

Warwickshire Youth Justice Service

Strategic Plan 2026-2029



"Working in partnership to support young people, families and victims to prevent offending and reduce re-offending to build a safer and stronger community."

Warwickshire Youth Justice Service



Warwickshire
POLICE

Probation
Service



NHS

Coventry and
Warwickshire
Integrated Care Board



Warwickshire
County Council



Compass



Office of the
Police and Crime
Commissioner
for Warwickshire

1. Introduction, vision and strategy

Foreword

- 1.1 I am delighted to publish the Youth Justice Strategy and Plan 2026-2029 for Warwickshire. This Plan has been developed in collaboration with our Youth Justice workforce and key partners, including members of Warwickshire's Youth Justice Chief Officer Board. It provides an overview of Warwickshire's Youth Justice Service, sets out details of performance over the past year and outlines our priorities for 2026-2029.
- 1.2 In Warwickshire, we put children and families at the heart of everything we do, and our overall ambition is to be a child friendly county ensuring every child is heard, safe, healthy, skilled and happy. We focus on relationships with children and their families, which drives our practice forward across all our services for children and families across a diverse spectrum of need.
- 1.3 The Board is committed to embracing the 'Child First' principles. We are committed to this approach and ensuring that the guiding principle of recognising the potential of all children is reflected across all the work that we do. We need to hear and understand more about the lived experiences of children and young people in Warwickshire. We have seen significant progress over the last year with a real focus on improving the voice and impact of children who have been supported by the youth justice system and use this to improve the provision of support.
- 1.4 The partnership has been successful in improving key performance areas including a significant increase in Prevention and Diversion work led by the Service, and a reduction in our binary reoffending rate and the number of re-offences per child. Our Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children are supported to meet these shared outcomes.
- 1.5 Warwickshire Youth Justice Chief Officer Board is pleased to share its Youth Justice Plan for 2026-29.

John Coleman
Executive Director – Children and Young People
Warwickshire County Council
Chair of Warwickshire Youth Justice Chief Officer Board

Executive summary

- 1.6 This Youth Justice Plan sets our vision for Warwickshire Youth Justice Partnership to deliver great services. The plan has been delivered with partners and board members through a development session to consider the priorities moving forward and to ensure we are meeting our commitments to delivering a Child Friendly County and delivering a Child First approach. Staff have also been consulted through a development session and are provided with updates post Chief Office Board meetings to ensure that there is a strong connection and shared vision and priorities for the service.



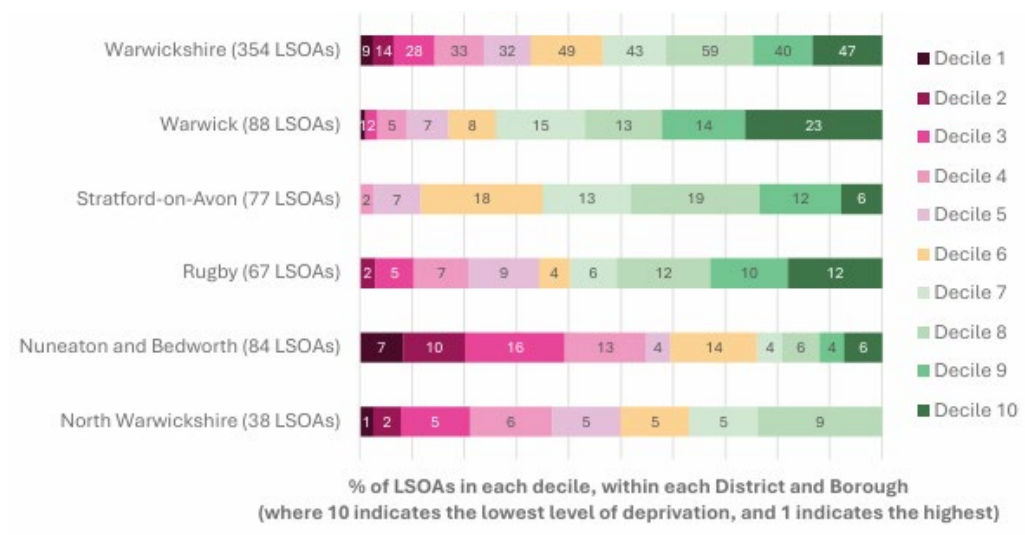
1.7 The plan builds on the progress made in 2025/26 which set our key local priorities below.

The plan sets out the Partnership's key local priorities:

- Serious Youth Violence Interventions
- Children's Physical Health
- Victims
- Education, training and employment at end of order post 16 focus

Local context

- 1.8 Warwickshire is an average sized English County covering an area of almost 2000km². Between the last two Censuses (held in 2011 and 2021), the population of Warwickshire increased by 9.4%, from 545,474 in 2011 to 596,769 in 2021.
- 1.9 Warwickshire's population continues to grow. In 2024, the population of Warwickshire was estimated to be 632,207 (ONS 2025) with approximately 60,318 children between the ages of 10 to 17 years.
- 1.10 National population projections estimate that the UK population is projected to grow by 9.1% between mid-2026 and mid-2036. If the national rate of growth is reflected in Warwickshire, the population will increase to around 696,278 residents by 2036.
- 1.11 Despite the majority of the population residing within the main towns of the county, a third of Warwickshire is rural in nature (19% classed as rural town/fringe and 14% rural village/dispersed). Warwickshire is a two-tier local authority and comprises of five Districts and Boroughs: North Warwickshire Borough, Nuneaton and Bedworth Borough, Rugby Borough, Stratford on Avon District and Warwick District. The county lies to the south and east of the West Midlands region and established links with Coventry, Birmingham and Solihull within the region.
- 1.12 The Business Intelligence Briefing note 'English Indices of Deprivation 2025 - Headlines for Warwickshire' advises that the 2025 Index of Multiple Deprivation (IMD) data for Warwickshire reveals that 2.5% of the 354 Lower Layer Super Output Areas (LSOAs) are in the most deprived 10% nationally. Broken down by district and borough, 8.3% of the 84 LSOAs in Nuneaton and Bedworth Borough, 2.6% of the 38 LSOAs in North Warwickshire Borough and 1.1% of the 88 LSOAs in Warwick District were in the most deprived 10% nationally. The chart shows the number and proportion of LSOAs in each decile by district and borough.



- 1.13 When comparing IMD 2025 with IMD 2019, North Warwickshire Borough has become relatively more deprived over time compared to other Lower Tier areas of England. In contrast, Rugby Borough, Stratford-on-Avon District and Warwick District have become relatively less deprived. Nuneaton and Bedworth Borough have had less change, although remains the relatively most deprived area in Warwickshire.
- 1.14 The Census 2021 data (NOMIS) reveals that the largest ethnic group of children in Warwickshire is the 'White' category, and this accounts for 85% of the 10- to 17-year-old population (46,143 children). The 'White British' group forms the majority of this proportion (79.7%, 43,282 children).
- 1.15 The 'Asian, Asian British or Asian Welsh' ethnic group is the second largest at 6.9% of the 10- to 17-year-old population, followed closely by 'Mixed or Multiple: Ethnic groups' at 5.4%. Following this are ethnic groups 'Black, Black British Black Welsh, Caribbean or African' at 1.6% and 'Other' at 1.1%.
- 1.16 In the 2011 Census, 11.5% of Warwickshire residents reported an ethnic group other than 'White-British', compared with 18% in the most recent 2021 Census, showing an increase between the two Census collections.
- 1.17 Children are assessed as having special educational needs if they have a learning difficulty which calls for special educational provision to be made for them. For school age children in Warwickshire (across all schools, including independent schools), Department for Education figures show the percentage of children with an Education, Health & Care Plan (EHCP) in 2024/25 was 5.1% (an increase from 4.5% in 2023/24), which is in line with the West Midlands figure (5.0%). A further 14.9% of children in Warwickshire have Special Educational Needs (SEN) support (without an EHC plan), which has now increased to be in line with the West Midlands figure (14.9%).

- 1.18 For Free School Meal eligibility, the Department for Education data shows that 21.8% of Warwickshire pupils are known to be eligible for Free School Meals in 2024/25 (a slight increase from 21.2% in 2023/24), which is lower than the West Midlands figure of 30.9%. Figures show that in 2024/25 19,842 pupils were eligible for free school meals in Warwickshire, up from 18,113 in 2022/23.
- 1.19 Based on provisional figures, there has been a mixed picture across key children's social care indicators in Warwickshire between 2025 and 2026. The number of children in need has continued to fall, decreasing from 3,627 in 2025 to 3,512 (down 3.2%, 115) in 2026, maintaining the downward trend seen in the previous year. In contrast, the number of children in care has increased from 727 in 2025 to 784 (up 7.8%, 57) in 2026, reversing the earlier reduction from 2024 to 2025. The most significant change is seen in children subject to a Child Protection Plan, which has risen from 335 in 2025 to 500 (up 49.3%, 165) in 2026, representing a substantial shift following a slight decrease the previous year.
- 1.20 Warwickshire Youth Justice Service (WYJS) and its partnership board understand the critical importance of understanding the different contexts across the county and how these should inform and shape services and interventions to children. Our response works in collaborating with wider partners, focused on the county's creating opportunities agenda, so that we look to address sometimes inter-generational need to impact on some of the underlying causes of children's offending.

Vision

- 1.21 Our collective vision for children in Warwickshire is to be truly a Child Friendly County. As a county we have a collective mission to create opportunities, lasting and positive changes for children, through our Child Friendly Warwickshire Strategy. This can be seen through the commitment of numerous partners from Warwickshire Police, Warwickshire County Council, the ICB (integrated care board) to local businesses and community organisations.
- 1.22 Children in Warwickshire told us their views and aspirations and both as a Service and as a partnership we want to be a county where the voices, needs, priorities and rights of children are ingrained across the county. Our aim for children is for them to:
- Be Heard – have a voice to shape where they live
 - Be Safe – have secure, safe and stable home lives
 - Be Healthy – have access to the health services they need
 - Be Skilled – enjoy the learning they need to achieve their goals
 - Be Happy – enjoy growing up in a county full of opportunities.



1.23 Our approach has four strands:

➤ **Restorative and Relational Practice**

Those working with children and families are encouraged to focus their time on building quality relationships that inspire positive change. This extends to how we support one another in our teams and how we connect with colleagues across our organisation and beyond. We believe in high support and high challenge in equal measure. This means ensuring children and parents receive timely and helpful support but that we remain inquisitive, keeping children at the centre of all we do. Ultimately, working with and alongside people improves the outcomes we can achieve together and is more likely to achieve sustainable change.

➤ **Utilising the power and strength of family**

We value family and recognise that they can be our most underutilised resource.

➤ **Within a context of safe uncertainty approach to risk**

We recognise that there is an individual, team and organisational approach to risk. Risk is managed within the organisation and across agencies where there can be multiple hypothesis and multiple types of intervention.

➤ **Trauma informed Practice**

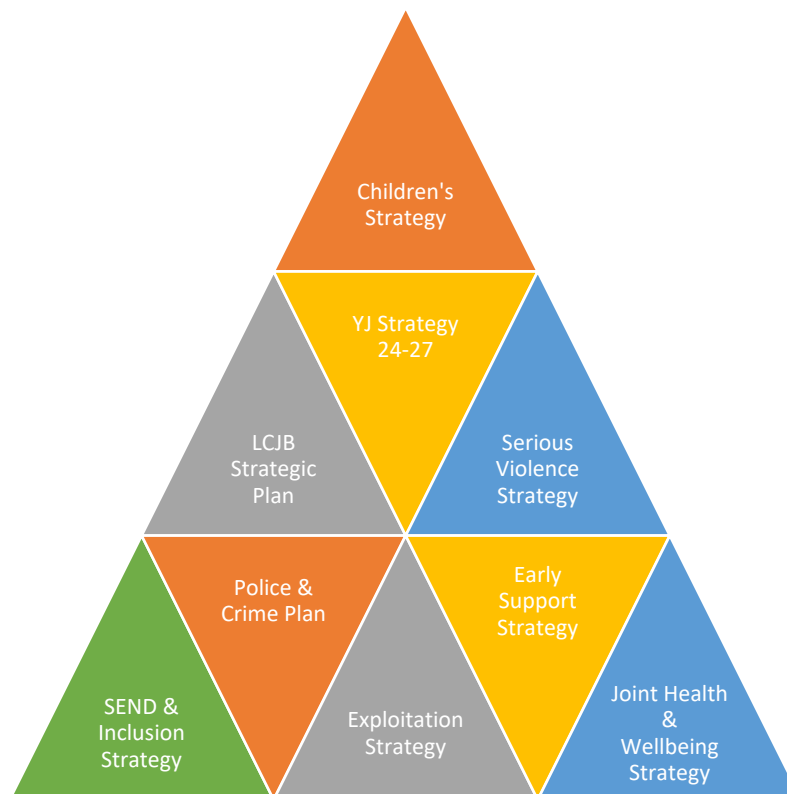
We recognise the importance of delivering services through a trauma informed lens. Utilising the 4 Rs as outlined below, we continue to be a trauma informed and restorative organisation and aim to embed this model of practice across our multi-agency partnership.

- Realises the widespread impact of trauma, stress and adversity and understands potential pathways for recovery.
- Recognises the signs and impact of trauma in staff, and children and families.
- Resists re-traumatisation.
- Responds by embedding knowledge about trauma into policies and procedures, language, culture and practices.

