



Gloucestershire Youth Justice Management Board

Published Arrangements

2025 to 2027

Summary:

This document sets out the arrangements put in place to enable local partner agencies in Gloucestershire to meet their statutory requirements for the delivery of both an effective Youth Justice Service and System.

The Youth Justice Management Board (YJMB) is responsible for ensuring an appropriate balance is achieved in relation to both areas. This will involve full engagement with Children's Safeguarding and Care, Safer Gloucestershire Board, Gloucestershire Criminal Justice Board, Children's Coalition and any other relevant body. This approach will ensure that the Gloucestershire partners are able to co-ordinate and deliver an effective Youth Justice Service to children and young people and their families, victims, and local communities; with the principal aim of preventing and reducing youth crime, attending to the factors that precipitate this, and the impact of offending.

Contents

Foreword	4
1. Our Vision.....	5
2. Background.....	5
3. Context.....	5
The relevant YJS legislation and guidance can be summarised as:	5
3.1. Crime and Disorder Act 1998.....	5
3.2. Children Act 1989 and 2004.....	6
3.3. Working Together to Safeguard Children 2018.....	6
3.4. Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO)	6
3.5. Police and Criminal Evidence Act 1984 (PACE)	7
3.6. Youth Justice Board (YJB) National Standards	7
3.7. Education Act 1996 and 2011	7
3.8. Health and Social Care Act 2012.....	7
3.9. Human Rights Act 1998	7
3.10. United Nations Convention on the Rights of the Child (UNCRC)	7
3.11. Victims' Code of Practice.....	7
3.12. Youth Justice Governance and Leadership Guidance 2021	7
3.13. Statutory Partnerships and Responsibilities, 2013	7
3.14. Core Principles:	8
3.15. Governance and Accountability:.....	8
3.16. Strategic and Operational Goals:.....	8
4. Scope of Arrangements	9
4.1. Function of the Youth Justice YJMB.....	9
4.2. Membership of the YJMB	9
4.3. Quoracy	10
4.4. Probity and Declaration of Interest	11
4.5. YJMB Subgroups.....	11
4.6. Terms Of Reference	11
4.7. Alignments.....	12
4.8. Annual Plan.....	12
4.9. Quality.....	13
4.10. Resourcing.....	13

4.11. Resolution of Differences	14
4.12. Secretariate Support	14
4.13. Conclusion	15
Appendix 1 – The functions of the Youth Justice YJMB members	16
Appendix 2 – The chair of the YJMB.	17
Appendix 3 - YJMB Terms of Reference	18
Appendix 4 Terms of Reference Child First Subgroup	20
Appendix 5 Terms of Reference Custody and Court Subgroup	20
Appendix 6 Terms of Reference Education Subgroup	20
Appendix 7 Terms of Reference Child Missing and Exploitation Subgroup	20

Version Control

Version	Date	Detail of Amendment
1.0	Nov 24	First Draft DRJv
1.1	Nov 27 th	Draft with RE Amendments
1.2	Nov 29 th	Inclusion of TOR for Subgroups, Review TOR YJMB, – Early Formatting
1.3	Feb 7 th	Review and amendments to TOR
1.4	Feb 11 th	Formatting and Review of content
1.5	March 14 th	Formatting and Review of content, preparatory for sign off
1.6	July 29 th	Published
1.7	Nov 2025	Inclusion of revised Youth Justice Plan



Foreword

Gloucestershire's YJMB believes that every child deserves the best possible chance to grow up in a great place where people thrive and live lives of choice and opportunity. This requires a partnership system and service that helps children to achieve their potential and enjoy a life in which they are healthy, resilient, successful, and connected within communities that support and nurture them.

We remain ambitious to prevent children from entering the youth justice system, achieve desistance from crime, and stop every child entering custody who doesn't need to be there. Most importantly, we want a youth justice system that is fair and inclusive, one that reduces social disadvantage and the continued overrepresentation of black and mixed heritage children and those with additional and complex needs. We want to involve children at every opportunity to ensure that their voices are heard and that they are empowered to shape the service as it continuously develops to meet the needs of some of Gloucestershire's most vulnerable.

Gloucestershire's Youth Justice Service has set out its key priorities in its Youth Justice Plan 2024 to 2025¹ and benefits from consistent support of local partners who contribute to the development of both the plan and its implementation.

