

**Cambridgeshire and Peterborough
Joint Youth Justice Plan
July 2019 – 2022**

Chair's Forward

This Youth Justice Plan reviews the performance outcomes and service delivery of Cambridgeshire and Peterborough Youth Offending Services over the past 12 months. The plan also outlines key strategic objectives and priorities for the future to ensure that services continue to improve, that we achieve effectiveness and deliver value for money. This Youth Justice Plan will set strategic objectives and priorities for the next three years to enable us to focus on long-term strategic direction. It will be reviewed annually to meet statutory requirements of the YJB Effective Practice terms of grant.

Cambridgeshire and Peterborough Local Authorities embedded a Joint Strategic Leadership Team in 2017 and appointed a Joint Head of Service in February 2018 across both Local Authority Youth Justice Services. The joint governance Youth Justice Management Board has now been in place for two years and I was excited to take on the responsibility of independent Chair in January 2018. External leadership provides an independent position of challenge for the local authority (YOT hosts) and the wider Youth Justice Partnership.

We continue to see a period of change for local authorities and the wider partnership and it is essential that we review how agencies are collaborating and working together to consistently meet the needs of young people at risk of entering the youth justice system, those re-offending and presenting risk of harm to the public. The partnership are committed to better understanding our cohort and the needs and challenges facing young people so we can structure and deliver services that allow them to progress to adulthood and achieve the best possible personal outcomes.

Cambridgeshire and Peterborough have not been subject to an individual inspection during the last 12 months. However, we are following a process to ensure continuous improvement and inspection readiness in line with HMIP criteria and thematic inspections.

Both Youth Offending Services, local authorities and the wider partnership will ensure we are striving to deliver quality services to young people, families and victims that meet the expectations of the HM Probation Inspectorate and achieve positive outcomes for the future.

Structure and Governance

Cambridgeshire and Peterborough Joint Youth Justice Management Board has been in place for two years and is chaired by Assistant Chief Constable, Dan Vajzovic. The Board has appropriate membership from across the partnership with senior representation from Social Care, the National Probation Service, Cambridgeshire Constabulary, the Police and Crime Commissioners Office, Clinical Commissioning Group and voluntary sector. Education representation is in place and will become the responsibility of the new Assistant Director of Education from May 2019. The board has made clear the requirement to send appropriate deputies and informed all members of the statutory requirement in respect of partnership governance. New board members will receive an induction in respect of their role and the statutory functions of Management Board when they become members.

The joint Youth Justice Management Board holds the partnership to account and oversees the delivery of Youth Justice Services in Cambridgeshire and Peterborough. The Board will continue to oversee any Inspection preparation and Improvement Plans for both services.

Reports and updates are regularly provided to the Board with regards to Performance against:

- National Indicators: Re-offending, First Time Entrants, Disproportionality, Custody
- Locally Agreed Indicators: Education, Training and Employment, Accommodation and Remands
- Live Re-offending Tracker
- National Standards Audits
- Qualitative Core Case and Thematic Audits in line with HMI Probation Criteria
- Transfer of Information to the Secure Estate
- Partner themed deep dive analysis
- Case Studies and recommendations prepared by the YOS and wider partnership.

The Board supports the Youth Offending Services in overcoming barriers to effective multi-agency working and ensures that partner agencies make an effective contribution to delivering against key youth justice outcomes. Youth Justice Priorities sit within the wider Directorate Service Plans, Strategic Needs Assessments, Safeguarding Board Strategic Plan, Community Safety Plan and Police and Crime Commissioners Plan. The partnership is currently supporting the YOS in respect of multi-agency working arrangements and any challenges in respect of youth justice outcomes are raised through the board.

The Youth Justice Management Board is responsible for decision making in matters in relation to youth justice and members should ensure that they have the delegated authority from their own organisations to be able to make determination decisions. As such the Board is constituted as a board with decision-making power.

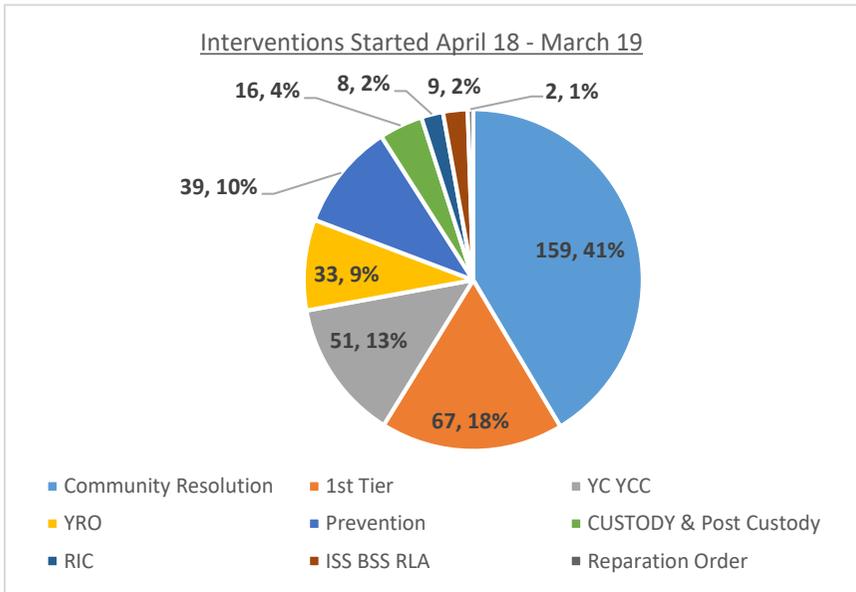
The Board will ensure that appropriate updates and reports are sent to the Countywide Safer Community Partnership Board and Executive Safeguarding Board. The performance and work of the Youth Justice Partnership Services will also be reviewed by Cambridgeshire and Peterborough Local Authority Scrutiny Committees and other relevant strategy and performance boards as appropriate and requested.