Strategy

- 1.24 The Youth Justice Service sits under the current Children and Young People Strategy 2021-30 which focuses on our Child Friendly Warwickshire aims noted above. The Strategy incorporates the focus on increased participation and engagement with children and young people and on reducing offending.
- 1.25 Warwickshire Children and Families Service, alongside its Lead Safeguarding Partners, are delivering the Families First for Children Pathfinder on behalf of the Department for Education. This is a significant opportunity to implement and influence national reforms in focusing services to support children and families earlier and preventing escalation to costlier and more investigative intervention. The Youth Justice Service plays an active part in these developments as part of the multi-agency and multi-disciplinary support; it works to deliver improved outcomes for children involved or at risk of involvement in the criminal justice

system. The co-location of the Youth Justice Service alongside the Multi-agency Child Protection Team (MACPT) has strengthened working relationships, understanding of thresholds and information sharing.



The triangle details the main strategies across the County Council and partner agencies particularly relevant to the Youth Justice Partnership.

2. Governance, leadership and partnership arrangements

Introduction

- 2.1 The Crime and Disorder Act 1998 set out the establishment of Youth Offending Teams and the duties on some key agencies for both the delivery and governance of the service, through often termed Youth Justice Management or Partnership Boards.
- 2.2 Section 38 (1, 2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area. These statutory partners are:
- The local authority (this includes children's social care and education).
 - The police.
 - The probation service.
 - Health.
- 2.3 The Youth Justice Chief Officer Board undertakes this role in Warwickshire and has oversight of the effectiveness of the service and its strategic direction whilst providing effective challenge.

Chief Officer Board

- 2.4 Warwickshire Youth Justice Chief Officer Board meets on a quarterly basis in addition to an annual development day. The Board benefits from active membership from all statutory partners at an appropriate grade of strategic responsibility. The Chair of the Board is the Executive Director of Children and Young People at Warwickshire County Council who holds the statutory role of Director of Children's Services.
- 2.5 In addition to the statutory requirements of the Crime and Disorder Act 1998, (Social Care, Probation, Police, Health and Education) our Chief Officer Board benefits from attendance from a range of further partners including our Deputy Police and Crime Commissioner, the local Chair of the Magistrates Youth Panel, and Associate Chief Nurse. Full Board membership is outlined in Appendix One. The Board maintains Practice Spotlights at the beginning of each board where a child facing Worker or on occasion a manager share an area of practice within the service so the board can hear about this work including the quality, impact and outcomes as well as being sighted on some of the challenges and complexities. In 2025/26 Practice Spotlights have included a focus on girls who offend, the role of the seconded probation worker, the work of the SALT, the role of the seconded police officer and the value these roles all bring to the Youth Justice Service.
- 2.6 Chief Officer Board are provided with feedback relating to the audits completed by the service, including themes and areas of good practice and learning. This is a good opportunity for Chief Officer Board members to ask questions; offer challenge and ensure any learning is incorporated into the continuous improvement plan.
- 2.7 The Chief Officer Board receives a detailed performance report each quarter which provides information in respect of trends including location, type and severity of offences, gender, ethnicity, sentencing, use of Secure, Risk and Protective factors, Safeguarding and Need and all Key Performance Indicators. This information is actively discussed and provides lessons about the future prioritisation of resources and approach.

Strategic partnerships

- 2.8 The Head of Safeguarding Communities is a member on:
- Safer Warwickshire Partnership Board
 - Warwickshire Violence against Women and Girls Board
 - Warwickshire Serious Violence Partnership Board
 - Warwickshire Local Criminal Justice Board
 - Warwickshire MAPPA strategic management Board
 - Warwickshire Prevent
 - Warwickshire Safeguarding Children's Partnership
 - Warwickshire Safeguarding Adolescent Subgroup
 - Warwickshire Serious Organised Crime Partnership Delivery Group
 - Warwickshire Drug and Alcohol Strategic Partnership
 - Warwickshire Education Safeguarding Partnership
 - DSL chairs meeting
 - Community Cohesion
 - West Midlands Youth Justice Heads of Service Meeting



- Warwickshire child sexual abuse steering group
- Warwickshire victims board

2.9 The Service is also engaged in a number of other Strategic and Operational Meetings including:

- Warwickshire Serious Organised Crime Joint Action Group – Tactical
- Warwickshire MAPPA Panel
- Warwickshire CHANNEL Panel
- Warwickshire Victims Board and associated subgroups
- Warwickshire Reducing Reoffending Board
- District Anti-Social Behaviour Forums
- District and Borough Community Safety Partnership Meetings
- Rape and Serious Sexual Offences Meeting
- Local Contextual Safeguarding Meeting
- Contextual Safeguarding Operational Group
- Warwickshire SEND Board
- Warwickshire MARAC steering group
- Children's home engagement strategy task and finish group
- Race, racism in safeguarding task and finish group
- Community safety district and borough meetings

Operational delivery

2.10 The Youth Justice Service sits within the Children and Families Service, in the Safeguarding Communities Service Area. In 2024, Warwickshire were successful in their bid to be a pathfinder, to implement the social care reforms as identified within Stable Homes Build on Love. The Local Authority worked closely with the Department for Education and were the first Local Authority to implement all the changes. This provided an opportunity to align adolescent and safeguarding services under one Head of Service. It also enabled closer working relationships between interconnected teams such as FAST, Youth Service, Early Support, Family Connect, YJS and MACPT. It has further strengthened working relationships and practice by having YJS, MACPT and FAST co-located.

The Head of Safeguarding Communities is the Head of Youth Justice, who reports to the Director of Children and Families, and oversees the:

- Family Connect (front door)
- Multi-agency Child Protection Team (MACPT)
- Warwickshire Youth Justice Service
- Family and Adolescent Support Team (FAST)
- Youth Work Service
- EDT (Emergency Duty Team)

2.11 Under the Head of Safeguarding Communities are two Youth Justice Service Managers who line manage four Team Managers each, each Service Manager has specific leads, with one Service Manager overseeing sexually harmful behaviour and the Youth Work Service, which are services available across Children and Families.



2.12 The Service currently has the following specialist workers from partner agencies:

- Police Officers x 2
- Probation Officer x1
- Speech and Language Therapist x1
- Substance Misuse Officers x 2
- Specialist Mental Health Practitioners x 2

2.13 To assure effective partnership working, Service Level Agreements (SLA) exist between the Youth Justice Partnerships and key partner agencies, including Warwickshire Police, Probation Service, Coventry and Warwickshire Partnership Trust and Children's Social Care with emphasis on Children in Care, Substance Misuse and Speech and Language. All SLAs are subject to annual reviews. All SLAs will cover the designated roles, accountabilities, recruitment processes, supervision, practice and delivery of services, and management of performance.

3. Progress on Previous Plan

2025/26 priorities progress

3.1.1 The overarching priorities for the Service in 2025/26 were:

➤ **Serious Youth Violence Interventions**

3.1.2 The service will have a focus on exploring the interventions and approach of working with children who are engaged in Serious Youth Violence or are more entrenched repeat offenders.

3.1.3 WYJS has continued to prioritise prevention and over the last few months the service has been working with partners to develop the pilot for the young futures panel, recognising the need to intervene earlier to prevent further offending and escalation into serious violence. As a partnership we have sought to identify those children and young people who may be at risk, but who currently receive no support. We have wanted to be proactive in this space and from monitoring data and need, we have started a pilot in the South of the county, with the first panel having taken place in April 2026. WYJS are being supported by a ministry of justice point of contact with this area of practice, which is useful to ensure the design of our local approach keeps abreast of national developments.

3.1.4 Recognising the importance of early intervention, we have continued to develop the Turnaround programme (named locally as Pathways). The service has supported 50 children during 25/26, 28 of these successfully completed their intervention, 18 are still open at the end of the period. 3.13% of children who finished working with the service during this period went on to re-offend, meaning 96.87% of children supported by Turnaround did not go on to re-offend. This demonstrates a strong offer and success rate by the service. As we move into 26/27, we are expanding the service to increase capacity with the addition of a family help



practitioner, who will have a focus on supporting parents and to support the diversionary interventions that may arise because of the young future panels.

- 3.1.5 WYJS is a key partner within the multi-agency local contextual safeguarding meetings which are based in the North, South and East of the county, and enable both individual and groups of children to be discussed, where there are contextual safeguarding concerns and/or there is potential for serious violence to escalate. Partner resources and knowledge are utilised to support reduction of concerns and seek positive outcomes.
- 3.1.6 WYJS have continued to purchase the online interactive platform from real direction, which utilises life stories in short films, which cover county lines, knife crime and harmful sexual behaviour. WYJS continues to make use of the YEF toolkit to support identification of effective interventions. Supporting children to talk through targeted narrative scenarios with their allocated practitioner where they can reflect on possible choices, can support social and emotional learning which in turn can lead to a reduction in serious violence.
- 3.1.7 WYJS purchased language for behaviour and emotions, which is a practical guide suggested by the service's SALT worker. This resource helps children with social, emotional and mental health needs. The resource provides a systematic approach in developing these skills, so that children can understand and work through social interaction difficulties, which can be at the route of aggressive behaviour.
- 3.1.8 The service has had access to the serious violence prescribing fund, held by Community Safety. The fund offers access to bespoke interventions or initiatives to reduce or prevent serious violence. During the reporting period, 20 applications for the fund were received from Youth Justice, of which 17 were approved and supported. Funding supported a range of interventions aimed at improving outcomes for children and young people, including structured programmes, access to the Real Direction platform, and opportunities to promote health and wellbeing such as gym memberships and gymnastics provision. Practical support was also provided, including bicycles, laptops to support education, work clothing and boots to enable employment, and a replacement door to address immediate home safety needs.
- 3.1.9 We have also worked closely with partners in relation to the use of the serious violence fund relating to themes we are seeing in the community, for example an organisation has been commissioned to work with primary school children regarding feeling safe, online safety, healthy and unhealthy relationships.

➤ **Physical Health**

- 3.2.1 The Service, with its partners, will develop a clear response to the physical health needs of children supported by the Service. WYJS has a strong offer for children in respect of their emotional wellbeing, mental health and substance misuse needs. However, the support around other areas such as access to Universal Health Services, challenges with sleep, sexual health and oral health are not as well responded to.
- 3.2.2 There is a comprehensive health offer within the WYJS, but we had wanted to focus on developing our physical health offer for children within the service.

- 3.2.3 The service benefits from a SALT worker, 2 substance misuse workers and 2 RISE workers. Children are referred to universal services as part of their work with WYJS, 43.9% of children were linked to wider services which is positive in terms of ongoing support.
- 3.2.4 The service offers a strong emotional wellbeing and mental health response. 43.09% of children had a screened or identified mental health need, which means we have been able to identify and support children who may not have had any intervention regarding their emotional wellbeing previously. This is an increase of 13.3% from the year before suggesting a potential increase in need, alongside better recording of this information. The new RISE standard operation procedure supports RISE practitioners having a role in health navigation and linking practitioners into relevant services for the child.
- 3.2.5 WYJS offers a strong substance misuse offer and have made significant improvement in our recording of this work. Of the 123 interventions ending in Qtr 1-4 2025/26, 31.71% (39) had a screened or identified need for substance misuse support at some point either before or during their intervention. Of the 39 interventions ending with a need identified, 34 (87.2%) were recorded as being offered Substance Misuse intervention. 47.1% were recorded as attending.
- 3.2.6 The SALT worker continues to bring real strength in understanding children's needs and has helped practitioners utilise different approaches in their work with children. This has helped ensure work is being undertaken with children in a way that supports their speech and language needs and that they understand better the focus of the work with them. For every child assessed by the SALT worker they share their report with any attached school or alternative provision to ensure the education setting has a better understanding of the child's needs. 40.65% of children had identified special educational needs, 66% had a formal EHCP. This area of good practice was highlighted during the recent HMIP inspection for the service.
- 3.2.7 We were unable to recruit to a health focused practitioner for the service, which was the ambition for 25/26, and we had planned this would have a dual role in supporting victims. Unfortunately, after several recruitment campaigns we were unable to recruit to this role. We are currently working with community safety colleagues to see if there is an option to utilise one of their roles to support this work.

➤ **Victims and Restorative Justice**

- 3.3.1 Over the last 12 months the service has significantly developed its response in relation to victims, and in accordance with the service's action plan. Whilst we recognise there is still some work to do in this space; our progress was recognised within the HMIP inspection.
- 3.3.2 The victim's standard was rated by HMIP as requires improvement, with an overall rating for the service as good. As a result of the inspection there were 4 actions recommended, 3 of these actions were in relation to victims. The service has an action plan and is working with partners on ensuring these actions are completed and our offer to victims is strengthened.
- 3.3.3 There are monthly meetings taking place to track the progress of these actions and the management board has been briefed and continues to be updated. Where traction is not being met these will be added to the boards risk register to ensure resolution at a strategic level.

- 3.3.4 We appointed an additional Team Manager with a focus on victims at the latter part of 2025, recognising the need for further capacity within the management team and building on the progress that the service had made.
- 3.3.5 A new victims' board led by the office for police and crime commissioner, ensures victims' voices are brought to the forefront of decision-making forums, influence services and ensure victims remain at the centre of our thinking.
- 3.3.6 Monthly meetings are taking place between WYJS and victim support to share relevant information and help better understand the needs and experience of victims to inform service delivery.
- 3.3.7 There are regular meetings between the victims lead Team Manager, victims' workers and the wider service to ensure the voice of victims are considered in planning. A victim's worker also attends referral order panels and out of court panels to ensure victims' voice remains key and central to decision making.