The priorities include:

- enhancing the engagement and voice of children and young people,
- addressing issues of disproportionality that are evident across the local youth justice system,
- enhancing our offer for the cohort of children most entrenched in their offending, paying particular attention to the criminogenic factors impacting on their situation and associated need for a more intensive offer from key partners.

We are also committed to the Child First principles to ensure these are always adhered to and do not lessen as risk/vulnerability increase.

To support Gloucestershire's YJMB and its subgroups we are committed to working with the Gloucestershire Safeguarding Children Partnership (GSCP) benefitting from sharing the secretariate function that the Safeguarding Business Unit offers. This further attends to the overlap in the safeguarding and youth justice cohorts and their associated need to ensure cross cutting issues are identified and addressed in a timely manner.

This set of arrangements has been developed with the support and input of local partners and agreed by GCC as the accountable body. It will be subject to annual review by the Gloucestershire YJMB.

An effective youth justice service requires the input of a wide range of agencies whose support will enable the YJMB to improve outcomes for children and the wider community.

Rob England

Chair: Gloucestershire Youth Justice Management Board

¹ [Gloucestershire Youth Justice Plan](#)

1. Our Vision

We want Gloucestershire to be a great place for all children and young people to grow up and live lives of choice and opportunity (One Plan for Children & Young People in Gloucestershire 2024-2030).

We share a commitment to continuously improving services for children and young people who are in, or at risk of entering the youth justice system. Our partnership works together to understand, advocate for, and address the complex needs of children in the justice system, ensuring that our agencies provide children and communities with the services that they need, at the right time and without stigma.

2. Background

This document sets out the arrangements to enable the local Partner agencies in Gloucestershire to meet the relevant statutory requirements and related guidance in pursuit of our ambition for children and communities. It should be read alongside the most recent Working Together to Safeguard Children guidance and the Gloucestershire Safeguarding Children's Partnership published arrangements².

3. Context

The relevant YJS legislation and guidance can be summarised as:

3.1. Crime and Disorder Act 1998

This act prioritises preventing offending by young people and lays the groundwork for youth justice by establishing the Youth Justice Board (YJB) to oversee the system, mandates the formation of Youth Justice Services (previously referred to as Youth Offending Teams (YOTs)), and requires the development and fulfilment of annual youth justice plans.

It mandates the following expectations on partners:

- **Duty to Cooperate:** The Act imposes a duty to cooperate on key agencies, recognising that preventing youth offending is a shared responsibility. This duty applies to:
 - Local authority children's services (children's social care and education)
 - The police
 - Probation services
 - Health services
- **Resource Contribution:** Statutory partners are expected to contribute both financial and non-financial resources to Youth Justice Services. This includes:
 - **Funding:** Partners are required to provide financial support to ensure the effective operation of the Youth Justice Service.
 - **Staffing:** Partners must second staff to the Youth Justice Service, bringing in expertise from various fields such as social work, policing, probation, and health
 - **Information Sharing:** Effective multi-agency working relies on the timely sharing of information between partners.
- **Strategic Leadership:** Partners are also involved in the strategic leadership of Youth Justice Services. This includes:
 - Governance: Participating in the local YJMB that oversees the work of the Youth Justice Service.

² [gscp-published-arrangements-fourth-edition-dec-2024.pdf](#)

- Planning: Development an annual youth justice plan, which sets out how youth justice services and the system will be delivered.
- **Operational Delivery:** On an operational level, partners are expected to work collaboratively to deliver youth justice services. This involves:
 - **Intervention Programs:** Developing and delivering programs aimed at preventing offending and reoffending.
 - **Support Services:** Providing access to services that address the underlying causes of offending, such as education, mental health support, and substance misuse services.
- **Performance Monitoring:** Finally, partners are involved in monitoring the performance of the local Youth Justice Service to ensure that it is achieving its objectives. This includes:
 - **Data Analysis:** Using data to track outcomes and identify areas for improvement.
 - **Quality Assurance:** Ensuring that services are delivered to a high standard.

These expectations are designed to ensure that Youth Justice Services have the necessary resources and support to effectively prevent youth offending and reoffending. By working together, partners can provide a holistic response to the needs of young people in the justice system.

The Act does not prescribe how services are delivered, but sets out two principal statutory functions for YJSs in Section 39 (7), to:

1. co-ordinate the provision of youth justice services for all those in the local authority area who need them
2. carry out such functions assigned in the youth justice plan which has been formulated by the local authority after consultation with relevant bodies

3.2. Children Act 1989 and 2004

Focused on safeguarding children, these Acts impose a duty on local authorities to protect and promote the welfare of all children, including those involved in the justice system. They underline the importance of multi-agency cooperation to address risks and needs to comprehensively safeguard children.

