



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Child & Family Services

At: Committee Room 5, Guildhall, Swansea

On: Monday, 28 October 2019

Time: 4.00 pm

Convenor: Councillor Paxton Hood-Williams

Membership:

Councillors: C Anderson, M Durke, K M Griffiths, Y V Jardine, P K Jones, S M Jones, E T Kirchner, W G Lewis and D W W Thomas

Agenda

Page No.

- 1 Apologies for Absence.**
- 2 Disclosure of Personal and Prejudicial Interests.**
www.swansea.gov.uk/disclosuresofinterests
- 3 Prohibition of Whipped Votes and Declaration of Party Whips**
- 4 Minutes of Previous Meeting(s)** **1 - 3**
To receive the minutes of the previous meeting(s) and agree as an accurate record.
- 5 Public Question Time**
Questions must relate to matters on the Agenda and will be dealt with in a 10 minute period.
- 6 Update on Progress with Child and Adolescent Mental Health Services** **4 - 6**
Gavin Evans, Youth Support Services Manager
- 7 Briefing on Youth Offending Service** **7 - 115**
Jay McCabe, Principal Officer Bays+ and Youth Justice Services
- 8 Presentation - Update on report to Welsh Government on safe Looked After Children Reduction Strategy**
Julie Thomas, Head of Child and Family Services
- 9 Work Programme Timetable 2019/20** **116 - 117**

10 Letters

118 - 120

- a) Letter to Cabinet Member (28 August 2019 meeting)

Next Meeting: Wednesday, 18 December 2019 at 10.00 am



Huw Evans
Head of Democratic Services
Tuesday, 22 October 2019

Contact: Liz Jordan 01792 637314

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Performance Panel – Child & Family Services**

Committee Room 5, Guildhall, Swansea

Wednesday, 28 August 2019 at 4.00 pm

Present: Councillor P R Hood-Williams (Chair) Presided

Councillor(s)

C Anderson
D W W Thomas

Councillor(s)

M Durke
W G Lewis

Councillor(s)

P K Jones

Other Attendees

Elliott King Cabinet Member - Children Services

Officer(s)

Simon Jones Social Services Strategy and Performance Improvement Officer
Liz Jordan Scrutiny Officer
Julie Thomas Head of Child & Family Services

Apologies for Absence

Councillor(s): K M Griffiths, Y V Jardine and S M Jones

1 Disclosure of Personal and Prejudicial Interests.

No disclosures of interest were made.

2 Prohibition of Whipped Votes and Declaration of Party Whips

No declarations were made.

3 Minutes of Previous Meeting

The Panel agreed the notes of the meeting on 26 June 2019 as an accurate record of the meeting.

4 Public Question Time

No members of the public were present at the meeting.

5 Performance Monitoring

Julie Thomas, Head of Child and Family Services attended to brief the Panel on the Performance Report for June 2019.

Discussion Points:

- Page 15 - Number of Missing Children – Information is going to be disaggregated to identify how many are from Swansea
- Page 16 - Looked After Children Population – Reduced in June and again in July. Re-referral rates are also going down. Significant increase in Looked After Children in last 12 months, however, looking at trends it appears to have levelled off. We are bucking the trend in Swansea. Figures going up elsewhere.
- Panel queried how many children are in residential homes in Swansea.
- Panel would like to see figures on staff absenteeism.
- Performance Report is very good. Department expects to be busier in September as schools busy and increase in activity at front door but nothing specific expected to happen in next few months.
- Page 23 - Signs of Safety Metrics – All areas of performance for Signs of Safety are low. Team meetings to be held to discuss importance and impact of this. June is first month of collating this data. Issues with recording of this work and picking up information from PARIS. Department will be moving over to Welsh Community Care Information System (WCCIS) and recording of data should improve.
- Panel requested a glossary is attached to Performance Monitoring Report in future.
- Department has a mentoring scheme and senior officers still sit on some boards, including Permanence Board, to ensure they are rooted in practice.
- Department has good relationship with courts. Number of cases going to court are reducing.