Following each Youth Justice Management Board the lead officer will prepare a summary report detailing:

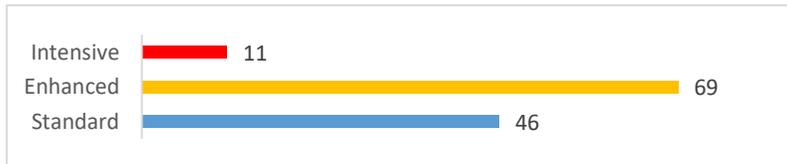
- what the board has achieved in the last quarter
- support required from other partner boards
- our priorities for the next 3 months
- identified risks going forward.

Cambridgeshire and Peterborough YOS were tasked by the Board to implement a Live Re-offending Toolkit and this is monitored by the Board every six months. The Board is currently considering this data to explore how we can respond to young people most at risk of re-offending and any trends and patterns relevant to this cohort. The toolkit provides access to current data on a cohort of young people across all intervention from early help, out of court disposals and post court interventions. The partnership's aim is to understand more about the cohort in respect of age, ethnicity, offence type, gender, disposals, geographic location, pattern of repeat offending, other needs and status, intervention effectiveness. The YOS management team is now implementing the toolkit as a management supervision tool to identify our priority young people and assign, monitor and evaluate tasks allocated to cases.

Practice and Performance Cambridgeshire

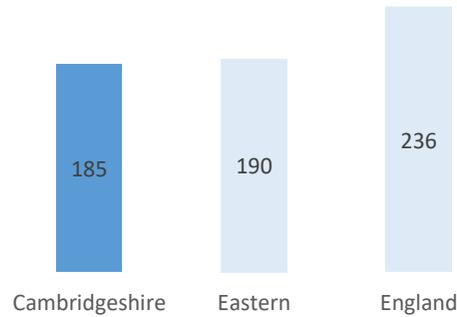


In the period April 18 - March 19 there were 384 outcomes for a total of 328 young people. The most frequent disposal was Community Resolution (41%) followed by 1st Tier (Referral Orders) 18%



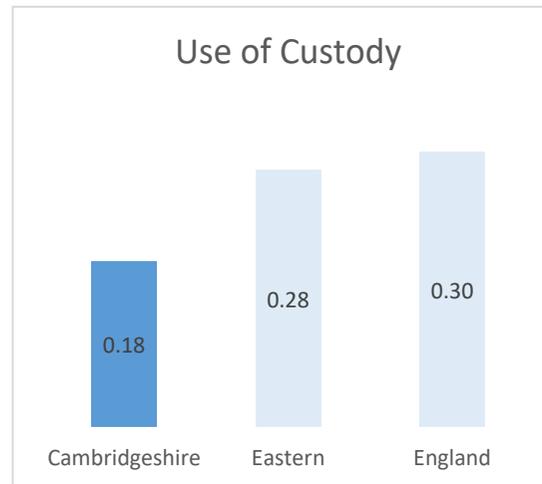
Of young people assessed using Asset plus the most frequent level was enhanced.

First Time Entrants



The latest PNC derived first-time entrant rate period is January 18 – December 18. Cambridgeshire had a rate of 185 per 100k population compared to 190/100k for the Eastern Region and 236/100k for England.

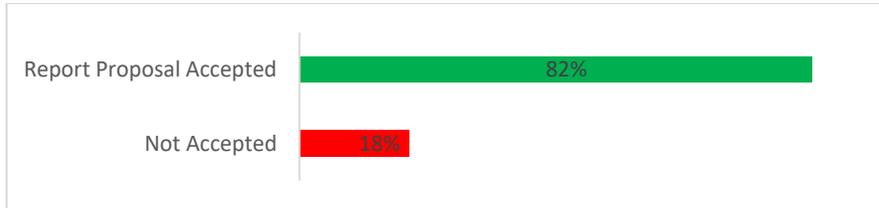
Use of Custody



The custody rate for Cambridgeshire in 2018/19 (Apr18-Mar19) was 0.18/1k population compared to 0.28/1k for the Eastern Region and 0.3/1k for England. Custodial sentences accounted for 4% of all court disposals.