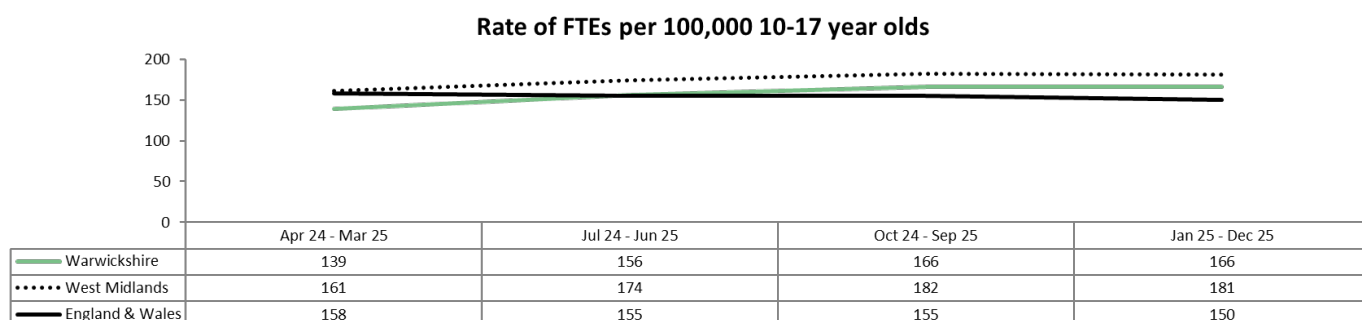
➤ **Employment training and education at end of order focusing on 16+ cohort**

- 3.4.1 We have continued to make progress in this area with our current rate of children being in education, training or employment at the end of order being 80.49% an increase of 3.22% from 24/2/5. Our focus last year was on our 16+ cohort but during inspection the inspectors felt reassured our plans and approaches for this cohort of children was robust and creative, and our data continues to show an upward trajectory.
- 3.4.2 There is a service level agreement in place with the post 16 provider, Shaw Trust, which sits underneath the broader contract with WCC. This will support tailored provision for young people open to YJS and a proactive approach will be taken for the next academic year, which highlights those at risk of becoming NEET. Mapping of sufficiency of appropriate and "best fit" post 16 provision is jointly undertaken by post 16 strategy manager, WYJS and Shaw Trust.

4. Performance

First Time Entrants to the Youth Justice System (FTE)

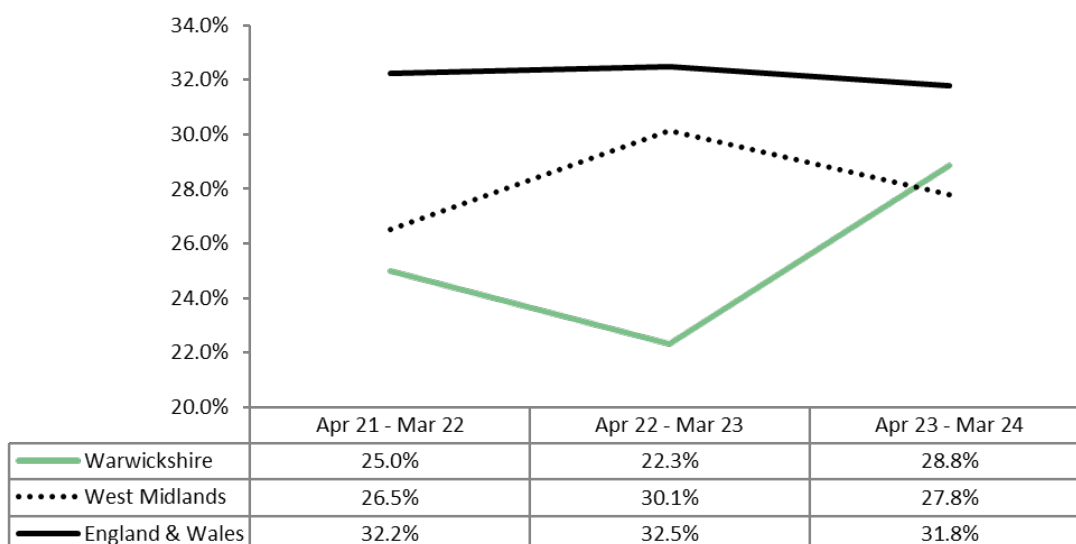
- 4.1 The first-time entrant's indicator is expressed as the number of first-time entrants per 100,000 of 10–17-year-olds. The latest national data for first time entrants (January 2025 – December 2025) shows a 10.7% increase in the rate of first-time entrants in Warwickshire. Warwickshire's First Time Entrant rate (166) is currently higher than the national rate (150) but lower than the West Midlands regional rate (181).



FTE PNC Rate per 100,000 of 10-17 population	Warwickshire	West Midlands	YOT Family	National
Jan 2025 - Dec 2025	166	181	122	150
Jan 2024 - Dec 2024	150	161	128	163
% change from selected baseline	10.7%	12.4%	-4.7%	-8.0%

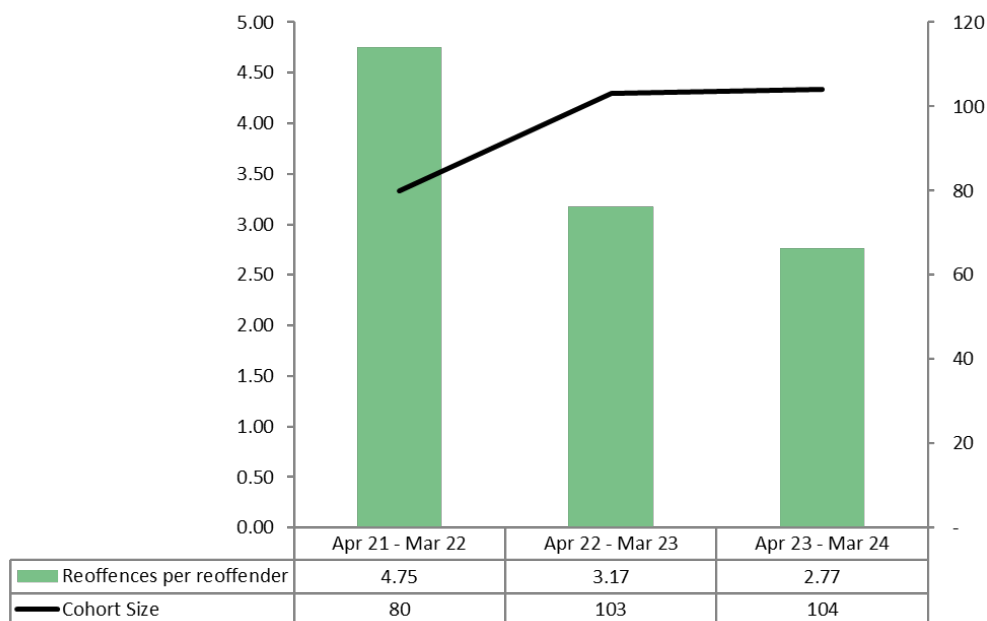
Reducing reoffending

- 4.2 The binary reoffending rate measures in its simplest format, whether the children in the cohort have reoffended. In the latest available national data, Warwickshire's rate (28.8%) is lower than the Family rate (28.9%) and national rate (31.8%). Whilst this is a rate that can be variable, this indicates the work we have implemented in relation to the re-offending tracker and procedure is having an impact.



	Warwickshire	West Midlands	YOT Family	England and Wales
Percentage of offenders who reoffended: Apr 23 - Mar 24	28.8%	27.8%	28.9%	31.8%
Percentage of offenders who reoffended: Apr 22 - Mar 23	22.3%	30.1%	30.3%	32.5%
Change from Baseline	6.50%	-2.30%	-1.40%	-0.70%

4.3 The other reoffending rate measured shows the average number of reoffences committed by children who reoffend in the cohort measured.



	Warwickshire	West Midlands	YOT Family	England and Wales
Reoffences per Roffender: Apr 23 - Mar 24	2.77	4.03	4.2	4.44
Reoffences per Roffender: Apr 22 - Mar 23	3.17	3.77	4.38	4.36
Change from Baseline	-12.6%	6.9%	-4.1%	1.8%

4.4 The service has seen a reduction in the number of re-offences per child by –12.6%, which is the trajectory we would want to see. The embedding of our approach in relation to our children who re-offend, alongside a live tracker to ensure a more focused approach to this cohort of children does appear to be having a positive impact.

Reducing the use of the Secure Estate

4.5 This indicator compares the number of custodial sentences against the 10–17-year-old population. Children in Warwickshire in the secure estate is very small and therefore there is sometimes complexity when understanding percentage comparators. The data below shows that the current rate in Warwickshire (Jan 25 – Dec 25) is 0.1 per 1000. This is a decrease of 7% on the baseline period of Jan 24- Dec 24.

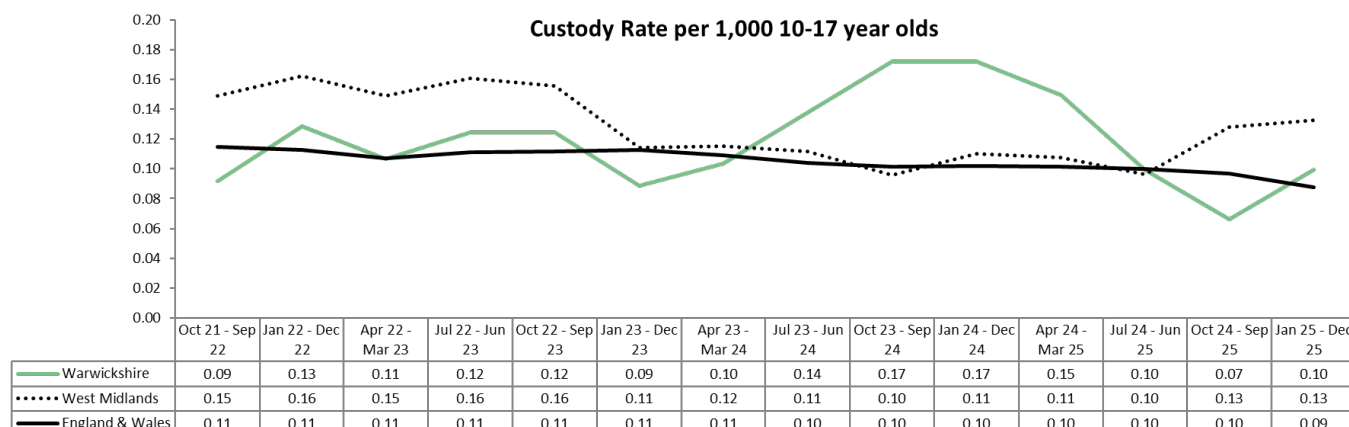
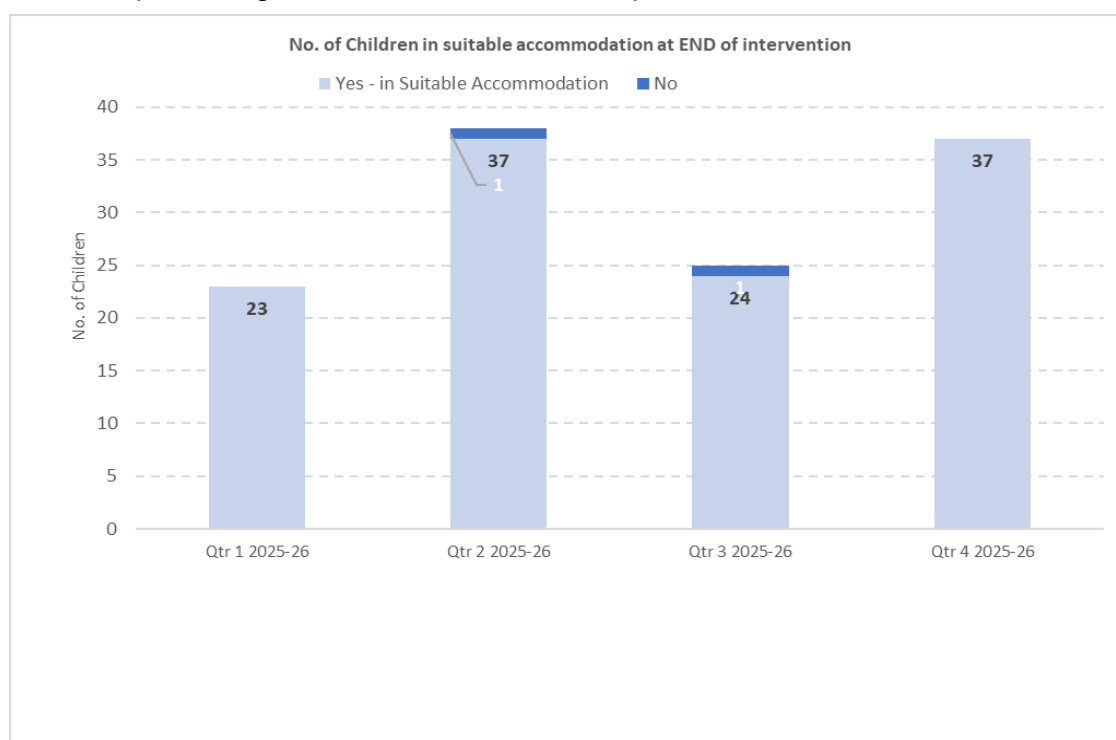