Actions:

- Head of Service to provide figure on number of children in residential homes.
- Figures for staff absenteeism to come to next meeting in October.
- Glossary to be included with future Performance Monitoring Reports.

6 Feedback on Care Inspectorate Wales Inspection Report - Update on Action Plan

Julie Thomas updated the Panel on progress made on the five main areas for improvement identified in the CIW Inspection Report of August 2018.

Some of the timescales have slipped substantially. This is a big piece of work which requires a cultural change whilst still maintaining a safe service.

Actions:

- Head of Service to circulate newsletter to the Panel.

7 Care Inspectorate Wales Local Authority Performance Review

Simon Jones, Social Services Strategy and Performance Improvement Officer briefed the Panel on this item including an overview of the annual review of performance carried out by CIW, and the letter to the Director of Social Services which summaries the evaluation of performance of social services during 2018/19. There are new arrangements within the CIW annual performance review plan for 2019/20.

Within Child and Family Services, CIW will be piloting a joint inspection of child protection arrangements and will be focussing on following up areas for improvement following inspection, learning outcomes for children with focus on partnership working and the first point of contact service.

Discussion Points:

- As an Authority, we need to consider succession. There is some succession planning in place within Social Services and the Department is trying to future proof it to provide a stable future workforce.
- Some concern about reference to morale in Youth Offending Service in inspection report. The Swansea element of YOS is coming back to Swansea and has a new board and action plan in place. This will be an item at 28 October Panel meeting.
- Panel is happy with performance review and letter.

8 Work Programme Timetable 2019/20

The Panel considered the work programme.

A briefing on Young Carer Assessments has been added to the Work Programme for 24 February 2020.

9 Letters

Letter received and considered by the Panel.

The meeting ended at 5.30 pm

Agenda Item 6



Report of the Cabinet Members for Children's Services

Child and Family Services Scrutiny Performance Panel – 28th October
2019

Update Report on the Partnership Work with Child and Adolescent Mental Health Services (CAMHS)

Purpose	<ul style="list-style-type: none">To provide an overview of the progress being made regarding our partnership work with the CAMHS Service
Content	<ul style="list-style-type: none">This report includes a summary of current partnership arrangements and key areas of development between the local authority, CAMHS and key partners.
Councillors are being asked to	<ul style="list-style-type: none">Give their views on the current progress being madeConsider the report as part of the CAMHS Inquiry Panel
Lead Councillor(s)	<ul style="list-style-type: none">Cabinet Members for Child and Family Services - Cllr Elliot King and Cllr Sam Pritchard
Lead Officer(s)	<ul style="list-style-type: none">Head of Child and Family Service – Julie Thomas
Report Author	<ul style="list-style-type: none">Gavin Evans 07968121022 – gavin.evans@swansea.gov.uk

1. There are considerable changes taking place across Emotional Health and Wellbeing Services for Children and Young People. The local authority is working in partnership with Swansea Bay University Health Board via a number of partnership groups to ensure that CAMHS (Child and Adolescent Mental Health Service) and our wider local authority services are working together as effectively as possible. This report aims to give a brief oversight of the various groups that are working on these developments and highlights of the key areas of development.

1.1 As there are a number of different groups involved in this area of work, only key areas of development have been highlighted for the purpose of this report. Full terms of reference for the groups are available.

2. The Children and Young People's Emotional and Mental Health Planning Group is a regional group led by Swansea Bay University Health Board's Directorate of Strategy.

2.1 Key areas of joint development by this group:

- Agreed a joint vision and strategic action plan
- Provide ongoing joint scrutiny of the performance of the Regional CAMHS Service.
- Jointly delegate and direct the work of the sub groups

3. The CAMHS Prevention and Wellbeing Sub Group is a regional group led by Swansea Bay University Health Board's Directorate of Strategy and feeds into the Children and Young People's Emotional and Mental Health Planning Group.