3.3. Working Together to Safeguard Children 2018

This is the key statutory guidance for local Partner agencies to ensure children are kept safe from harm and that the welfare of all children is promoted. Within the guidance, safeguarding and promoting the welfare of children is defined as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

3.4. Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO)

LASPO reformed youth sentencing and detention, promoting diversion through out-of-court disposals and offering clarity on custodial and community sentencing options for children.

3.5. Police and Criminal Evidence Act 1984 (PACE)

PACE safeguards young people in police custody by requiring the presence of an appropriate adult during interviews, mandating consideration of their welfare during detention, and minimising the time they spend in custody.

3.6. Youth Justice Board (YJB) National Standards

Issued by the YJB, these standards ensure consistency and quality in youth justice services. They define expectations for Youth Justice Services in assessment, supervision, and custody management, aligning practices with a Child First approach.

3.7. Education Act 1996 and 2011

Recognising the critical role of education, these acts require local authorities to provide suitable educational opportunities for children in contact with the youth justice system and they encourage partnerships between schools and youth justice services to prevent offending.

3.8. Health and Social Care Act 2012

This act ensures cooperation between health services and the local Youth Justice Service to address the physical and mental health needs of children in contact with the youth justice system, emphasising holistic care.

3.9. Human Rights Act 1998

Rooted in the European Convention on Human Rights, this act ensures that children in contact with the youth justice system are treated with dignity, protecting their rights during detention and emphasising fair trials and family respect.

3.10. United Nations Convention on the Rights of the Child (UNCRC)

Although not fully incorporated into UK law, the UNCRC influences youth justice policy by advocating for the rehabilitation of children in conflict with the law, ensuring their treatment aligns with dignity and best interests.

3.11. Victims' Code of Practice

This document highlights the rights of victims in youth justice proceedings, supporting restorative justice initiatives and ensuring victim considerations are central to the process.

3.12. Youth Justice Governance and Leadership Guidance 2021

This guidance promotes effective governance and leadership and provides a framework that underscores the role of YJMBs for the effective governance, accountability, and delivery of the local Youth Justice Services and system.

3.13. Statutory Partnerships and Responsibilities, 2013

This paper explores the roles and statutory responsibilities of partnerships, including those of Community Rehabilitation Companies (CRCs) and the National Probation Service (NPS), in supporting youth justice.

Together, these drivers establish a robust statutory framework for youth justice, prioritising prevention, rehabilitation, safeguarding, and strategic oversight. They ensure services are delivered collaboratively and effectively, centred on the welfare and best outcomes for children and communities.

3.14. Core Principles:

Following from the above, a set of core principles and priorities emerge for Gloucestershire's partnership:

- **A Child First Approach:** Focuses on seeing children as children, building pro-social identity, collaborating with children, and diverting children from stigma. These guiding principles for the youth justice system will ensure that services and decision-making prioritises the rights of children, empowers them to fulfil their potential and make positive contributions to their communities, leading to fewer victims and safer communities within Gloucestershire.
- **Restorative Practice:** Focuses on repairing harm and restoring relationships. It involves open dialogue, improving understanding of different perspectives, and seeking mutual agreement to address the needs of all parties. Restorative practice fosters accountability, healing, and cohesion.
- **High-Quality Services:** Encourages evidence-based, innovative approaches that meet the needs of children at risk of or involved in the youth justice system.
- **Prevention and Reduction of Offending:** Includes diversion strategies, safeguarding, and tackling systemic issues like over-representation of specific groups.
- **Workforce Development:** Promotes training and resilience to enhance service quality.
- **Data Sharing and Monitoring:** Ensures effective use of resources and compliance with GDPR.

3.15. Governance and Accountability:

- The YJMB: Is tasked with strategic leadership, multi-agency collaboration, and performance oversight. It must develop and annually review the Youth Justice Plan while ensuring compliance with standards and legislation.
- Statutory and Non-Statutory Partners: Local authorities, police, health, probation, housing, and voluntary sectors work together to provide coordinated services.
- Gloucestershire's YJMB will address local challenges through effective partnership, accountability, using data-informed strategies, and will include children's voices in decision-making.

3.16. Strategic and Operational Goals:

- Supports a transition to holistic, child-centric justice services.
- Provides a framework for local authorities and partners to fulfil their duties while fostering positive, long-term outcomes for children.

