for our children, but it must be acknowledged that there will be challenges. The impact of COVID; the rise of youth violence and the risks of exploitation; combined with the city’s levels of deprivation. In addition, the education and learning needs identified for our young people will require a team committed, dedicated, and motivated to not only support our young people to improve their outcomes but also agitate and advocate for system change, where system change is needed.

14. Sign off, submission and approval

Chair of YJS Board	Bal Kaur
Signature	
Date	13.6.22

Appendix 1 Outline of full board membership, including attendance, job title of the board member and dates of board meetings

NAME	STATUTORY AGENCY	ROLE	20/10/21	26.1.22	27.4.22	29.06.22
Bal Kaur	PUBLIC HEALTH (Chair)	Consultant in Public Health		y	y	
Simon Inglis	POLICE (Chair)	Si West Midlands Police	y	y	y	
Clare Reardon	PUBLIC HEALTH	Senior Public Health Specialist	y	y	y	
Hazel Hawkins-Dady	HEALTH	0 - 19 Manager	y		y	
Donna Hamilton	HEALTH (CAHMS)	Regional Manager				
Mags Court	HEALTH (CAHMS)	Commissioning Group	y	y	y	
James Reeley	HEALTH (CAHMS)	CAHMS Service Manager	y			
Hannah Pawley	LOCAL AUTHORITY (SWP)	Community Safety Manager	y			
Celia Payne	LOCAL AUTHORITY	YOT Service Manager	y	y	y	
Niginder Kaur	LOCAL AUTHORITY (Connexions)	Lead Practioner NEET		y	y	
Rachel King	LOCAL AUTHORITY	Head of Specialist Support	y	y	y	
Sonia Mahey	LOCAL AUTHORITY	Service Manager Safeguarding/Exploitation	y	y		
Lynsey Kelly	LOCAL AUTHORITY SWP	Community Safety Manager		y		
Darren Martindale	LOCAL AUTHORITY	Virtual School Head	y	y	y	
Kate Luchessi	PROBATION	Head of Probation	y	y		
	OTHER AGENCY					
Steve Dodds	VOLUNTARY SECTOR	Wolverhampton Voluntary Sector Council	y	y	y	
Sarah Mellor	WERRINGTON YOI	Head of Case Management	y			
Helen Kilgallon	SUBSTANCE MISUSE SERVICE	Operations Manager	y			
Parmajit Bains Singh	YOUTH BENCH CHAIR			y		
Deb Thompson	WOLVERHAMPTON HOMES	Head of Homeless Services	Y	y		
Catherine Draycott	The Royal Wolverhampton Trust		Y	y		
	GUESTS					
Winston Carnegie	WERRINGTON YOI	Head of Safeguarding	y	y		
Amanda Chamber	Werrington YOI	Werrington Resettlement Manager		Y		
Amanda Sherrard	LOCAL AUTHORITY	Senior Analyst	Y	y	Y	
Lucy Wedge	LOCAL AUTHORITY	Analyst			Y	
Balraj Juss	LOCAL AUTHORITY	Service Development Officer	Y			
Julie Hancox	LOCAL AUTHORITY	Business Support Administrator	y		Y	
John Denley	PUBLIC HEATH	Director of Public Heath	Y			
Emily Hacket	PUBLIC HEATH	Senior Public Health Specialist	y			
Gill Mamps	YOUTH JUSTICE BOARD	Head of Innovation & Engagement	y			

Appendix 2 – Service Structure Chart 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.

Staffing analysis 2021-22

B8: Staffing of the YOT by gender and ethnicity; No. of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian								1						2			0	3
Black				1	2	3		2	1					5			3	11
Mixed														1			0	1
White		1	2	3	3	17		3					2	10			7	34
Any other ethnic group					1												1	0
Not known					4												4	0
Total	0	1	2	4	10	20	0	6	1	0	0	0	2	18	0	0	15	49

3 members of staff have a recorded disability.