Programmes starting in April 18 – March 19, 18% were for currently looked after children whilst a further 5% had been looked after previously

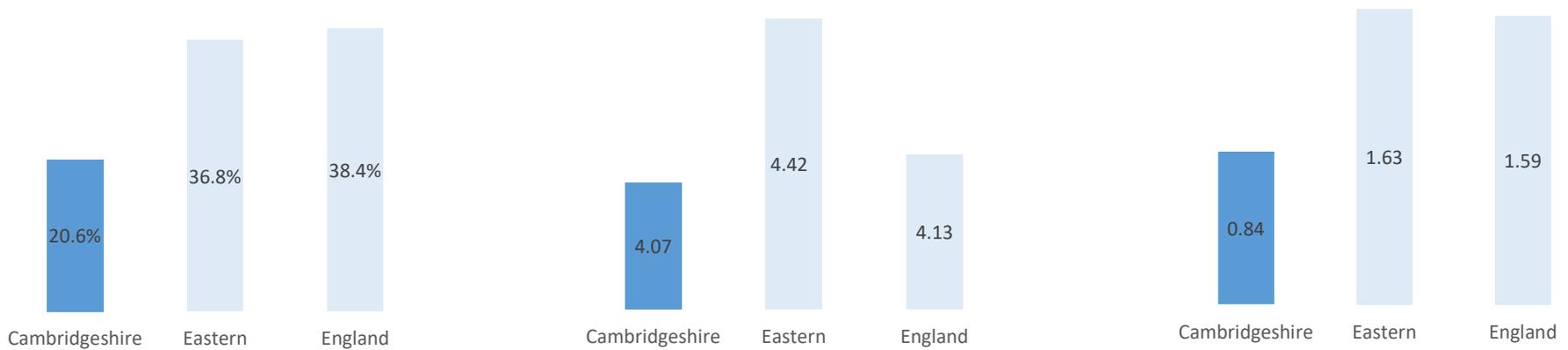


Courts accepted report proposals 82% of the time during April 18 – March 19.

Reoffenders Frequency Rate

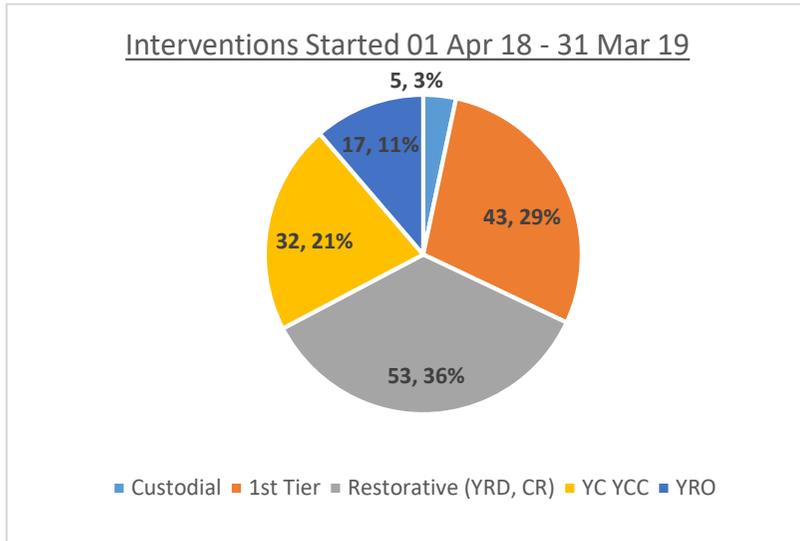
Reoffending Rate

Whole Cohort Frequency Rate

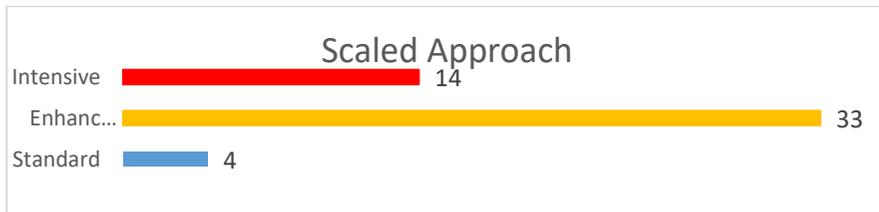


The latest reoffending rate period is Apr - Jun 17. Cambridgeshire had a binary rate of 20.6% compared to 36.8% for the Eastern Region and 38.4% for England. Frequency rate 1 (re-offenders only) for Cambridgeshire was 4.07 compared to 4.42 for the Eastern Region and 4.13 for England. The whole cohort frequency rate (rate 2) was 0.84 for Cambridgeshire compared to 1.63 for the Eastern Region and 1.59 for England.