Table 10b: Use of custody rate per 1,000 of 10-17 population	Warwickshire	West Midlands	YOT Family	England and Wales
Jan 2025 - Dec 2025	0.1	0.13	0.05	0.09
Jan 2024 - Dec 2024	0.17	0.11	0.04	0.1
% point change from baseline	-0.07	0.02	0.01	-0.01

a. Key performance indicators

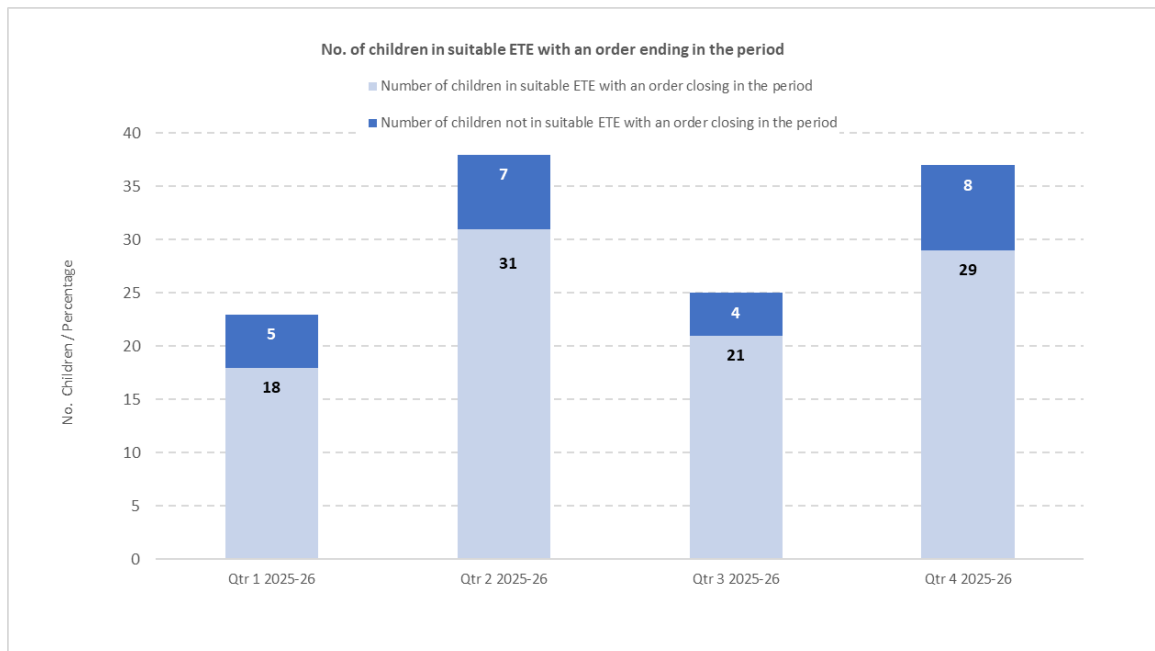
Suitable accommodation

- 4.6 The proportion of children in suitable accommodation at the end of intervention for 25/26 was 98.37% (121 out of 123 children). WYJS will continue to monitor and evaluate the accommodation status of children through quality assurance activity and closure checklists. The service continues to hold monthly custody and resettlement meetings which are supporting early identification of accommodation and resettlement needs and ensuring robust partnership working and escalation where required.



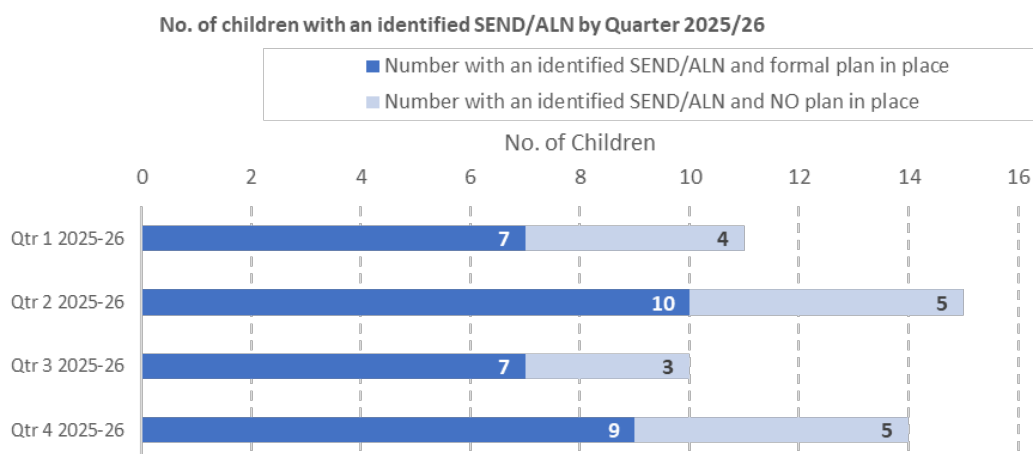
Education, training and employment (ETE)

- 4.7 Of the 123 children with an intervention in 25/26, 80.49% (99) were classed as being in suitable education, training and employment. This is an increase of 3.22% from last year. We have continued with monthly solution focused meetings to review the post 16 cohort who are due to transition and do not have a confirmed destination or who are NEET. The meetings include the WYJS Education Lead, Prospects (IAG) and 16 plus WCC Education Leads. The service continues to work creatively to explore other opportunities via apprenticeships, the King's Trust and local businesses. The service has access to a specialist education role, who's focus is on getting children back into education, training or employment. They attend key meetings and forums to advocate for children and escalate where appropriate.



Special educational needs and disabilities/additional learning needs

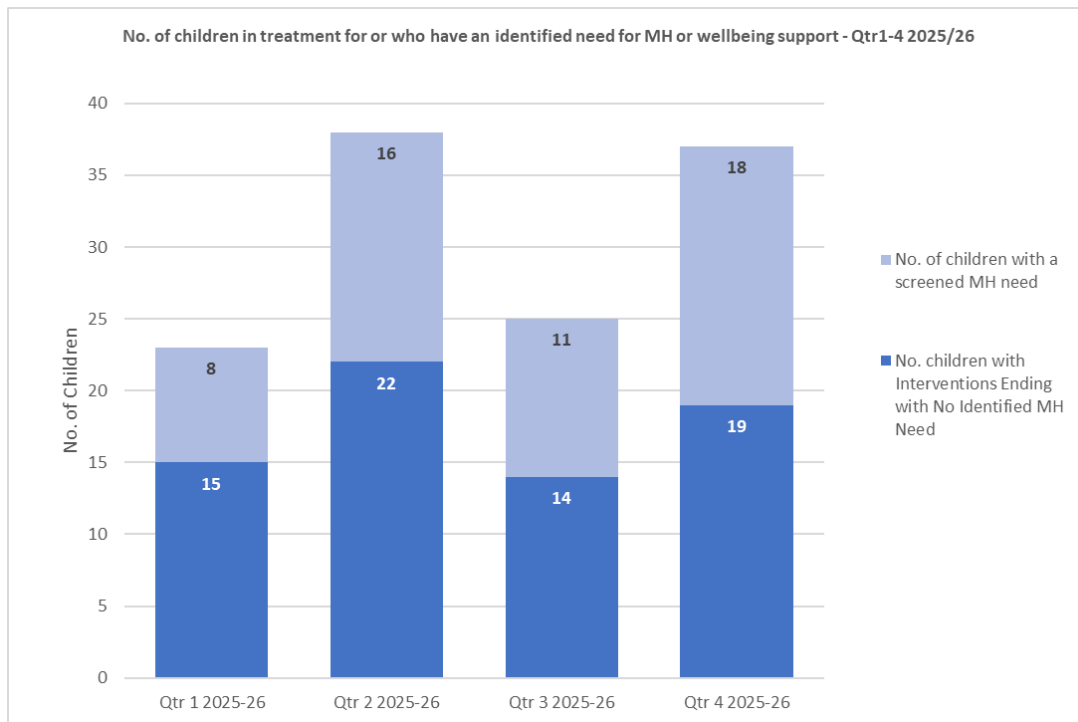
- 4.8 For interventions ending in 25/26, out of 123 children, 50 (40.65%) children had an identified special educational need (SEND)/additional learning need. Out of the 50 children with identified SEND, 33 (66%) had a formal plan in place.



- 4.9 There has been a focus on correct recording and ensuring the latest EHCP is obtained for children open to WYJS. WYJS have received the SEND lead quality mark which is a positive recognition of the system changes which support screening and responses to children with SEND. The role of the SALT worker has brought real value in identifying children with SEND and supporting practitioners in adapting their work with children.

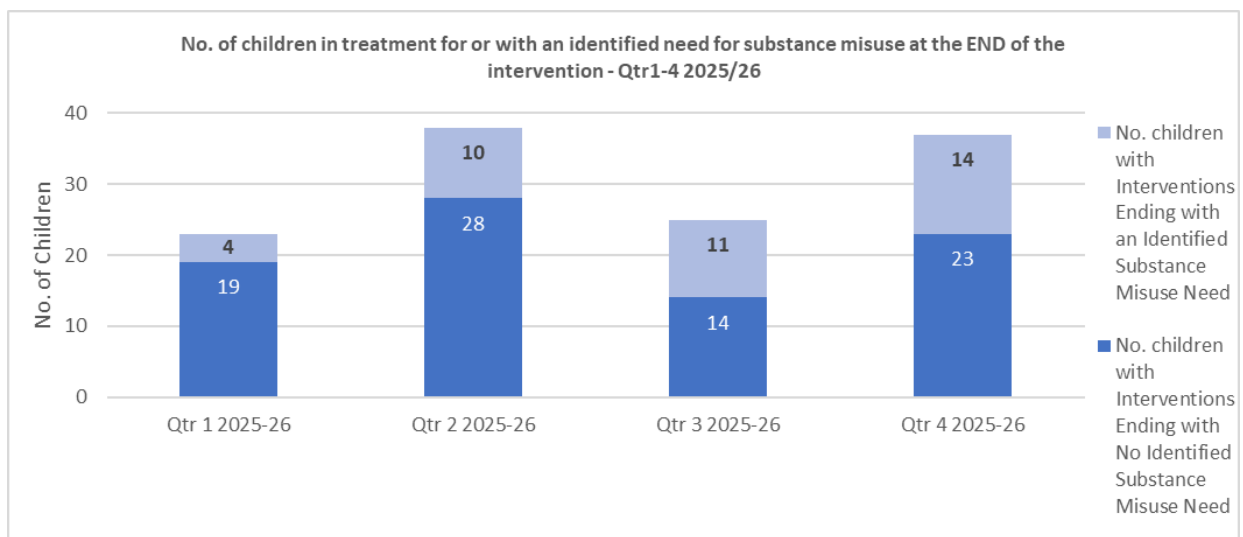
Mental health care and emotional wellbeing

- 4.10 Of the 123 children with an intervention ending in 25/26, 53 children (43.09%) had a screened or identified need. These children will then be offered an intervention from the RISE workers in the service to support their needs. There continues to be proactive screening in place for all children who come into the service and a high level of need for children in the YJS cohort.



Substance Misuse

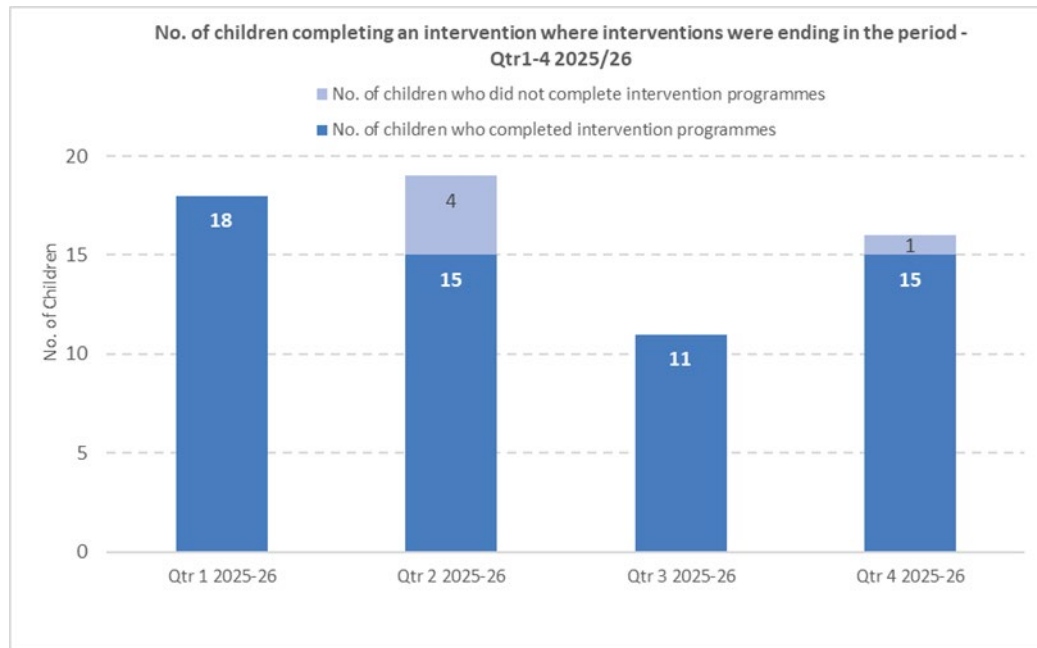
- 4.11 Of the 123 interventions ending in Qtr1-4 2025/26, 31.71% (39) had a screened or identified need for substance misuse support at some point either before or during their intervention. Of the 39 interventions ending with a need identified, 34 (87.2%) were recorded as being offered Substance Misuse intervention. Out of the 34 children offered a substance misuse intervention, 16 (47.1%) were recorded as attending. A lot of work has taken place over the last 12 months to improve the recording in this area, and the progress this year demonstrates the improvements made by the service.