3.1 Key areas of joint development by this group:

- Agreed the alignment of a new Primary CAMHS Liaison Role to sit within Swansea's IIAA (Integrated Information, Advice and Assistance) Team within Child and Family Services.
- Agreed the alignment of a new Primary CAMHS School's Liaison Role to work across Primary and Secondary schools in Swansea.
- Agreed the alignment of 3 new Emotional Health and Wellbeing Workers (primary age focussed) funded via health and sat in Primary CAMHS, to be aligned within the proposed Early Help Hub Structure in Child and Family Services
- Agreed the alignment of 5.5 new Emotional Health and Wellbeing Workers (secondary age focussed), funded by the WG Youth Work Grant, to sit within the proposed Early Help Hub Structure in Child and Family Services
- Agreed that all of the above roles will have a monthly group supervision and development session led by Primary CAMHS.

- Agreed that all of the Emotional Health Roles will be supported by a joint programme of training and professional development.
 - Agreed that direct pathways of support will be developed between the new Emotional Health Roles into Primary and Secondary CAMHS.
 - Agreed that the timeline for the implementation for all of the above will be by March 2020.
 - Agreed that the group will explore the potential for a regional website enabling children, young people, parents, carers and professionals to understand the services and pathways of support that are available to them across the region.
4. The CAMHS Service Model Task and Finish Group is a regional group led by Swansea Bay University Health Board's Directorate of Strategy and feeds into Children and Young People's Emotional and Mental Health Planning Group.

4.1 Key areas of joint development by this group:

- Part of the vision for the regional CAMHS service involves the development of a new hub and spoke model of delivery. The proposed location for the main hub and single point of entry into the service will be located in the Neath Port Talbot Hospital Site.
 - To ensure effective access to face to face services for Swansea patients, the group have been developing a proposal for the location of a 'spoke' in Swansea.
 - The current agreed proposal is for Swansea clinics to move from their existing site in Cefn Coed to a new 'spoke' site on the Kingsway in Swansea, with GP Surgeries providing additional capacity.
 - The agreed proposal is that this will be the building next to Info-Nation on the Kingsway and will allow greater integration, support and pathways with local authority services and third sector partners.
5. The Emotional and Psychological Wellbeing Group is a Swansea focussed group led by the Commissioning Hub. It feeds into the Children and Young People's Emotional and Mental Health Planning Group and Swansea's Getting it Right for Every Child (GREC) Group.

5.1 Key areas of joint development by this group:

- Provide scrutiny of the Counselling Service contract and performance
- Undertake a mapping of all Mental Health and Wellbeing Services and pathways in Swansea and ensure the fit of new developments
- Feed into the Commissioning of Mental Health and Wellbeing Services in Swansea
- Identify any gaps in provision and feed into the ongoing development of the regional vision.

Agenda Item 7



Report of the Cabinet Members for Children's Services

Child and Family Services Scrutiny Performance Panel – 28 October 2019

Swansea Youth Justice Services progress report and update

Purpose	To inform scrutiny on the Youth Justice Services development since it was disaggregated in April 2019, including the last quarter's performance data.
Content	<p>This report provides Councillors with an update on the progress of Swansea Youth Justice Team since the HMP inspection report in March 2019.</p> <p>This report contains the Swansea Youth Justice plan which provides an overview of the focus of the work for the year April 2019- April 2020.</p> <p>This report also includes the Swansea Youth Justice Strategic Improvement Plan which shows the both the areas of improvement required to address the 'inadequate' rating in the inspection report and the areas already addressed.</p>
Councillors are being asked to	Consider and comment on progress made towards improvement and in addressing the concerns identified post inspection.
Lead Councillor(s)	Councillor Elliott King and Councillor Sam Pritchard
Lead Officer(s)	David Howes (Director of Social Services) and Julie Thomas (Head of Child and Family Services)
Report Author	Jay McCabe Principal Officer Bays+ and Youth Justice Services