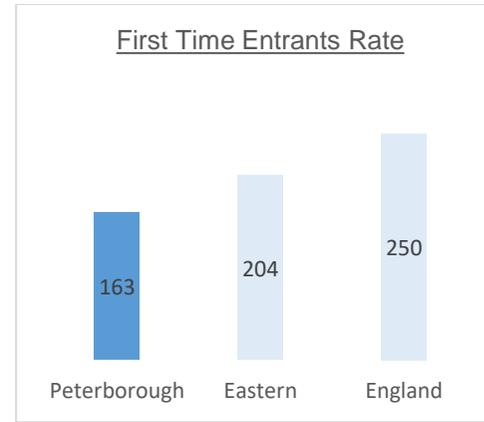
Peterborough



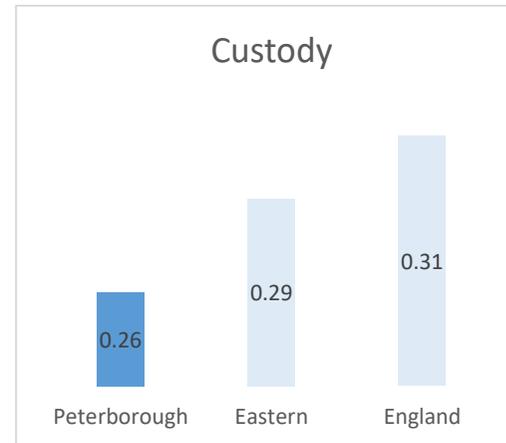
In the period April 2018 – March 2019 there were 150 outcomes. The most frequent disposal was Youth Restorative Disposals (35%) followed by Referral Orders (29%).



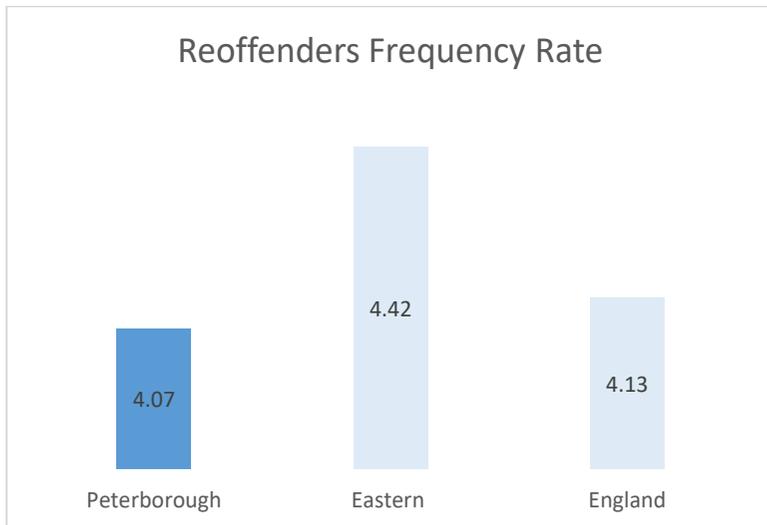
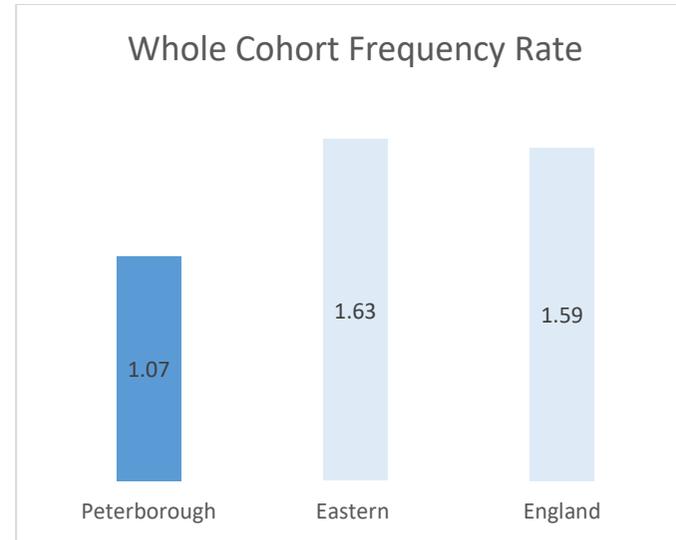
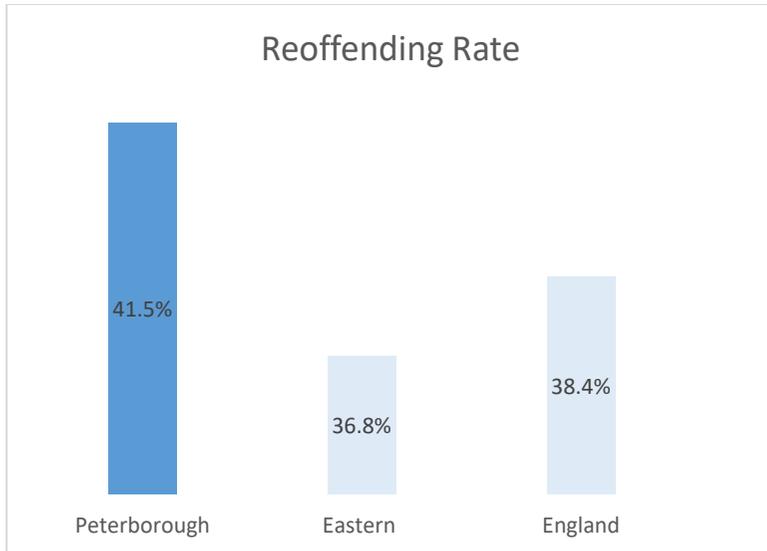
Of the young people assessed using Asset plus the most frequent level was enhanced.