This guidance underscores the importance of multi-agency cooperation and continuous evaluation to ensure that youth justice services remain effective, equitable, and aligned with the principles of child welfare. Further guidance is available on the [Youth Justice Board's resources](#)³.

Gloucestershire's YJMB meets quarterly with a defined membership and Terms of Reference that complies with the Youth Justice Service Governance and Leadership 2021 requirements. Its Primary duty is to ensure high quality youth justice services are in place within the local authority area, and that the youth justice system operates effectively to prevent, divert, and intervene with children to maximise positive life opportunities. This sets out a clearly identifiable YJMB with responsibility for:

- leadership and oversight of justice services for children

³ [Home - Youth Justice Resource Hub](#)

- contributing to local multi-agency strategies and working with local and national criminal justice organisations
- safeguarding children who receive youth justice services
- production of an annual Youth Justice Plan.

4. Scope of Arrangements

4.1. Function of the Youth Justice YJMB

The YJMB is to:

- have oversight and strategic leadership of the YJS, including developing a clear local vision and strategic links with other local statutory agencies
- ensure the service operates according to Child First principles
- determine how the YJS is composed and funded, how it operates and what functions it carries out
- oversee the appointment of a Youth Justice Head of Service
- understand the performance of the YJS and the needs of children in the justice system and any challenges to service delivery; and oversee and respond appropriately to the YJS's performance; and encourage innovation
- engaging with, and incorporating, the views of children to deliver a high quality, individualised and responsive service for all
- determine how appropriate youth justice services are to be provided and funded; and oversee the YJS budget
- oversee the formulation and implementation of the Youth Justice Plan taking note of national guidance on underlying principles such as Child First, and encouraging the use of toolkits to develop specific areas of work/actions plans to address issues such as disproportionality
- have strategic oversight of the standards for children in the youth justice system (2019) and be satisfied that appropriate systems and policies are in place to achieve positive outcomes for children
- ensure that any action plans which comprise part of the annual Youth Justice Plan or audits of performance are carried out
- recognise the significance of the role of governance in inspections and participate in HMIP inspections of the YJS and any related follow-up activity, actively consider HMIP findings, establish a plan to address any failings identified and then monitor activity to deliver improvements
- escalate challenges with partner organisations appropriately particularly if children are not receiving the services or provision, they require

4.2. Membership of the YJMB

Section 39 (1) of the Crime and Disorder Act 1998 places a duty to co-operate on the named statutory partners to form a Youth Justice Service that is appropriate to their area.

Members of the YJMB should be empowered with the capacity to make strategic decisions. Board members should be active in their attendance and participation. They should recognise the contribution their own agency makes to the Youth Justice Service and system and advocate the work of the service and system in their own broader roles. The roles of Board members are further detailed in Appendix 1⁴.

⁴ [Functions of the YJMB Members](#)

The primary duty to ensure that a Youth Justice Service is in place rests with the local authority. The YJMB oversees the allocation of the budget, and the Head of Service is responsible for day-to-day management of the service. The YJMB reports to the Youth Justice Board against its statutory responsibilities and its identified priorities. In addition, the Youth Justice Service is subject to inspection by HM Inspectorate of Probation under the Youth Justice Inspection Framework⁵ as well as holding a key position under any Joint Targeted Area Inspection (JTAI)⁶, and any inspection of multi-agency Safeguarding Arrangements.

Gloucestershire YJMB Statutory Partners

- GCC Children's Social Care
- GCC Education
- GCC Youth Justice Service
- Probation
- Constabulary
- Gloucestershire ICB
- Gloucestershire NHS provider trust

Membership of Gloucestershire's YJMB is not limited to these representatives and these published arrangements allow for the YJMB to enhance its membership identifying who it considers to be essential members of the youth justice system.

In line with the Governance and Leadership (2021) guidance, the chair of the YJMB is appointed by the local authority Chief Executive following consultation with partners. Any of the partners may Chair; and in some cases, an independent Chair is appointed. It is also good practice for a Deputy Chair to be identified. The delegated responsibility of the deputy in the absence of the Chair will be as that of the Chair for the period of deputisation.

The role of the Chair of the Board is further detailed in Appendix 2⁷.

4.3. Quoracy

Lack of strategic representatives from any of the statutory organisations can impact on the effectiveness of the Board and the quality of provision available to children. Sporadic attendance, sufficient seniority and lack of representation are issues that the YJMB will address and escalate through appropriate routes. As such, the YJMB is determined to be quorate when suitably senior representatives from the abovementioned Gloucestershire YJMB statutory partners.