Out-of-court disposals

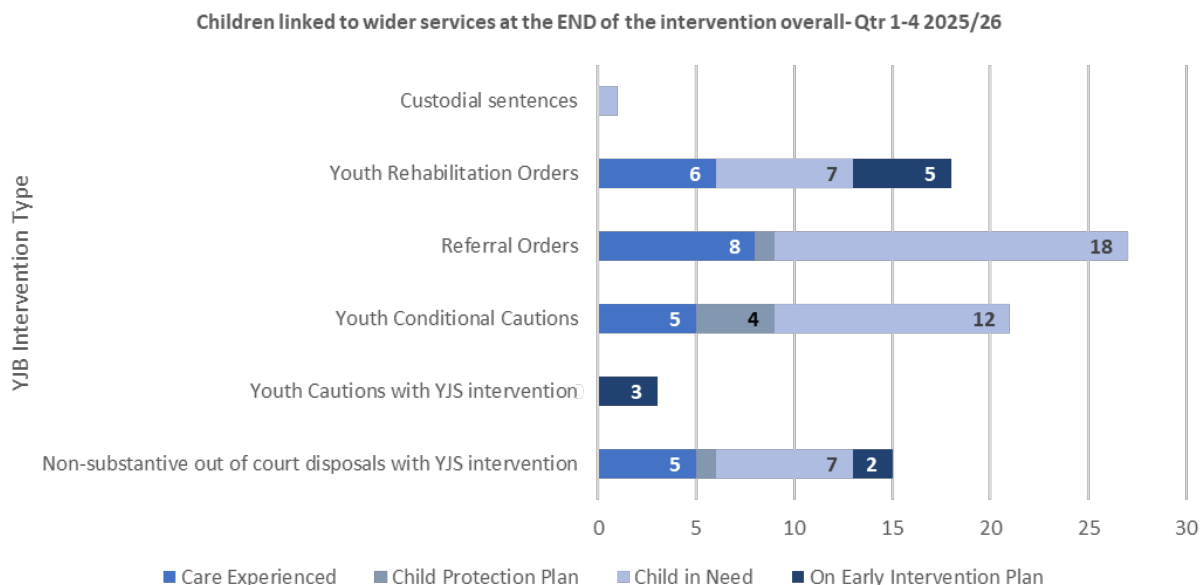
- 4.12 There continues to be a high rate of successful completions within the out of court arena. 64 children had an out of court disposal or diversionary intervention end during the period and 92.19% (59) of these were completed successfully. There are regular scrutiny panels for the out of court resolution process, and to ensure the right decisions are being made, as well as any actions required for the police or service. These panels demonstrate that the right decisions are being made, and this was equally recognised by the inspection team during the

HMIP inspection in October 2025. The inspection team were reassured by the decisions made feeling these were proportionate, and that the scrutiny processes were effective.



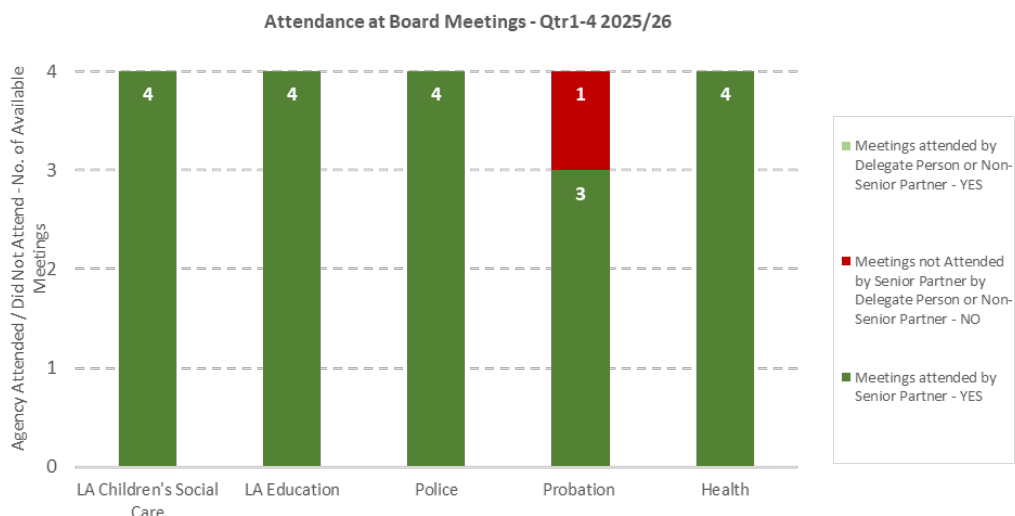
Links to wider services

- 4.13 The Service works very closely with colleagues across Children's Services strengthened by its new position alongside services such as Family Connect, the Multi-Agency Child Protection Team (MACPT) and the Family and Adolescent Support Team (FAST). The service reports on those children previously known and currently open to Children's Services as part of its quarterly data, and all practitioners have access to the Children's Social Care System.
- 4.14 Of the 123 children, 43.09% (53) were linked to wider services. 19.51% (24) children were care experienced. 36.59% (45) children were classified as Child in Need. Within the cohort, 4.88% (6) children were subject to a Child Protection Plan.



Management board attendance

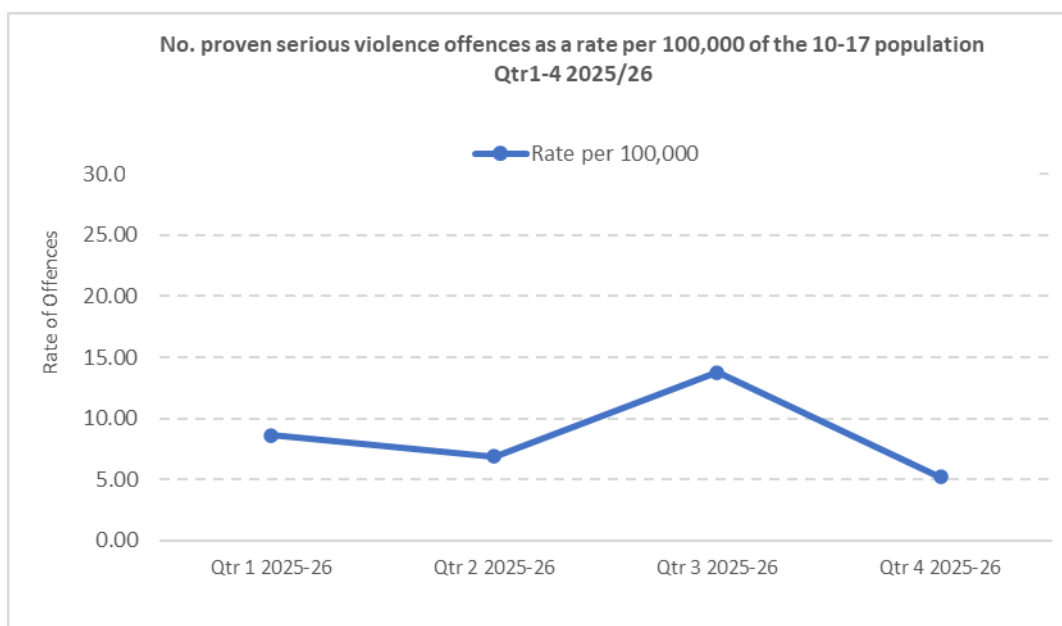
- 4.15 Management Board attendance is fully monitored. The Service sees good attendance from its Board members and action is taken as required where appropriate engagement is not in place.

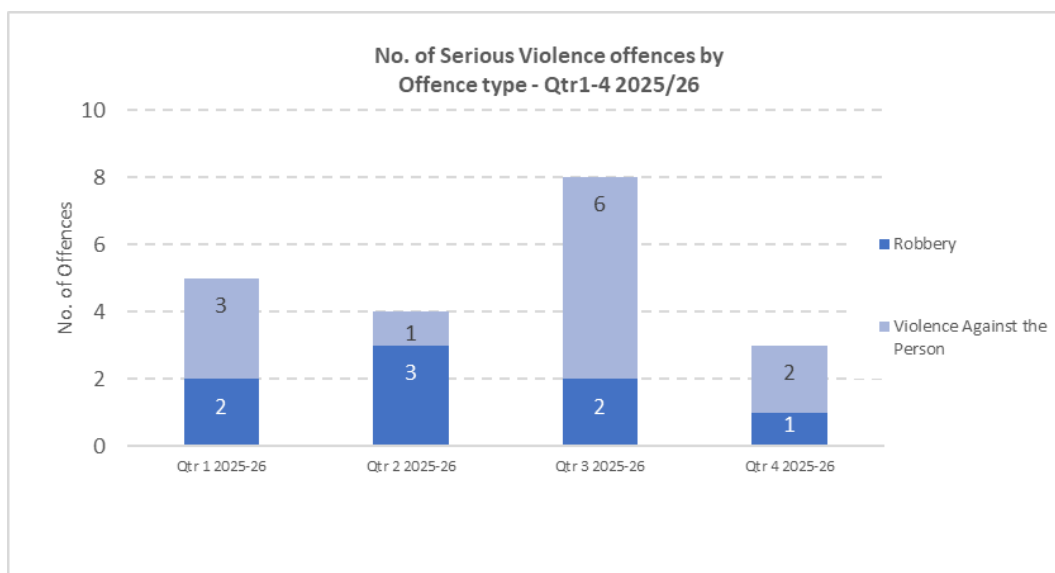


Serious Violence

- 4.16 Serious Violence is recorded in line with the YJB definition as any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence.

Serious Violence Offences	NW	N&B	R	S	W	TOTAL	% Variance 2025/26 over 2024/25	% Variance 2025/26 over 3 Year Average
	Q1-4 2025/26	Q1-4 2025/26	Q1-4 2025/26	Q1-4 2025/26	Q1-4 2025/26	Q1-4 2025/26		
Robbery	0	1	2	3	2	8	-27.3%	-25.0%
Violence Against the Person	5	2	3	2	0	12	-25.0%	20.0%
Total	5	3	5	5	2	20	-25.9%	-3.2%

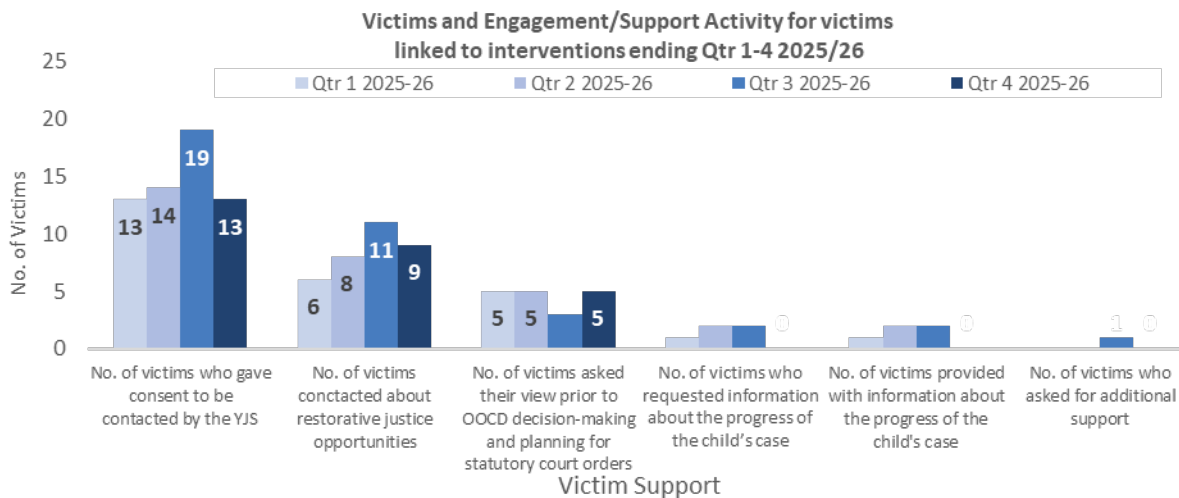




- 4.17 Overall, there has been a slight decrease in serious violence offences (25.93%) which equates to 20 serious offences this year, last year this was 27. Positively, the number of Serious Violence offences categorised as 'Violence Against the Person' has decreased from 16 in Q1-4 24/25 to 12 in Q1-4 25/26.

Victims

- 4.18 142 victims were identified as being linked to offences for relevant interventions ending in Qtr1-4 2025/26 and of those, 59 gave consent to be contacted. Of the 59 victims that gave consent to be contacted by Youth Justice, 34 victims, 57.6% were contacted. Over the year, 13 victims received a letter of apology and 17 were provided with updates relating to the child's progress. One had a victim impact statement read at panel, and another had their views represented at panel. There were four children with offences relating to a school with a face-to-face meeting arranged. 115 of the identified victims were Individual victims and 27 were Corporate.
- 4.19 Significant progress has been made in this area of work, but the service recognises there is still work to do in accordance with our post inspection plan. The focus for this year is understanding our consent rates and why these then drop off. A consistent approach to first contact with the victim both in the out of court and court space, as well as ensuring plans consistently demonstrate consideration to the safety of the victim.



5. Challenges, Risks and Issues

- 5.1 Warwickshire is one of the safest places to live in England and Wales but feeling safe is one of the areas that children tell us as part of our Child Friendly Warwickshire approach is one of the issues most important to them. The Partnership Board and Service are committed to delivering great services but inevitably there are certain risks and challenges that may present themselves over the next year.
- 5.2 Key challenges within the delivery of Youth Justice Services are:
- to ensure that delivery of our Youth Justice Service continues to be well resourced to meet the needs of the children and young people and enable service growth and development.
 - to strengthen our governance and partnership work in the context of the Board
 - availability of local authority placements and impact on remand of young people and their outcomes.
- 5.3 The Chief Officer Board maintains a risk register for the Youth Justice Service. The Chair of the Board is the owner of the risk register, ensuring there is an effective strategy in place, co-produced and owned by the Board and its partners. When necessary, key Management Board representatives are requested to meet to address issues effecting operational delivery or to look at a specific case to deal with emerging matters requiring swift attention.
- 5.4 The main area of risk in 2026-2029 is funding. The YJB grant has been confirmed at the time of writing this plan, but it has not yet been received, positively multi-year funding has been confirmed which means more stability in relation to planning for the service. Positively multi-year funding for Turnaround has been confirmed at the point of writing this plan, which offers some stability in relation to planning. Budgets are therefore very carefully monitored to ensure that any potential risks are anticipated and managed. The Chief Officer Board are aware of the risks within this area, and other funding sources and opportunities for sustainability are being explored.