First time entrant rates remain low and are lower than both Eastern Region and national average



Custody remain higher than the local target set, but are lower than both the Eastern Region and national average



The latest reoffending rate period is Apr - Jun 17. Peterborough had a binary rate of 41.5% compared to 36.8% for Eastern Region and 38.4% for England. Frequency rate 1 (re-offenders only) for Peterborough was 4.07 compared to 4.42 for Stat neighbours and 4.13 for England. The whole cohort frequency rate (rate 2) was 1.07 for Peterborough compared to 1.63 for the Eastern Region and 1.59 for England.

July 2019

Feedback

Parents:

'Despite problems they helped him understand boundaries and he benefited from consistency and trusted her. His worker also supported me in a complex home situation. They showed empathy and good communication which was very supportive'

'Worker was thoroughly fair and respectful towards ...'

'He enjoyed having someone to talk to. He would always come home in a good mood after spending time with his worker'

Young people:

'The worker made me think about what I did and what not to do in future. They helped me understand not to steal'

'I liked talking and having someone to listen'

'They talked to me about the importance of walking away. There is more to life than getting in trouble'

Resources and Value for Money

Cambridgeshire and Peterborough have implemented ambitious plans for service development through a joint Youth Justice Plan in the last two years. This has led to positive outcomes across some areas and identification of future priority and further improvement. For the coming three years the services will seek to improve their current performance in areas of decline and sustain positive achievements in relation to the relevant key national and local performance areas. We have seen improvements across all performance areas in the last 12 months, except for re-offending in Peterborough. The partnership will need to focus particular attention on sustaining and improving upon this over the next three years, particularly in respect of complex young people and those at risk of criminal exploitation and youth violence. The Board will ensure a focus on achieving improvements and ensuring the Youth Justice Board grant is used for its intended purpose. The Grant will also be used to achieve the strategic objectives outlined in this three year plan.

Both Cambridgeshire and Peterborough YOS continue to be funded by a full range of partnership contributions as detailed in Table 1.

Peterborough has seen a static budget position in the last 12 months, and our continued contributions can be seen below. Cambridgeshire has seen a slight £40k reduction in the Local Authority contribution for 2019/20 and this has been approved by the management board with a clear expectation that future reductions could impact upon partner contributions. The Youth Justice Board Effective Practice grant has seen a 1% reduction in both Cambridgeshire and Peterborough during the last 12 months. We have seen an uplift in Remand Grant in both areas due to the increase in remands during 2018/19. The Youth Justice Board have announced that there will not be a review of grant formulation and allocation in 2019/20, but this is likely to happen in the next three years, which could bring risks to both Youth Offending Services across Cambridgeshire and Peterborough.

In line with the Crime and Disorder Act 1998 Cambridgeshire and Peterborough Youth Offending Services have their full complement of seconded staff. Both services have Social Workers, Psychologists, Physical Health Nurses, Police Officers, Probation Officers and Education, Training and Employment Workers allocations. All of these staff make a significant and valued contribution to the work of the service. The services now share a full time seconded Probation Officer, which will assist transitions for young people within the county into adulthood. We are also reviewing and recommissioning arrangements with the Clinical Commissioning Group and Cambridgeshire and Peterborough Foundation Trust to improve our psychology and clinical offer to both Services.

Cambridgeshire and Peterborough YOS have submitted two partnership funding bids to support the development and delivery of Criminal Exploitation and County Lines interventions and have been awarded £384,431 from the Home Office Early Intervention Youth Fund. This will be used to implement and pilot a 12 month targeted Criminal Exploitation/Gang Team that will deliver intensive trauma focussed interventions across both Cambridgeshire and Peterborough. We are also hopeful that additional YJB Pathfinder County Lines resources will be allocated to Cambridgeshire as a result of the high number of County Lines affecting Cambridge City.

Table 1 - Contributions to the youth offending partnership pooled budget 2018/19

	Cambridgeshire		Peterborough		
Agency	Financial Contribution	Payment in Kind	Financial Contribution	Payment in Kind	Total
Local Authority	£912,016	-	£443,179	-	£1,355,195
Police	-	£90,000	-	£45,000	£135,000
PCC Office	£127,000	-	£136,000	-	£263,000
Public Health	£95,000	-	-	-	£95,000
Clinical Commissioning Group	£28,220	£79,172	-	£113,740	£221,132
National Probation Service	£10,000	£60,000	£5,000	£20,000	£95,000
YJB Effective Practice Grant	£544,123	-	£448,988	-	£993,111
YJB Remand Grant	£59,740	-	£29,219	-	88,959
Peterborough CCC	£40,415				£40,415
Total	1,816,514	229,172	1,062,386	178,740	3,286,812

Junior Attendance Centre Grant

Cambridgeshire and Peterborough YOS Services continue to manage and run Attendance Centres both in Peterborough, Fenland and Cambridge City. New sessionals and volunteers have been recruited to support this service provision and a programme of work continues to be delivered through the centres lead by both Officers in Charge.