The statutory Partners (both commissioning and operations) as set out in Crime and Disorder Act 1998 Local Authority children's services, The Constabulary, Probation Service and Health Service Representation, in addition the Gloucestershire YJMB have identified the OPCC as being a Quorate Member in their own right. This therefore sets out the Quoracy arrangement for the YJMB. Subgroup quoracy will be defined in each subgroup terms of reference in relation to the function and responsibility they hold.

Where Quoracy is not achieved it is for the Chair to determine if the meeting can proceed, or if postponement is required until quoracy can be realised for meaningful progress to be made.

⁵ [Youth Justice Inspection Framework](#)

⁶ [Joint Targeted Area Inspections](#)

⁷ [Appendix 2 – The chair of the Youth Justice YJMB.](#)

Board attendance, including quoracy, is a key performance indicator for the YJMB and its subgroups; and will be collated at each meeting including time of arrival and departure. This will be reported on annually, or where performance against this indicator indicates notable decline. The same expectations will be applied to the YJMB's subgroups.

4.4. Probity and Declaration of Interest

The Nolan Principles of Public Life⁸ apply to the work of the YJMB and all of its subgroups. There is a responsibility for Board members to declare any private interest relating to their duties which may affect their ability to remain neutral.

4.5. YJMB Subgroups

The YJMB will have the following subgroups and working alongside the GSCP share subgroup space where it is defined that terms of reference can align.

- **A Child First Approach Subgroup** – encompassing the health and wellbeing priorities, and link to racial disparities. The subgroup will look at the effectiveness and impact of practice and, performance. This subgroup will consider the requirement for a working/operational group/s that cover the different aspects of the implementation plan
- **Custody and Court Subgroup** - to take on the wider remit of police custody, court and youth detention accommodation (remand and sentences).

Joint Subgroups with the GSCP and the Child Death review Arrangements for Gloucestershire:

- **Education Subgroup** - Shared with the GSCP with the wider remit of Safeguarding and Youth Justice
- **Child Exploitation and Missing (Harms Outside the Home)** – The Youth Justice Service will take a leading role in this area of activity in partnership with the local constabulary.
- **Membership on CDOP⁹** – Feeding back on information and data relating to the CDOP arrangements ensuring access to data on child deaths linked to the September Agreement

Panels with a Statutory Function:

- **GSCP Serious Incident Notification Panel** – the YJMB to be assured that YJS Serious Incident Notifications (SIN) are sighted through this panel to provide a safeguarding lens and a joined-up partnership approach.
- **YJMB Serious Incident Notification (SIN)** – The YJS Head of Service will determine threshold for SIN Submissions in line with the YJB framework, discussing with Partners where required. The HOS will lead on any decision to review/audit cases or in discussion with the GSCP Business Manager submit a SIN to the GSCP for a statutory Safeguarding consideration

4.6. Terms Of Reference

The primary duty of the YJMB and its subgroups is determined in the Terms of References for each (see Appendix 3). The TOR sets out the expected Chairing, membership and quoracy arrangements as required under S3.5 and S3.6 of the Youth Justice Services Governance and Leadership (2021) guidance.

⁸ [The Seven Principles of Public Life - GOV.UK](https://www.gov.uk/government/publications/the-seven-principles-of-public-life)

⁹ [Gloucestershire CDOP](#)

The Terms of Reference¹⁰ contained in this document defines the role of the YJMB and its subgroups including where both the YJMB and its subgroups feed into existing established parallel groups.

4.7. Alignments

The YJMB reports into the Safer Gloucestershire Board and works closely with Gloucestershire's Safeguarding Children's Partnership Executive, the Children's Coalition, Gloucestershire's Criminal Justice Board, Gloucestershire's Reducing Re-offending Partnership, the Channel Panel and Prevent Board, and Gloucestershire's Child death and Overview Panel. The Youth Justice Service is also called to report when needed to the Council's Children and Families Overview and Scrutiny Committee.

Under Section 10 (4) of the Children Act 2004, Youth Justice Services have a duty to cooperate with children's services as set out in the Local Safeguarding Children Boards Regulations 2006 (SI 2006/90) (England) and in the establishment and operation of Multi Agency Safeguarding Arrangements (England). Under these duties alignments have been developed between the YJMB and GSCP for mutual benefit. These alignments include a commitment to align governance processes where appropriate, including sharing subgroup arrangements.