6. Child First

- 6.1 The Service is committed to the principle of child first and whole family working as part of its service delivery, ensuring the Youth Justice Board's (YJB) Child First four tenet's principles are at the heart of service delivery:
- **See children as children:** Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused and developmentally informed.
 - **Develop pro-social identity for positive child outcomes:** Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
 - **Collaboration with children:** Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.
 - **Promote diversion:** Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.
- 6.2 The work of the Youth Justice Service is underpinned by a relational and restorative practice model not just with how we work with children and families but as our approach to working across the partnership and with each other. The commitment to this approach is seen not just across Children and Family Services but across the whole council and with our partner agencies.
- 6.3 The Service's practice model is underpinned by 3 areas:
- Restorative Practice
 - Motivational Interviewing
 - ARC Trauma Informed Model
- 6.4 As an area of focus within the Service Continuous Improvement Plan has been the continued development of the Service Participation Offer. Over the past year, Warwickshire Youth Justice Service has strengthened its commitment to ensuring meaningful participation from both children and their parents or carers. Monthly participation meetings are held with Participation Champions from within the team to ensure the service is doing its best to involve and collaborate with children.
- 6.5 Feedback from children, parents and carers is sought in a variety of methods as detailed within the participation strategy. The C&F feedback form is an avenue for children and parents and carers to provide feedback. WYJS take the 'voice of the child' to every Chief Officer Board, this has been shared in various ways and most recently as an audio clip from the child detailing what has worked well and any areas for improvement.
- 6.6 Children are spoken with at the end of their intervention/order and feedback is sought from them within this process. Different approaches are utilised so that children can give their feedback either verbally or in written format. Some examples of this were the introduction of

period packs and period products being made available to girls in the YJS, following feedback from a YP. A child gave feedback on the 'My Plan', therefore this was amended to be more child friendly, and a girl leaving custody said she did not use the toilet as she felt she could be seen, once fed back, the custody sergeants now explain this space is private to all detainees.

- 6.7 In collaboration with the police, WYJS also seek the views of children's experiences in police custody. Feedback is collated via a questionnaire and fed directly back to the Police to improve custody experiences for children. Quarterly Stop and Search panels enable children to view stop and search footage and feed back to the police with regards to good practice or any areas of learning.
- 6.8 The Service plans on expanding our engagement offer by holding some face-to-face feedback sessions, ensuring we capture further the voice of children and victims. Alongside this we now attend the Victims' Board, which is an opportunity for victims' voice and experience to be shared.
- 6.9 This inclusive approach reflects Warwickshire's broader ambition to be a Child Friendly County, where children are heard, supported, and empowered to achieve positive outcomes.

Start and End of Order Engagement

- 6.10 A Children's Participation Offer is shared with all children at the start of an order. This also includes a link to the Child Friendly Warwickshire Website. Children are also given the opportunity to talk to anyone about the service at any time.

Stop and Search Scrutiny Panels & Police Engagement

- 6.11 A Panel takes place quarterly, and now has representation from young people, and this has been received well. This has progressed to having young people who have been open to the Youth Justice Service and the aim is to continue to engage more children with experience of the Youth Justice System in the panels.

7. Resources and Services

- 7.1 The Chief Officer Board is committed to making sure that the service delivers effective services for children whilst ensuring value for money as a publicly funded body. How the service utilises its resources have changed over time, with a greater focus on prevention and diversion activity with a reduced cohort of children on community or custodial disposals.
- 7.2 The Local Authority investment alongside the Youth Justice Board Grant sees the biggest investment in the service supported by commitments from a range of partners including Warwickshire Police, the Police and Crime Commissioner, Health and the Probation Service.
- 7.3 The outline of partnership contributions, Appendix Three, confirms that the service is well resourced and has the ability to respond to the needs of the county.
- 7.4 Examples of how investment and innovation have been influenced in 2025-26 by the Service direction of travel include:
 - An extended weekend offer has been implemented, with a more individualised intervention taking place.

- A Prevention Team, Pathways, has been developed and launched, and continues into 2026.
- An Intervention programme has been bought in for a two-year period to support practitioners to have access to a range of tools to work with children open to the service.
- Continued funding for the salt offer on a full-time basis.
- A team manager with a full victim focus.

The Service ambition for 2026-2029 is to:

- Consider opportunities to strengthen children's physical health offer.
- Look to develop further the prevention offer for the service.
- Strengthen offer to victims, whilst driving forward the actions from the post inspection plan.
- Embed the knife possession guidance.
- A focus on girls and the interventions available to them.

7.5 The Chief Officer Board is satisfied and has visible evidence that all statutory partners are committed to the support of our service and that resources utilised to develop a multi-agency approach.

8. Board Development

8.1 The Board continues to evolve as the partnership looks to focus on particular areas and as the needs and offer of the Service changes. In 2025/2026 there were changes to Board's make up. There is a new chair (who was the deputy chair previously) there is a new deputy chair, a new probation lead and a new lead for the magistrate's panel. These changes are as a result of retirements and moves. The service has a Board Induction Pack which is updated annually and an offer of an induction with parts of the service. Opportunities to undertake shadowing or request specific workshops are also promoted.

8.2 The Service includes a Practice Focused element in each meeting, where the Board will hear presentations on a specific element of the service. These presentations are delivered often by practitioners or Team Managers to share current delivery, as well as highlight current opportunities, and areas of development or challenges. In 2025/2026 the board heard presentations from the seconded police officer, seconded probation officer and a deep dive on girls open to the service.

8.3 There is an annual development session held with Board members, last years focused on the new inspection framework and expectations, case studies of two children with escalated re-offending, an overview of our disproportionality. The next development session is booked in June 2026 and will focus on the new guidance regarding knife possession, alongside the Youth Justice White paper, and implications for practice and the board.

9. Workforce Development

9.1 The Youth Justice Service is diverse with a variety of different professional backgrounds and experiences. All staff benefit from training hosted by Warwickshire Safeguarding Partnership and through the Children and Families Learning and Development Offer. Volunteers also have access to this support, alongside other training that is regularly commissioned for the Service or wider Adolescent Services.

- 9.2 In 2025/26 further focus has been on improving the offer of adolescent focused training both for the Youth Justice Service and Adolescent Service but also for partner agencies. This has seen funding for training on Contextual Safeguarding, Safety Planning, Extra Familial Harm, Disrupting Exploitation and Neurodiversity. Training is also delivered by seconded colleagues to the Service which has included on Speech and Language, as well as jointly developed training with a neighbouring Youth Justice Service on Court Duty Officer Training.
- 9.3 The Youth Justice Service Management team is also able to access specific management training including coaching from within the Children and Family Services. Managers have recently enrolled on the Aspiring Future Leaders course with the Association of YOT Manager. Managers are supported to attend any training to support their skills and development.
- 9.4 HSB social workers in the service, who work solely with children exhibit HSB behaviours, are provided with external facilitated clinical supervision by a HSB specialist alongside case management line manager supervision through a lead practitioner. Practitioners within WYJS who hold a mixed caseload that includes some children with HSB offences also take part in quarterly group supervision meetings.
- 9.5 All members of the service can access additional counselling sessions dedicated for child facing roles. These can be accessed confidentially on a one-to-one basis, either in person or virtually as requested.
- 9.6 As well as receiving training, the service also engages in delivering workshops to wider colleagues about the role of the Youth Justice Service, this includes an element for all newly qualified Social Workers that start in Warwickshire.
- 9.7 There are weekly team meetings within WYJS to maintain good connections between practitioner and managers. Once a month there is a team manager led face to face meeting at both local justice centre bases where local issues and resources are discussed. A monthly whole service meeting lead by Service Managers, where county wide matters are discussed, updates to policies and procedures are communicated, this allows for cross area connections to be maintained. There are also 2 more informal service restorative-based check ins during the month with practitioners, to support working relationships and maintain good connections across the service.

HMIP inspection of the service

- 9.8 In October 2025 the Youth Justice Service had it's HMIP inspection of the work with children and victims. The service was rated as good overall with outstanding in the services work with children in assessing and implementation and delivery. For the victims' standard the service was rated requires improvement. There were four actions identified –

The WYJS should:

- ensure planning is of a consistently high quality and focuses on how to keep the child and community safe.
- Ensure victims' safety is considered in all instances where the YJS offers them support.

The WYJS and Police should:

- Review processes for initial contact with victims to ensure these are consistent across both out-of-court resolutions and court orders.

The Youth Justice Management Board should:

- Review and evaluate victim consent rates and quality of content and timeliness of YOT1 forms completed by the police to ensure that victims are being afforded the best opportunity to engage with available offers of support from the YJS.

9.9 Following the inspection the service submitted a post inspection plan, this is monitored regularly to ensure progress of actions and is overseen by the Chief Officer board.

10. Knife Possession Guidance

10.1 WYJS will ensure a clear and consistent response to knife possession offences, aligned with current national knife possession guidance. This includes:

- Ensuring all children found in possession of a knife are referred promptly to WYJS by the police
- Completing a timely, child-centred assessment that considers risk, safeguarding concerns, and factors such as exploitation and serious violence
- Delivering a mandatory intervention plan in all knife possession cases, as required by national guidance
- Using appropriate outcomes and interventions that reflect the seriousness of knife possession and aim to reduce reoffending
- Maintaining effective partnership working and oversight, including review of outcomes and quality of interventions
- Ensuring oversight from Chief Officer Board members to ensure compliance, track performance and embed consistency of practice.

11. Girls in the Youth Justice Service

11.1 Although girls offend less than boys, those who do enter the criminal justice system typically present with more complex and interconnected needs, that are deeply shaped by relationships, adverse childhood experiences, trauma and emotional vulnerability. Their backgrounds frequently include high levels of domestic abuse, sexual abuse, neglect and significant bereavement, with offending sometimes emerging as a coping mechanism, a means of survival or a response to trauma triggers.

11.2 WYJS has audited our girls to better understand the nature of offences, as well as an understanding of their needs and current approaches to support them. A trauma-informed approach is embedded within the service, and there is access to mental health workers to support need. Relationship-based work and creative approaches are utilised, but the audit has identified the need to consider this further in relation to our interventions. Girls are also allocated to female workers within the service, to recognise the needs of this group of children.

- 11.3 We know the majority of our girls are being dealt with in the out of court space. We have identified a particular area within the county where volume of demand is concentrated, which further supports the rationale for piloting the Young Futures panel in the South of the county.
- 11.4 The service will be reviewing interventions so that they reflect better the protected characteristics of our girls. The service is also reviewing the content of the input they deliver to the New Police recruits, to include Neurodiversity and Trauma when interacting with girls. Alongside this whilst the number of children in care who were girls was small, these were audited as part of the wider children in care audit, completed by the service.

12. Alignment with wider reforms and strategy

- 12.1 Across children and families and education there have been a number of reforms, the Send White Paper 'Every Child Achieving and Thriving', The Children's Wellbeing and Schools Act, and Best Start. Whilst these all offer opportunities to align and strengthen practice, particularly for some of the children supported within the Youth Justice Service, locally we are considering the impact of these reforms and how we ensure the voice of Youth Justice within this.
- 12.2 Over the last few months, the service has been leading the development of the Adolescent Strategy, ensuring this reflects the wider elements of safeguarding within the Youth Justice Service, and connecting this to the wider strategy, vision and oversight of the partnership. The plan is to launch this 3-year strategy in July 26 and for this to be monitored via the children's safeguarding partnership and adolescent sub-group.

13. Evidence-based practice, innovation and evaluation

- 13.1 The service remains focussed on delivering consistently outstanding services for children. The opportunities that present themselves in a county with strong partnership working and a commitment to invest in services that support children and their families. This can be seen in both the Local Authorities commitment to Early Support Services and Youth Work and in the commissioning of services by the Police and Crime Commissioner.
- 13.2 Warwickshire Youth Justice Service has continued to strengthen its trauma-informed practice through close collaboration with custody partners, recognising the significant impact that trauma, adverse childhood experiences, exploitation and unmet emotional needs can have on children entering police custody. Joint working between Youth Justice and Warwickshire Police has focused on creating a more child-centred and supportive custody environment, ensuring that children are treated with care, dignity and understanding at what is often a highly distressing time. This has included distraction packs for children, shared learning and training opportunities for staff, increased awareness of trauma responses and communication styles, and improved information sharing to support safeguarding and vulnerability identification at the earliest opportunity.
- 13.3 Warwickshire Youth Justice Service has identified driving offences as an emerging area of concern for some children and young people, particularly where behaviours are linked to peer influence, risk taking, exploitation, lack of awareness of consequences, or wider vulnerability factors. In response, Warwickshire YJS has worked collaboratively with Warwickshire Police, the Courts and the Crown Prosecution Service to develop a shared and proportionate approach to managing these offences, with a strong focus on prevention, education and

diversion from the formal court process wherever appropriate. This partnership approach aims to reduce unnecessary criminalisation by ensuring that children are assessed holistically and that opportunities for out-of-court resolutions, restorative interventions and targeted safety education are fully considered.