Cases are now referred to the centres across all interventions offered other than Prevention, which includes Intensive Supervision and Surveillance programme, Youth Rehabilitation Order, Referral Order and Pre-court disposals. Both services will continue to develop their programmes of interventions and ensure spaces are utilised for the future across the caseload and as directed by the Courts.

PACE/Appropriate Adult Service/Reparation Service

Cambridgeshire and Peterborough went through a joint successful tender process in respect of our Appropriate Adult /Reparation provision, which is now delivered jointly in both areas. This process has incurred small savings for both services and will ensure a consistent delivery across Cambridgeshire and Peterborough. The contract has been awarded to the YMCA Cambridgeshire and Peterborough and will be monitored through a contract board where issues will be subsequently reported to the Youth Justice Management Board. In addition both Local Authorities have now jointly commissioning a PACE Foster bed provision that is accessible and meets the needs of vulnerable young people as an alternative to being held in police custody. We are analysing the use of the PACE bed and young people held in overnight custody as a partnership to ensure that PACE duties are being implemented appropriately.

Cambridgeshire Constabulary and Cambridgeshire and Peterborough Local Authorities are also looking at the development of a Looked After Children's Protocol to ensure that the partnership are ensuring that Children in Care are not bought into the Criminal Justice System.

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Youth Justice Service Objectives 2019/20

During 2018/19 Cambridgeshire and Peterborough Youth Offending Services have worked with their Joint Management Board stakeholders and staff to create a service vision and strategic objectives that can be owned and aspired to by all. The vision and strategic objectives can be seen below along service priorities and delivery plans for 2018/19.

Youth Justice Vision

'To work together as a partnership to support families, reduce and prevent offending and harm caused by young people, and keep victims and the community safe'.

Strategic Objectives

- To increase young people known to YOS engagement in ETE and reduce the number of young people who are NEET/ Missing from Education
- To ensure young people have effective transitions and support to move from young people's to adult facing services
- To ensure that health and social care services are integrated with youth justice and that young people have access to services that promote and improve their health, wellbeing and life chances
- To implement a partnership response to re-offending data and set priorities for reducing the number of young people who reoffend
- Enhance the current partnership wide response to Criminal Exploitation and Serious Youth Violence to reduce the number of young people at risk, safeguard them and bring perpetrators to justice
- To ensure that there are robust partnership arrangements to prevent custodial sentences/remands and facilitate effective post custody resettlement
- To develop and implement a partnership strategy for prevention and out of court disposals that seeks to reduce the number of young people becoming First Time Entrants and receiving first and second tier Court disposals

Service Priorities

Cambridgeshire and Peterborough will share some Service Priorities for the next 3 years, however, there will also be differing priorities as a result of varying individual service needs. These are outlined and detailed further below.

- Quality Assurance – Both YOTs will ensure they continue to run monthly audit programmes using a Quality Assurance Case File Audit process that will include managers auditing one case per month using a HMIP Audit tool. This will seek to identify areas for improvement against the HMIP Framework and inform an Action Plan for improvement. Both services will also implement peer auditing processes at least twice a year. The central Performance and Quality Assurance (PQA) Team will conduct two independent audits across wider Youth Support Services, highlighting strengths and improvement recommendations. Case quality workshops will be offered to staff through the annual PQA training schedule.
- Re-offending Live Tracker Toolkit – Both YOTs are now using the YJB Re-offending Tool Kit and provide analysis on trends and areas for strategic attentions to the Board. In the next year and beyond we will seek to further develop the use of this tool to inform case load management decisions and priorities for managers and practitioners. We will also look to develop local fields in the tool to enable us to understand more about the harm presented and safeguarding/welfare needs of our offending population. We will also explore partnership early intervention response to address over representation of our CIC population and BAME young people who are over represented.
- Asset Plus – Cambridgeshire and Peterborough have now embedded Asset Plus. Cambridgeshire have been using the Assessment tool for over three years and improvements in respect of quality can be seen. Cambridgeshire will continue to monitor the quality of Asset Plus and will address areas for improvement through Case File Audit. Peterborough went live in July 2017 and has relaunched an Asset Plus improvement group during 2018, which is focussing on specific areas for improvements identified in Case File Audits and providing additional training refresh to case holders.
- Targeted Youth Support Service (TYSS) Peterborough – The new TYSS went live in Peterborough in September 2018 and transformed all other City Council young people’s services by bringing them together in to one service that works with adolescents with a unique set of risk. This innovative new model builds upon a multi-agency partnership approach. The TYSS now provides Early Help, YOS, Social Care Child in Need and Edge of Care interventions to young people. We already have anecdotal evidence that this is resulting in a co-ordinated response and offer to young people. Our PQA Team will audit the service in April and September 2019 which will enable us to identify YOS and wider TYSS strengths and service delivery improvements. We will also undertake a 12 month review of the service in October 2019.
- Cambridgeshire YOS and Adolescent Service – During 2018 Children’s Safeguarding have launched a new Adolescent Service which provides greater opportunity for a joint working approach with young people. In the next 12 months we will closer embed joint working and explore a consistent model and approach to working with our complex cohort of young people.