4.8. Annual Plan

Section 40 of the Crime and Disorder Act 1998 sets out responsibilities in relation to the production of an annual Youth Justice Plan. Local authorities have a duty, after consultation with partner agencies, to formulate and implement a Youth Justice Plan setting out how the local Youth Justice Service will be composed, funded, how it will operate, and what functions it will carry out.

The YJB provides guidance on the content of the Plan¹¹ which can alter annually. The Plan is a precondition of the youth justice grant and, as such, must be signed off by the chair of the YJMB before it is submitted to the YJB and be publicly accessible. The Plan is the YJS and YJMB's main statement of purpose and sets out its proposals to achieve positive outcomes for children.

It will generally cover the following:

- introduction, vision and strategy
- governance, leadership and partnership arrangements
- resources, value for money and performance
- challenges, risks and issues
- a business and improvement plan for the YJS

Although signed off by the chair, the YJMB is responsible for preparing and implementing the Youth Justice Plan, and considering it within the local, regional, and national context. Members are to ensure that the Plan aligns with other relevant local plans.

It must demonstrate both the Youth Justice Service's delivery and the strategic alignments that promote a positive youth justice system. Youth Justice Plans are public documents that require political scrutiny and approval, which is achieved in Gloucestershire through annual cabinet authorisation of the plan.

¹⁰ [YJMB Terms of Reference](#)

¹¹ [Youth justice plans: guidance for youth justice services - GOV.UK](#)

The plan must be submitted to the Youth Justice Board (YJB) by 30 June each year to ensure timely payment of the Youth Justice Grant.

4.9. Quality

The YJB formulates the standards for children in the youth justice system¹², and these are set by the Secretary of State on the advice of the YJB. The standards provide a framework for practice; and define the minimum expectations for all agencies which provide statutory services to ensure good quality services are provided to children which assist them to achieve positive outcomes.

Through its Youth Justice Plan, these published arrangements, and the Annual Report, the YJMB affirms its commitment to these standards for children. It is the responsibility of the Youth Justice Service manager to apply a reliable quality assurance framework and to report routinely on the quality of the service.

The YJMB will be assured on what 'good looks like' through its own quality assurance arrangements, the use of data and ultimately the findings of the inspectorate. It will work with the Youth Justice Board to determine what characterises an 'Outstanding' or 'Inadequate' YJS in the governance and leadership domain. The board will apply a range of approaches reported to the YJMB to know where the current Youth Justice Service sits against its own standards and in comparison, to statistical neighbours.

The YJMB members have a key function in the quality assurance of service delivery. Its role in relation to the standards includes:

- participating in any strategic audits of the standards (potentially by identifying a lead board member for each standard)
- reviewing the findings of any strategic and operational audits of the standards
- agreeing any action plan arising from the audits

Audits of the standards must be signed off by the chair of the YJMB, with the expectation that all board members will be conversant with the findings, any action the Youth Justice Service intends to take as a result and will support the Service to successfully achieve those actions.

The YJMB is further required to be familiar with the HMIP inspection requirements and expectations of the service, system and of the Board itself. The Board fully commits to supporting the service and the system to being inspection ready and will collaborate in all relevant inspection activities.

4.10. Resourcing

The Crime and Disorder Act (1998) and the Youth Justice Service Governance and Leadership (2021) guidance require there to be transparent local arrangements for resourcing the Youth Justice Service. The local authority provides a large proportion of the funding (inclusive of grant funding from the YJB), and all statutory partners are expected to fund and provide in-kind contributions to ensure a well-rounded, multi-disciplinary, and multi-agency service that can effectively deliver its core functions.

- **Funding:** Partners are required to provide financial support to ensure the effective operation of the Youth Justice Service.
- **Staffing:** Partners must second staff to the Youth Justice Service, bringing in expertise from various fields such as social work, policing, probation, and health.

¹² [Standards for children in the youth justice system - GOV.UK](#)

- **Information Sharing:** Effective multi-agency working relies on the timely sharing of information between partners.

The Annual Youth Justice Plan will include a summary of the previous year's resourcing from partners and will set out the resourcing commitments for the forthcoming year.

The Youth Justice Grant is a funding mechanism provided by the YJB in England and Wales to support local Youth Justice Services (YJS). The grant aims to ensure that local authorities and their partners have the necessary resources to deliver effective youth justice services, focusing on preventing offending and reoffending by children and young people.