- 13.4 The service introduced the ARC Trauma Model three years ago, building on the strong trauma informed knowledge within the service and strengthening the direct intervention being delivered. The whole service has been trained, and continued support is offered to a group of Champions to help the service further embed this across all areas of practice. Opportunities to embed this include ARC being the focus of a Practice Week, staff developed ARC Board in all Service Offices and a close working relationship with the FAST service, who are also trained in ARC. The recent inspection of the service recognised the impact of ARC and reflected the service had embedded this approach within practice.
- 13.5 Following a successful bid to the prevention of radicalisation fund, WCC was able to commission 'small steps' to complete a 5-session training programme which sought to upskill a number of practitioners across the partnership. Practitioners within Youth Justice, Family Adolescent Support Team (FAST) and Youth Service were trained alongside partners in police, education and health to have conversations with young people about more challenging ideological and political themes such as the far right, religious and faith-based extremism and the growing incel or misogynist subcultures. Small Steps are a lived experience lead training organisation. The training has also enabled practitioners to have access to a resource hub of material that can be used with young people. WCC and partnership organisations will be seeking to create a network of resilience advocates to progress a system approach to the prevention of radicalisation of adults and young people.
- 13.6 St Giles has been commissioned to support transition arrangements of children from Youth justice to probation. This ensures seamless continuity of care for those young people at high risk of re-offending, serious violence or exploitation. The programme employs trauma-informed caseworkers and lived experience mentors to bridge the support gap when individuals transition from Youth Justice to adults' services. This is the second year the intervention has been commissioned by community safety and is having positive impacts in relation to re-offending and employment/training opportunities.

14. Standards for Children in the Justice System

- 14.1 The Service has continued to ensure high standards for children in the youth justice system particularly with reference to the At Court Standard, which supports guiding effective practice in this vital area of work. Over 25/26 WYJS have attended both Youth Panel meetings held, to provide magistrates and local judiciary with confidence in the effectiveness of supervision of children and young people. Presentations have been provided within these meetings on the journey of a child through a Referral Order using a real-life example, to ensure confidence in the assessment, planning and delivery of this community-based order. WYJS have also provided an input to the panel on key diversity considerations for example SEND needs, including speech and language needs, and cultural differences supporting the standard of proceedings demonstrating that child's voices are heard and they can participate. The chair and/or deputy of the youth panel remains an engaged and active member of Warwickshire Youth Justice Chief Officers Board.
- 14.2 The service continues to provide support whose children are attending court, particularly for the first time, with an on the day support arrangement, whereby the YJS parenting practitioner



attends the weekly Thursday youth court. The parenting practitioner meets and greets all parents who attend court, offers ongoing support and written information to support their understanding and engagement in the court process.

- 14.3 WYJS continues to benefit from a Bail and Remand Intensive Fostering Scheme (BRICS) for children held for court. This scheme consists of three foster carers who hold placements for children at risk of remand. The scheme ensures that when a child is at risk of remand, court officers can make a proposal at court that a child is placed in one of these specialised placements either as a standard bail address or as a remand to local authority accommodation, thus diverting them away from potential secure estate placements.
- 14.4 Feedback from youth panel magistrates on the quality of Pre-Sentence Reports (PSRs) continues to be consistently positive both for individual children and within youth panel meeting forums as an overall judgement and perception of the bench is that Warwickshire PSRs are of a high quality and support their ability to make appropriate sentencing decisions.
- 14.5 Over the last year, the service has focused on different areas in relation to audit, these have included, sentencing and racial disproportionality, an overview of girls offending, and children in care.
- 14.6 The Service has a robust Quality Assurance policy, and the findings of regular auditing activity is shared with the Chief Officer Board and actions tracked in the Service Improvement Plan.
- 14.7 Whilst WYJS custody rates remain generally low. WYJS understands the importance of ensuring that practice standards for children in custody remain high and children receive the best care possible. WYJS aims to ensure standards for resettlement and transition plans are robust, taking into account the individual needs of the child. To provide additional oversight of this area of practice there are regular custody and resettlement meetings chaired by the lead team manager for custody. These meetings seek to oversee a detailed consideration of secure and resettlement practice including, potential ROTL arrangements, early release, licence considerations, education and health needs of each child in the secure estate.
- 14.8 In 2025, the service alongside police received a commendation for the work completed in custody, to create a child focused environment, recognising custody can be a traumatic experience for children, whilst working with officers to embed a child first approach. Within the HMIP inspection the inspection team highlighted the positives achieved within this work and referred to this as 'wholesale culture change'.

15. Priorities for the coming year

- 15.1 The overarching priorities for the Service in 2026-2027 are:
 - **Serious Youth Violence Interventions**
- 15.2 The service will continue a focus on exploring the interventions and approach of working with children who are engaged in Serious Youth Violence or are more entrenched repeat offenders.
 - **Victims and Restorative Justice**
- 15.3 Progress the actions as identified within the HMIP inspection of the service and ensure these are embedded to further develop the service for Victims.



➤ **Embedding Government Guidance for Child Knife Possession Offences**

15.4 Embed the national guidance in relation to knife possession offences and ensure the service and partners are compliant with the expectations

➤ **Focus on girls and interventions for this cohort**

16. Service Development Plan

16.1 The Service maintains a Continuous Improvement Plan which is a live document which is regularly discussed at Chief Officer Boards to monitor progress. WYJS are committed to delivering outstanding services which improve outcomes for our children and their families in Warwickshire and the Service works hard to continuously improve the quality of services provided.



16.2 The Continuous Improvement Plan covers the following areas:

- Organisational Delivery
- Workforce
- Participation
- Prevention and Diversion
- Restorative Justice
- Performance and Quality Assurance
- Remand and Resettlement
- Harmful Sexual Behaviours

16.3 Some of the areas in the continuous improvement plan include:

- Improved focus on local performance data on young people who re-offend, their demographics and understanding the narrative around this. Then utilising this information to deliver more focused and bespoke interventions to young people.
- Development of a Youth Justice children's forum, to give further prominence and opportunities to hear the voice of children open to the service.
- A greater focus on victim's voice and experience to inform service delivery.

- 16.4 Following advice from the inspection team we are separating out the disproportionality plan for the service, ensuring this is a partnership document with shared ownership.

17. National Priority Areas

17.1 Children from groups which are over-represented

17.1.1 Addressing disproportionality is a priority both for the Youth Justice Board and locally for the Chief Officer Board. The service has a Disproportionality Action Plan within its Continuous Improvement Plan.

17.1.2 Warwickshire as a county is becoming more diverse, however just 15% of the county are from these communities. The table below shows the distribution of the Warwickshire population taken from the Office for National Statistics 2021 Census data using a custom dataset to identify the Warwickshire 10–17-year-old population.

	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	43.3%	2.7%	3.6%	0.8%	0.6%	0.0%	51.0%
Female	41.7%	2.7%	3.3%	0.8%	0.5%	0.0%	49.0%
Total	85.0%	5.4%	6.9%	1.6%	1.1%	0.0%	100.0%

2021 Census for Warwickshire children aged 10-17 years

	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	61.2%	11.2%	0.9%	3.4%	3.4%	0.0%	80.2%
Female	15.5%	1.7%	0.9%	1.7%	0.0%	0.0%	19.8%
Total	76.7%	12.9%	1.7%	5.2%	3.4%	0.0%	100.0%

Distribution of Children offending by Gender and Ethnicity

17.1.3 The offending population of individual children who have received a substantive outcome in 2025/26 shows White males are over-represented, as well as males of Mixed and Black ethnic origin and of Chinese or Other Ethnic group. 71 of the 116 children (61.2%) were males of white ethnic origin, 13 (11.2%) were males of mixed ethnic origin and 4 (3.4%) were males of black ethnic origin, with a further 4 (3.4%) being males of Chinese or other Ethnic Group. Although these are small numbers all groups show an overrepresentation compared to the general population of Warwickshire as measured in the 2021 Census.

17.1.4 As a service and through the management board we have various mechanisms in place to monitor disproportionality. During Chief Officer Board, stop and search data is presented, so that we can understand themes and any areas of practice that needs to be addressed. It provides an opportunity for the board to ask questions of the police and ensure decisions made regarding stop and search as well as use of force are proportionate. The police also hold stop and search panels where young people are able to view body worn footage and again ask questions or provide challenge to the police, so that this can inform practice.

17.1.5 The service has audited children of Black and Mixed heritage within the court space, as we recognised this as an area of disproportionality, we wanted to ensure the decisions made in this space were proportionate to the offence. This audit was shared at the management board alongside any recommendations for partners.

17.1.6 The service is working on the disproportionality plan, which had previously sat within the continuous improvement plan, and was a youth justice owned document. Following advice within the HMIP inspection of the service, we are developing a standalone disproportionality plan with partner agencies, that will be monitored by the management board and owned by the partnership.

17.2 Policing

17.2.1 The relationship between the Service and Warwickshire Police is a strength and further progress has been made in 2025/26 in several areas:

17.3 Custody

17.3.1 The Youth Justice Service has worked closely with the Police Custody Inspector to make improvements for children that enter Police Cells. The developments have included dedicated cells for children with targets on the walls for children to use with the balls available from Police Staff. A full range of other items are available for children in custody including distraction packs, fidgets, pens/crayons etc. The Youth Justice Service has provided two iPads which are used to show videos to children on their rights and relevant information when in custody. This work was recognised recently, and the service received a commendation for their work in custody.

17.3.2 Information has been updated in respect of all other information in custody for children. This has included re-covering and having age-appropriate language and information for children at the Custody Sergeants Desk. These developments have been done in consultation with the Service's Speech and Language Therapist so that the information can be more easily understood.

17.3.3 In response to recommendations within the Youth Remand Concordat, WYJS and Warwickshire Police hold monthly joint meetings which scrutinise every child held overnight in Police Custody. The primary aim is to ensure that the system functions correctly, particularly in cases where children are detained overnight by the police but are not subsequently remanded by the courts. Each child is scrutinised, and discussions held as to whether the decision to detain overnight was appropriate. Where the decision was deemed inappropriate to hold the child, this is fed back to custody staff via the custody inspector.

17.4 Information Sharing

17.4.1 Warwickshire Police have enabled the Service access to its Athena system to enable a live picture of children in custody. This has enabled a much clearer and more live perspective for Duty Youth Justice Workers about the situation of children in Police custody. The Police have

also provided space in the custody for the Service to use, which has further improved the relationship between wider Police Staff and the Service.

17.5 Appropriate Adults / Detention

- 17.5.1 The Appropriate Adults Service is offered by the Youth Justice Service during core hours, Monday to Friday, and by the Emergency Duty Service outside of the hours. The Head of Service for Youth Justice is also responsible for the Emergency Duty Service which ensures a focus on this as a whole service offer. Quarterly meetings take place with Managers across both teams, with Police colleagues to continue to review and develop this offer. This meeting also reviews the cases of all children eligible for transfer to local authority accommodation under PACE regulations and discuss other safeguarding issues in police custody.

17.6 Diversion

- 17.6.1 Diversion is a partnership approach within Warwickshire, notably the Youth Justice Service, Children's Social Care, Early Support, Youth Work and Warwickshire Police. The Service triages with the Police opportunities for diversion and holds a fortnightly Out of Court Resolutions Panel. There is a procedure in place regarding Out of Court Resolutions and partners are clear about this process. The panel is attended by colleagues from across Children and Families and the Police to ensure that decisions are made with full knowledge and understanding of the child's journey and other support that is available across our wider services. During inspection, the inspection team were reassured by the decisions made in this forum, feeling these were proportionate and appropriate.
- 17.6.2 Quarterly Scrutiny Panels are held in the county of which the Service is a core member. These are chaired by Magistrates and are an arena in which to scrutinise panel decision making and review any good practice or learning for Out of Court Panel members. The Service consistently receives high scores in respect of the formal feedback from the Panel, and feedback is shared and reviewed by the Chief Officer Board.

17.7 Education

- 17.7.1 The Chief Officer Board has two representatives from Education, a Head of Service from the County Council Education Directorate and the Service Manager for Prospects (Careers Guidance). The Service has a dedicated post for an Education Worker who plays a pivotal role with links to wider Education Meetings and relationships in respect of areas such as SEND, Education Entitlement and Attendance. The Service Manager, with a lead for Education also engages in a number of strategic level meetings including on the SEND Board.
- 17.7.2 The Children and Families Service also employ a Headteacher Coach. This is a former Headteacher from within Warwickshire who works with schools to support with safeguarding issues, and this can be a useful conduit for the service. This has included discussions with one school where there had been a number of issues with a small group of children and the wider impact that this was having.
- 17.7.3 The Service has had a real focus on SEND and has been successful in receiving the SEND YJ Quality Mark in 2024/2025, demonstrating the Service's commitment and dedication in this area. This was an area highlighted as good practice within the HMIP inspection of the service, alongside the strength of the SALT worker and offer.