- MAPPA and Public Protection Procedures and Practice – The Management Team monitor all cases that hit the MAPPA criteria through monthly Management Meetings and in supervision with case holders. The joint High Risk Manager is responsible for maintaining this list and will ensure that we are offering appropriate high risk interventions to this cohort. We will continue to ensure that we are delivering training and development in respect of MAPPA across both areas.
- Criminal Exploitation/Serious Youth Violence – In 2018 the Safeguarding Board agreed a new Criminal Exploitation Strategy that YOS have embedded in both areas. We have made progress in respect of identifying, tracking and assessing this cohort appropriately to ensure a partnership approach to management and safety and wellbeing. We have also started to implement the NRM process and ensure young people are considered where appropriate. We now need to further our delivery to ensure structure intervention and contextual safeguarding approaches with young people at risk of CCE. The YOS is leading upon a partnership group to focus upon preparing and producing funding bids for opportunities such as the Youth Endowment Fund. The service is also leading on the implementation of an Early Intervention Youth Fund funded Criminal Exploitation/Gang Team.
- Prevention and Out of Court Disposals – Both Cambridgeshire and Peterborough have embedded a structure where Prevention, Youth Caution with conditions and Youth Conditional Cautions are held by YOS Officer or Youth Justice Officer alongside the post court caseload. We are in the process of developing a joint strategy and practice guidance with the Police across both areas to ensure practice is consistent and in line with HMIP expectations and criteria.
- Data, information and performance analysis – Cambridgeshire and Peterborough have developed and implemented a dual performance dashboard framework for both areas to monitor performance against national and local indicators. This performance framework is monitored by the Management Board and in operational management meetings. Peterborough have improved data entry and reporting through CAPITA in the last 12 months and we will continue to strengthen this to ensure we are monitoring and analysing data in a timely way and respond to areas of concern. Peterborough are experiencing issues in respect of their CAPITA connectivity and this has been escalated to the Management Board and Youth Justice Board.
- Health Needs and Intervention – The YOS, CCG and CPFT are working to recommission psychology and clinical resources to develop a consistent and needs led response across both areas. A three year arrangement should be in place during 2019. A new commissioning and delivery arrangement for Substance Misuse will also be implemented during 2019. The YOS is working with new delivery partners to ensure there is Memorandum of Understanding between the service and substance misuse providers. Both areas intend to further develop a trauma based formulation approach to delivery during the coming planning period.
- Contextual Safeguarding Approach – to work with and support the Targeted Youth Support Service and Adolescent Services to embed a Contextual Safeguarding approach

Partnership Arrangements

Cambridgeshire and Peterborough YOS Services are respected and supported locally by partners. Both services are represented at Countywide Safeguarding Boards and are closely aligned with wider early help and children services. In addition they are represented at wider children and young people strategic meetings locally.

The Youth Offending Services in Cambridgeshire have good relationships with Children's Services Safeguarding, which includes District Based Children's Social Care, Early Help and specialist Adolescent Teams, that have been established to work with young people who are Children in Need. In Peterborough the Youth Offending Service sits as part of a new wider Targeted Youth Support Service, which includes Early Help services for young people and a Youth and Family Team that manages young people who are being supported through Children in Need Plans. Both Local Authorities are currently exploring the benefits of embedding a Contextual Safeguarding Model to shape work with young people. The YOS Risk, Safety and Wellbeing Management Model is supported by Social Care who attend and give input where required.

Both Youth Offending Services have strong processes with the Multi-Agency Safeguarding Hub (MASH) and will participate in Strategy discussions with police, health, education and Children's Social Care where cases are known or there are concerns with regards to Child Criminal Exploitation and offending. A new joint National Referral Mechanism meeting process has just been implemented with the Constabulary. The YOS is a key partner in respect of Serious Youth Violence and Criminal Exploitation, and attends monthly Multi-Agency Child Exploitation (MACE) Meetings to contribute to joint safeguarding and management of risk of harm in respect of young people who are involved in Exploitation.

The Head of Youth Support Service chairs the Cambridgeshire and Peterborough Channel Panel and sits at the Strategic Prevent Board, Safeguarding Delivery Board, SCR Panel and Exploitation Strategic Group. Both Councils are aware of their Prevent duties and are engaged with partners to screen, assess and intervene with young people at risk of extremism. Where young people hit the required MAPPA Threshold cases are referred to MAPPA meetings where multi-agency management of risk of serious harm to others is managed. YOS Services are represented MAPPA Strategic Board and Integrated Offender Management Reducing Re-offending Groups.

Both YOTS are allocated Wetherby as their local Young Offender Institute, and Oakhill and Rainsbrook as Secure Training Centres. If services have any challenges with care management in the secure estate these are reported to the YJB. A significant challenge in Peterborough during the last 12 months has been the successful transfer of secure information, which is failing as a result of a YJB error. This has been reported to the YJB and to senior managers through the Youth Justice Management Board Chair.