The grant is allocated annually based on a formula that considers factors such as the number of young people in the area, levels of deprivation, and historical performance of the Youth Justice Service. As noted above, the grant is awarded contingent on receipt by the YJB of the annual plan, which includes resourcing arrangements. The use of the grant is monitored by the YJB to ensure that it is spent effectively and in line with the agreed priorities.

The Youth Justice Service may also be in receipt of additional grants and other time-limited resourcing arrangements for certain projects and programmes of work. This being so, Gloucestershire's YJMB will receive updates at each meeting on resourcing arrangements (financial and in-kind) for the service to monitor effective use of the resources and to attend to any constraints on the service arising from resourcing issues.

4.11. Resolution of Differences

Gloucestershire has an agreed, monitored and updated Escalation Policy¹³ under the GSCP. This is the basis to attend to all professional differences within the youth justice system and under the YJMB.

4.12. Secretariate Support

Secretariat support for the YJMB and its sub-groups is provided by the Business Unit for the Gloucestershire Safeguarding Children Partnership. The Business Unit was established as the secretariat support for the Gloucestershire Safeguarding Children Partnership in 2018 and is joint funded by the Constabulary, Local Authority and the Integrated Care Board. In September 2024 the GSCP Executive approved for the GSCP Business Unit to take a role in supporting the Youth Justice YJMB and the Children's Coalition along side of its role in supporting the Child Death Overview Panel.

The role of the Secretariat

A secretariat is a functional service designed to organise meetings and take minutes, through to an advisory function at the heart of partnership governance. Its role is to ensure that the governance arrangements operate effectively.

The secretariat ensures that information flows in an orderly and accessible manner within the governance arrangements to meet the needs of the partnership. The secretariat can also support by looking out for changes to the legal and statutory frameworks and ensuring that the Board/Partnership is kept abreast of current performance and any emerging problems or issues.

Support

¹³ [GSCP Escalation Policy](#)

- Governance Structure - design and maintenance and oversight of adherence to Terms of Reference and quoracy arrangements
- Main Board and identified subgroup meeting support arrangements
- Arranging meetings
- Collating and distribution of papers
- Coordination of board and Subgroup members attendance and apologies
- Inviting and supporting guests to attend meetings
- Taking and distribution of minutes and action log at executive level
- Taking and distribution of Decision and action log, recording and holding meeting transcriptions at subgroup level.
- Recommendations for streamlining and where possible merging of activity across partnerships
- Directing and managing the flow of meeting outputs, actions and directives across the partnerships and into other parallel areas.
- Advising members on governance and process in relation to the partnerships function
- Reporting to the Executive Chair on noncompliance issues relating to Terms of Reference and legislative requirements.

4.13. Conclusion

The Gloucestershire YJMB is committed to creating a youth justice system that is fair, inclusive, and effective in preventing offending and reoffending among children. By adhering to the principles of a Child First approach, restorative practices, and high-quality service delivery, the YJMB aims to support children in achieving positive life outcomes.

Through strategic leadership, multi-agency collaboration, and continuous evaluation, the YJMB ensures that youth justice services are responsive to the needs of children and communities. The Board's dedication to transparency, accountability, and innovation fosters a system that not only addresses the immediate needs of young people but also contributes to their long-term well-being and success.

The YJMB's alignment with statutory requirements, robust governance structures, and commitment to quality assurance underscores its role in safeguarding children and promoting their welfare. By working closely with local partners and stakeholders, the YJMB strives to create a safer, more supportive environment for all children in Gloucestershire.

As the YJMB continues to evolve and adapt to emerging challenges, it remains focused on its vision of making Gloucestershire a great place for children and young people to live lives of choice and opportunity. The Board's ongoing efforts to engage with children, address disproportionality, and enhance service provision reflect its unwavering commitment to improving outcomes for some of the most vulnerable members of the community, leading to fewer victims and safer communities within Gloucestershire.

Appendix 1 – The functions of the Youth Justice YJMB members

Their responsibilities include:

- setting the strategic direction for key services
- ensuring that trauma informed principles; Child First and other child focused approaches are embedded strategically and operationally
- steering delivery and satisfying themselves about achieving the outcomes set out in the standards for children in the youth justice system (2019)
- overseeing and driving up the performance of the whole justice system for children locally, through analysis of data and cases, with board members contributing data from their own agency as appropriate
- taking action to address any system wide performance concerns including over representation of specific groups of children; and when children are not receiving timely access to provision e.g. on resettlement and throughout transition processes
- providing and committing sufficient resources, not only through seconding staff from statutory partners, but also by ensuring their contributions are sufficient to cover IT costs, suitable office accommodation and space to work with children etc
- championing the provision of effective, child-first services for children within their own partner agencies and those agencies they work with
- supporting the YJ Head of Service to address local difficulties and challenges by holding other members to account
- helping to resolve delivery issues within their organisation which affect the performance of the Youth Justice Service or the services children are receiving
- ensuring maximum value for money

Appendix 2 – The chair of the YJMB.