1.0 Background

- 1.1. In April 2019, Swansea Youth Justice Service (SYJS) was formed as a result of the disaggregation of Western Bay Youth Justice Service (WBYJS) in March 2019. Prior to April 2019, Western Bay YJS consisted of three Local Authorities working within a regional partnership. This included Bridgend, Neath Port Talbot and Swansea youth offending teams. The merger occurred on 29 May 2014 with Bridgend CBC being the lead authority. Whilst the spirit of regional working was at the heart of the merger, the oversight of the region proved complex and in effect the regional service functioned as three distinct teams with separate cultures. The result of the inspection in November 2018 highlighted these challenges and in particular the challenge the regional management board had in terms of oversight of all three regions.
- 1.2. In April 2019, Swansea disaggregated and formed its own service within the larger umbrella of Child and Family services. It has since set up its own management board which is chaired by Swansea Council's Director of Social Services, Dave Howes and has a membership in line with the requirements of the Crime and Disorder Act 1998 which includes cabinet members from Swansea local authority – Councillor Sam Pritchard.
- 1.3. Swansea Youth Justice Service is a statutory multi-agency partnership whose legal duty is to co-operate in order to secure Youth Justice Services appropriate to their area. The service is funded, from a variety of sources including UK Government, Welsh Government (WG) and the statutory partners. (E.g. the Local Authority, Police, the National Probation Service and Health).

2.0 Youth Justice Plan

- 2.1. The Annual Youth Justice Plan for 2019/20 was approved by the Youth Justice board and will be ratified at the next Youth Justice Management board on the 7th November 2019. Swansea Youth Justice Board submitted the plan to the Youth Justice Board for England and Wales which oversees the Youth Justice System. The production of a Youth Justice Plan is a statutory duty of the Local Authority under Part 3, Section 40 of the Crime and Disorder Act 1998. The plan sets out how youth justice services are to be provided and funded; how the youth justice service, established by the local authority, is to be composed and funded; how it will operate and what function it is to carry out. The plan is the medium term business plan for the Swansea Youth Justice Service and sets out its aims of quality service delivery and continuous improvement. Please see **appendix 1** for a copy of the Youth Justice Plan.

2.2 The Youth Justice Plan for 2019/20 outlines how services will be delivered to meet key performance Indicators as well as work with victims, workforce development, safeguarding, risk management and participation. The plan forms part of the overall information held in relation to Youth Justice Services nationally. The plan has been accepted by the Youth Justice Board and Ministry of Justice.

3.0 Strategic improvement plan

3.1. Swansea Youth Justice Service is currently focused on implementing its strategic improvement plan. This plan seeks to address and rectify the actions and recommendations resulting from Western Bay's most recent inspection the HMIP and also focuses on developing the service to ensure that it meets the requirements of future inspections. Please see **appendix 2** for a copy of the strategic improvement plan.

4.0 Performance of Swansea Youth Justice Service

4.1 Since the formation of Swansea Youth Justice Service from April 2019. The service is now collating its own performance data. Previously this was part of the Western bay region. Please see **appendix 3** for a copy of the last quarter's performance data report which the management board had oversight of in July 2019. Due to the disaggregation of Western Bay, new pieces of data will be collated, this means that the next few quarterly periods will provide further detailed data to compare, analyse and inform ongoing decision making. Therefore, a more accurate picture will be provided in future data performance reports.

5.0 Financial Implications

5.1 The disaggregation of the region into Swansea Youth Justice Service has resulted in the need to recruit an Operational Manager and Senior Practitioner into the service. This has meant an increase in the number of staff working within the service. There has also been a planned investment into training all staff to use the asset plus database system in order to build greater resilience into the service and ensure staff are provided with training to carry out quality assessments.