17.8 Restorative Approaches and Victims

- 17.8.1 Following the HMIP inspection the service has been working with police partners to develop a consistent approach to first contact with victims both within the court and out of court process. A task and finish group is currently working to develop this process alongside a procedure that will ensure a consistent approach. The service is well resourced in relation to victim workers. There are 3 dedicated victims' workers, two seconded police officers and is led by a Team Manager who has the victim's lead. During inspection restorative justice approaches were seen as a strength, but the first contact with victims and victim consent rates was an area that needed to improve. The new process will ensure a consistent approach for victims, which will also monitor closely victim consent, why these drop off and have a clear approach to improving these, so that we improve our victim journey with the service.
- 17.8.2 The service has continued to develop the offer to victims, so that the response is tailored to meet need. We have updated our victims' leaflets ensuring these are compliant with the victim's code. We have ensured victims' voice is included in relevant panels so that this remains a focus for us, alongside ensuring victims' voice and experience shapes services. We have updated the feedback forms that we send out to victims to make it easier for them to complete which allows us to act on the feedback they provide. Victims reported feeling heard, respected, and actively involved, with many highlighting the value of restorative approaches such as apology letters and conferences in helping them gain closure and confidence in the young person's ability to change. Feedback noted that responses from the service were timely and that victims appreciated the opportunity to have their voices acknowledged alongside those of the child. Partners, including schools and local businesses, similarly reported positive experiences, feeling able to communicate the impact of the offence directly to the young person and achieve meaningful outcomes. While current systems to analyse feedback in a structured "You said, we did" approach are still developing, the evidence gathered to date suggests that victims are satisfied overall and view WYJS restorative practice as effective and impactful.
- 17.8.3 Throughout the intervention the Restorative Justice Practitioner can keep victims informed of the child's progress and there is close collaboration between a child's allocated Practitioner and the Restorative Justice practitioner. The Restorative Justice Practitioner prepares victims for their engagement in Restorative processes and can support referrals to victim support and other voluntary organisations to support with additional needs and support the victim may require as a result of their experience. This ensures victims' right to have information about the offender following conviction and the right to be referred to services which support victims and have services and support tailored to their needs.
- 17.8.4 In-depth, trauma informed work is completed with the child to understand the victim's perspective and support building a pro social identity. Children are supported by their practitioners to engage with different forms of restorative practice-from writing letters of apology, shuttle mediation and restorative meetings.
- 17.8.5 WYJS ensures through gatekeeping processes that Pre-Sentence Report (PSR) authors appropriately include victim impact in all PSRs where relevant and the potential for Restorative Processes is considered. In the absence of a victim personal impact statement, the Restorative Justice Practitioner will contact the victim at the PSR stage or liaise with victim

liaison officers and Independent Sexual Violence Adviser's to ensure personal impact is known and not assumed.

17.8.6 WYJS are an active part of the victim and witness forum and victims' board which is led by the OPCC and ensures WYJS are aware of systemic issues which impact victims and are kept abreast of any changes to law, policy and practice that impact on victims. Within Chief Officer Board there is a victim lead, strengthening our understanding of victims' needs further.

17.9 Remands

17.9.1 As noted earlier in respect of remand, the Service has a clear remand strategy which details the remand process, and how to divert away from remands. WYJS is also one of the few authorities nationally who commissions a Bail and Remand Intensive Fostering Scheme (BRICS) and have engaged in conversations with the Ministry of Justice, and other Youth Justice Services who have been keen to learn more about the approach.

17.9.2 The Chief Officer Board is provided quarterly information in respect of children who are remanded, including the financial impact to the Service.

Table 10d Secure Remands 2025/26 Youth Detention Accommodation	Q1	Q2	Q3	Q4	Bed Nights Q1-4 2025/26	Cost Night	Per Cost 2025/26	Bed Nights Q1- 4 2024/25	Cost Night	Per Cost 2024/25
Total Number of young people subject to a YDA	1	1	2	2						
Youth Offending Institute (YOI) bed nights	0	8	40	25	73	£353	£25,769	100	£329	£32,900
Secure Training Centre (STC) bed nights	0	0	0	0	0	£941	£0	336	£921	£309,456
Secure Children's Home (SCH) bed nights	17	0	0	8	25	£968	£24,200	23	£887	£20,401
Technical Remand bed nights	0	0	0	0	0	-	-	0	-	-
Total	17	8	40	33	98		£49,969	459		£362,757

17.10 Use of custody and constructive resettlement

17.10.1 The number of children serving sentences in the Secure Estate in Warwickshire is very small. This can result in notable spikes within any set of statistics. In 2024/25 Warwickshire had 5 children receiving a custodial sentence, and in 2025/6 this number remained the same but was a lower number of custodial sentences, due to children receiving multiple sentences in 2024/25.

17.10.2 The Youth Justice Service works to ensure that it offers credible alternatives to the Courts to the use of custody where risk is diligently managed in the community. We can offer a full Intensive Surveillance and Supervision programme offering a maximum of 25 hours oversight with the added provision of an electronic curfew as required.

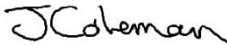
17.10.3 Positive feedback from the Courts indicates that there is confidence in our Service to manage high risk children. The service has also reviewed its Intervention offer, and plans are in place to improve the interventions that take place at weekends through a more diverse group of interventions to consider. WYJS is part of the ISS Pilot, which has seen children successfully diverted from a custodial sentence. This pilot sees children's location monitored to ensure a robust direct alternative to custody.

17.11 Working with families

17.11.1 The Service's Parenting Worker provides support to the parents and carers of children open to the service. The worker alongside delivering one to one focused intervention, works collaboratively with Parenting Workers within the Council's Early Support Service and delivers group work for parents and carers open to both the Youth Justice Service and Adolescent Service.

17.11.2 The Parenting Worker attends court hearings and is there to engage with parents and carers about the process and to consider the support needs of the family moving forward. The Service can also access Family Group Conferences and is an area for development, based on the Families First agenda across Warwickshire.

17. Sign off, submission and approval

Chair of Youth Justice Chief Officer Board <i>Approved on behalf of the Youth Justice Chief Officer Board</i>	 John Coleman Executive Director Children & Young People Warwickshire County Council
Date	22.6.26

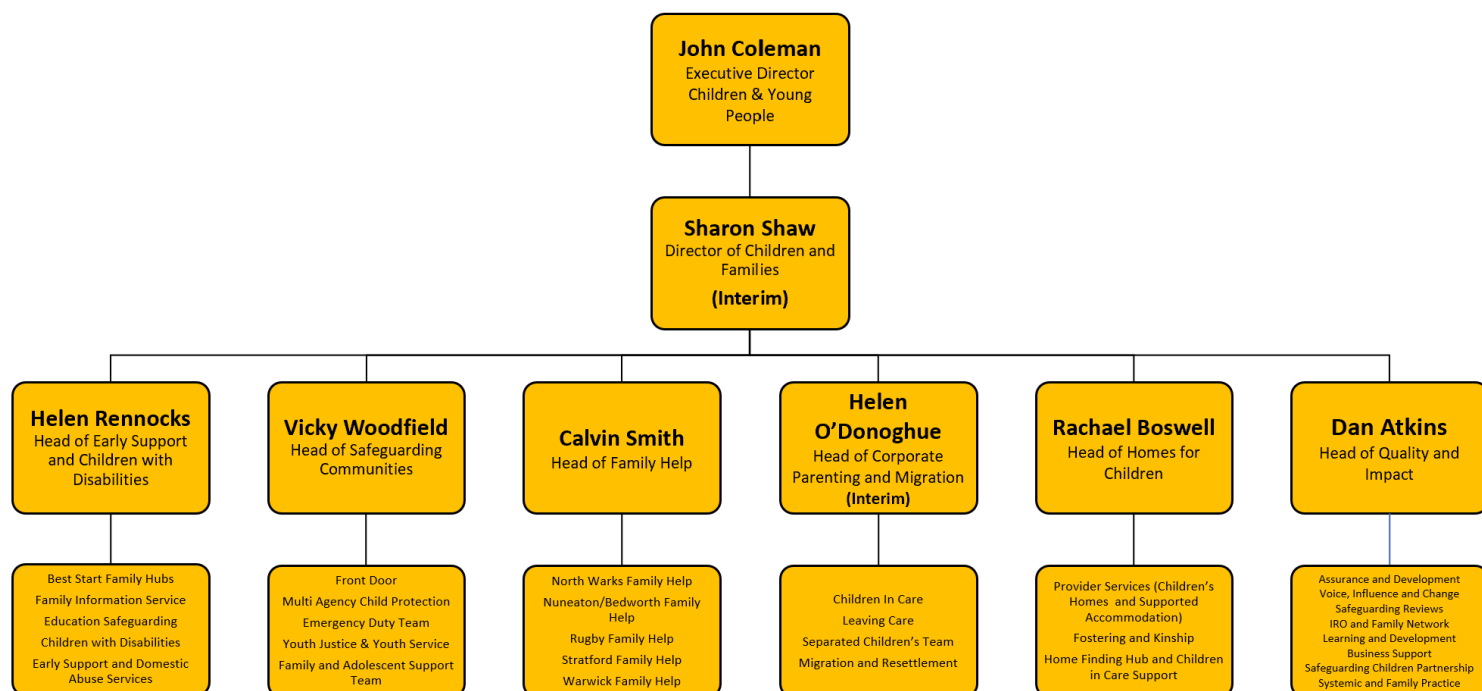
Appendices

Appendix One

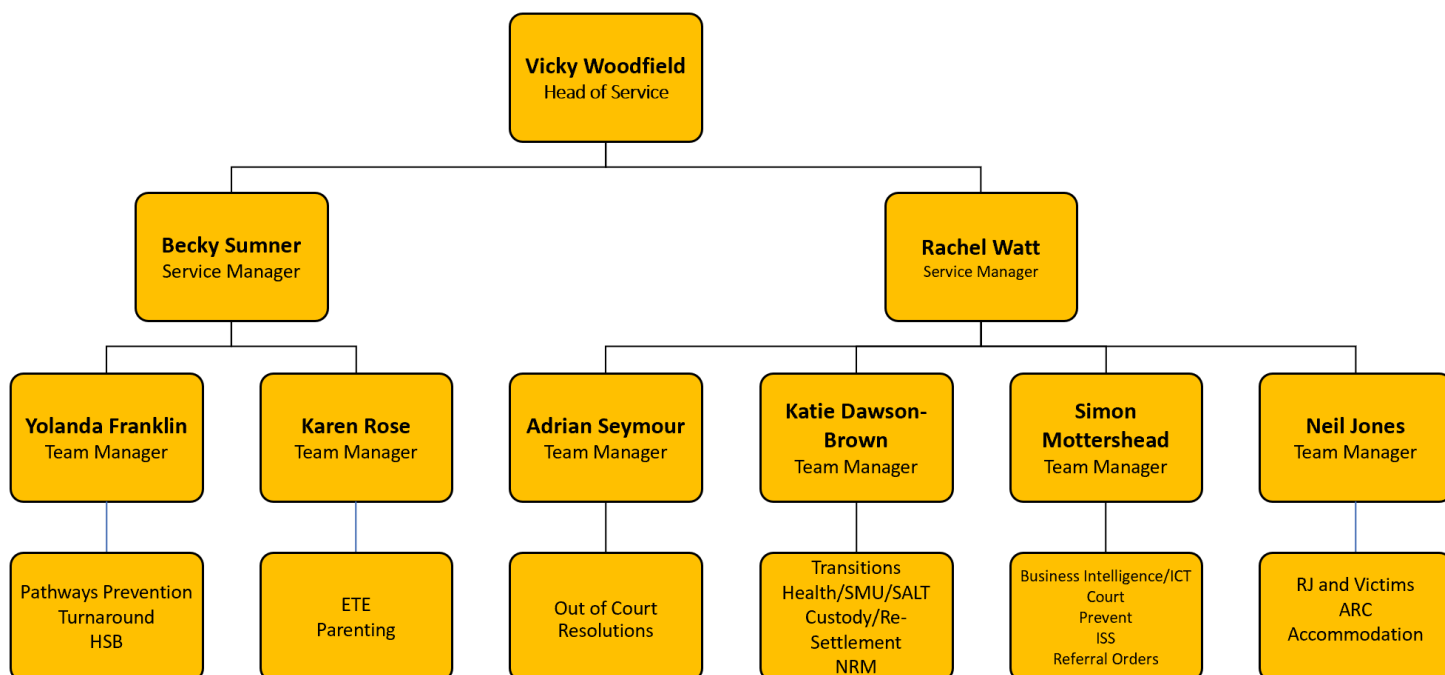
Youth Justice Chief Officer Board – 26/27		
John Coleman	Executive Director	CYP (DCS) COB Chair
Sharon Shaw	Director	Children and Families
Vicky Woodfield	Head of Service	Safeguarding Communities (Head of YJ)
Rachel Watt	Service Manager	Youth Justice
Becky Sumner	Service Manager	Youth Justice
Leon Livermore	Head of Service	Community Safety and Trading Standards COB Vice Chair
Laura Forrest	Service Manager	Voice, Influence and Change
Charlotte Naughton	Det. Superintendent	Warwickshire Police
Ben Smith	Assistant Chief Constable	Warwickshire Police
Natalie Hamilton	Head of Service	Warwickshire Probation Service
TBC	TBC	MH Service for Children and Young People
Jane Parris	Chair	Warwickshire Youth Court Bench
Sarah Tregaskis	Head of Service	Education
Jemma Bull	Service Manager	Business Intelligence
TBC	TBC	Coventry and Warwickshire ICB
Jas Madahar	Operations Manager	Coventry & Warwickshire Prospects Service
Anita Lekhi	Service Manager	Quality & Impact
Shade Agboola	Director	Public Health
David McNally	Oversight Manager	Youth Justice Board
Grace Boughton	Policy Officer	LCJB – Office of Police and Crime Commissioner

Appendix Two – Structure Charts

SLT – Children and Families



Youth Justice Structure Chart



Appendix Three – Budget Costs and Contributions 2026/27

Agency	Staffing Costs	Payments in Kind	Other delegate funds	Total
Youth Justice Board	£447,704	-	£111,926	£559,630
Local Authority	£855,613	-	£385,880	£1,241,493
Police	£152,726	£66,480		£219,206
Police and Crime Commissioner	-	£80,000	-	£80,000
Probation	-	£49,861	£5,000	£54,861
Health	-	£103,000	-	£103,000
Welsh Government	n/a	n/a	n/a	n/a
Other – Turnaround	£64,950		£23,543	£88,493
Total	£1,520,993	£299,341	£526,349	£2,346,683