The chair should:

- be consistent
- be of a sufficient level of seniority and have the independence to challenge and hold strategic partners to account
- have a good understanding of their role and knowledge of youth justice
- be well engaged with the YJS and have sufficient understanding of their work
- maintain a close working relationship with the YJ Head of Service, but also hold them to account. It is important for there to be independence between the chair and the YJ Head of Service to ensure that YJMB processes can be effectively used if there are concerns about accountability
- provide confident leadership to the board
- provide leadership to integrate the efforts of the youth justice partnership with other crime prevention and safeguarding agencies

Appendix 3 - YJMB Terms of Reference

Purpose: The Crime and Disorder Act 1998 sets out that a YJMB should be formed to provide strategic direction with the aim of preventing offending by children and young people. The primary duty of the YJMB is to ensure appropriate Youth Justice services are in place within the local authority area through a shared effective Leadership and oversight of Youth Justice services for children.

Chairing and Membership: The Chair of the YJMB is appointed by the Chief Executive of the Local Authority. All statutory partners must be represented on the board (Local Authority, Police, Probation, and Health), but membership will not be limited to these. The partnership will reflect the most appropriate local arrangement for maximum effectiveness. The composition of the Board may change as determined by the partners.

GCC Childrens Service	Youth Court Magistrates
GCC Childrens Social Care	Court Legal advisers
GCC Education Department	Community Safety Partnerships
Gloucestershire Constabulary	Local Secure Establishments
Gloucestershire Integrated Care Board	Nominated Housing Providers
Youth Justice Service	Voluntary Sector Representatives
Probation Service	Elected Members
Youth Justice Board	

Quoracy: The statutory Partners (both commissioning and operations) as set out in Crime and Disorder Act 1998 Local Authority children's services, The Constabulary, Probation Service and Health Service Representation.

Support and Governance

- Partnerships Business Unit
- Allocated Business Support Officer

Key objectives: Have oversight and strategic leadership of youth justice services, including the development of a clear local vision and strategic links with other local statutory partnerships and agencies.

- Oversee the appointment of a YJ Head of Service.
- To determine the required subgroups, appoint a suitable Chair and ensure clear objectives aligned with the YJ Management Plan are set and the subgroup is monitored against those objectives
- Ensure youth justice services operate at all times in accordance with Child First principles.
- Determine how the YJS is composed and funded, including its operation and the functions it carries out.
- Understand the performance of the YJS and the needs of children in the Justice System and any challenges to service delivery, including the response to areas of concern or under performance.
- Engaging with the views of children and ensuring feeding into a high-quality responsive service for all.
- Oversee the development and delivery of the Annual Youth Justice Plan, taking account of national guidance and encouraging the use of tool kits to address thematic issues, such as disproportionality and re-offending.

- Provide strategic oversight of the standards for children in the Youth Justice System (2019) and be assured that appropriate systems and policies are in place.
- Ensure that key actions from the Annual Youth Justice Plan or arising out of audit activity are carried out.
- Participate in any HMIP Inspections of the YJS, including consideration of findings, the development of a plan to address any areas for improvement and monitoring of any improvement plan.
- Escalate challenges to partner organisations, particularly if children are not receiving the service or provision they require.

Other Key Objectives: The YJMB will also ensure that the Youth Justice Service carries out its statutory key functions:

- Reduction in first time entrants to the criminal justice system
- Reduction in re-offending
- Reduction in the use of custody

In addition, the YJMB will oversee the wider range of national youth justice performance measures introduced by the Youth Justice Board (YJB) during 2023.

Frequency of meetings: Quarterly

Appendix 4 Terms of Reference Child First Subgroup

To be agreed

Appendix 5 Terms of Reference Custody and Court Subgroup

To be agreed

Appendix 6 Terms of Reference Education Subgroup

To be agreed

Appendix 7 Terms of Reference Child Missing and Exploitation Subgroup

To be agreed