Both Youth Offending Services launched a new Local Serious Incident Process in 2018 and any cases that meet the threshold are referred to the Head of Service, Safeguarding Board and Management Board as appropriate. Action Plans are agreed and managed through these strategic forums.

The joint Youth Justice Management Board reports quarterly updates and delivery priorities to the Cambridgeshire and Peterborough Safeguarding Executive Board and Countywide Community Safety Board. The Police and Crime Commissioners Office are engaged with the Youth Justice agendas and the PCC chairs the latter Board. Youth Crime is detailed and recognised appropriately within the Police and Crime Commissioners Plan.

Risks to Future Delivery against the Youth Justice Outcome Measures

Cohort

During the last 12 months Cambridgeshire has seen a decrease in cohort with 518 cases in 2017/18 to 384 cases in 2018/19, and in Peterborough 172 cases in 2017/18 to 150 cases in 2018/19. Whilst Statutory Court Ordered cases have seen a decrease both YOSs have seen an increase in both Out of Court Disposal Interventions and Prevention Interventions. In both areas Prevention Intervention cohort is almost 40% of the size of Court Ordered Interventions. Both services are seeing an increase in complexity of cases in respect of both re-offending, risk of harm to others and safety and wellbeing. This is evidenced through the high number of cases managed at the intensive and enhanced scaled approach levels. Process are in place to robustly manage these high-risk cases through Risk/Safety and Wellbeing Management meetings and multi-agency systems to track and manage young people at risk of Child Sexual and Criminal Exploitation. It is to be noted that high numbers of young people involved in County Lines, CCE and Youth Violence are unknown to the Youth Offending Services, and the partnership are implementing process to engage these young people at a preventative and voluntary level.

The Youth Offending Services will be leading on the implementation of an Early Intervention Youth Fund Exploitation/Gang/Safer Relationship Team that will sit alongside YOS and Children's Services delivering interventions to young people at moderate and significant risk of Criminal Exploitation. It is intended that the team will be launched by end of August 2019 and will deliver for a full 12 months with funding support from the Office of Police and Crime Commissioner. The governance for reporting outcomes to the Home Office relating to this team will be managed through the Youth Justice Management Board.

Recidivism

Whilst Cambridgeshire has seen a reduction in recidivism during the last 12 months, Peterborough has seen an increase with significant high offending amongst a small population during quarter two. High risk and intensive services from Cambridgeshire have now been extended to Peterborough with one High Risk Team delivering interventions across both Youth Offending Teams. Re-offending Live Trackers across both areas indicate that re-offending is on the decrease and this was evidenced through Cambridgeshire's quarter one data for 2019/20.

The implementation of a specialist team that works with young people at risk of CCE and Youth Violence should impact upon reducing recidivism further.

Custody

Both areas have demonstrated low custody rates in line with Eastern and National comparators. Robust High Risk and Intensive Supervision and Surveillance packages are now available as alternatives to custody in both areas.

First Time Entrants

Both areas have seen a reduction in first time entrants during the last 12 months and preventative interventions have been extended in Cambridgeshire and Peterborough with an increasing caseload of early intervention. The services are also reviewing their Diversion services and developing a new Out of Court Protocol with the Constabulary to ensure all cases are managed in line with effective practice and HMP Inspection standards.

BAME

Current live tracker re-offending data indicates that young people from BAME backgrounds are over represented in the re-offending population. The Management Board will further analyse data in respect of police actions, court outcomes and completion of disposals for this cohort of young people. This data will also be compared to young people who are exploited to see if there is an overlap across these cohorts. The Youth Justice Management Teams will develop a task and finish group and research appropriate early interventions for young people from BAME backgrounds and what is currently being offered in Cambridgeshire and Peterborough. Both Youth Offending Services will continue to work with Business Intelligence Teams to see how this data can be captured and reported accurately to allow an appropriate response across the partnership in respect of BAME young people.

Other risk for Youth Justice Services

As with most Local Authorities and the whole of the public sector the largest risk to future delivery remains the financial challenges they face. Cambridgeshire and Peterborough Youth Offending Services are also aware of other risk such as:

- Performance against the new HMI Probation Inspection Framework – Self-assessment and Improvement plan in place and reviewed monthly and quarterly by the Management Board
- Retention and recruitment of a YOS and TYSS skilled workforce
- Retention and recruitment of skilled psychology/clinical staff
- Performance in respect of Children Missing from Education and NEET population in Peterborough
- The changing nature and complexity of the young people who offend and increase of young people involved in Criminal Exploitation
- The changing structure and landscape for partner agencies and the need to sustain joint working relationships.

July 2019

The joint Youth Justice Management Board and both Local Authorities will continue to focus on how they can consider and mitigate against these risks. One of the key actions is to understand and respond to the complex cohort in respect of Criminal Exploitation and County Lines and fully implement the new Safeguarding Board Criminal Exploitation Strategy and Action Plan across the partnership.