5.2 Therefore, any financial impact on the local authority will have resulted from this year's Youth Justice Plan and relates to investment in staffing and delivering training which has been identified as part of the improvement plan. The levels of grant funding available to youth justice services, like many other grant funded services are uncertain for the coming years. However, Swansea Youth Justice Service has continued to secure YJB, PPE and PCC funding for a further year.

6.0 Conclusion

- 6.1 The focus of the service at this current point in time is to ensure that all the HMIP inspection recommendations have been addressed and actioned and that the service focuses on improving the quality of service to this very vulnerable group of young people. The focus is concentrating on developing robust assessments, quality assurance processes and reviewing its interventions to ensure the aims and objectives of the service are met and good outcomes are achieved with young people. The plan also focuses on developing good practice in all areas of service delivery from early intervention, prevention work and diversion through to bureau, resettlement and reintegration. There has been a recent shift in culture which focused on regional approaches to working and the staff have transitioned into a culture which now integrates the Youth Justice Service as part of Swansea Child and Family services. Staff have welcomed the change and feel they have a stronger sense of identity.
- 6.2 Moving forward, the service has set itself a realistic and achievable plan for service delivery and ongoing development over the next twelve months; however, the risks that come with grant-funded posts are always present. The focus for this period has been to ensure the service has invested in its improvement journey and focused on building a service which delivers high quality Youth Justice Services which are effective and in line with what our young people need.
- 6.3 The disaggregation of the service into Swansea has highlighted the need to develop increased resilience within the service by promoting skills and expertise across the service where previously staff had specialised roles and this left the service vulnerable. This resulted in a service which could be left with sickness and vacancies impacting service performance. The move towards a generic and multi-skilled workforce will result in the reduction of risks to service delivery but also strengthen the workforce within the service. Since moving towards a generic and multi-skilled approach, staff have reported that they are feeling valued and motivated.
- 6.4 Very recently, the new operational manager has been appointed and one of the key pieces of their work will be to embed a culture which is service user led, is flexible and encourages innovation and creativity amongst staff and young people. Historically, the service has not had the opportunity to integrate into the larger improvement work driven by Child and Family services and this is a positive opportunity for the management team to support the service to integrate into key approaches such as signs of safety, solution focused thinking, systems thinking and the new developments around contextual safeguarding.
- 6.5 The YJB will be assisting Swansea by carrying out a mock inspection in December to help review the improvement journey and make

recommendations for areas of development prior to the next inspection. This will help prepare service and enable timely review of the improvement work already completed.

Appendix 1



SWANSEA YOUTH JUSTICE TEAM

Strategic Plan

2019-2020

Contents

1.	Introduction and Context	3
2.	Review of 2018- 2019	5
3.	Strategic aims and priorities for 2019 - 2020	6
4.	Structure and Governance	7
5.	Resources and Value for Money	9
6.	Partnership Arrangements	9
7.	Key Challenges and Risks to Future Delivery	15
8.	Key Performance indicators	15

1. Introduction and Context

The Youth Justice Plan for Swansea Youth Justice Team (SYJT) 2019/20 is produced in accordance with the duty imposed within Section 40 of the Crime and Disorder Act 1998 for each local authority, in consultation with partner agencies, to formulate and implement a Youth Justice Plan each year. This plan sets out 'how' youth justice services in the area are to be provided and funded, and what functions the Youth Justice Team will carry out. The plan largely follows the format as laid out within the Youth Justice Board document: 'Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships' and acknowledges and adheres to the Terms and Conditions of the Youth Justice Grant 2019/2020. Ideally, the plan would present an overview of key trends within the national and local youth justice system and discuss appropriate local responses. Whilst plans in future will reflect this information, it is not possible to include such analysis in the 2019/20 plan due to significant recent reorganisation of the service and what this means for the local ability to produce relevant data.

In 2014, three local authority areas, Bridgend, Neath Port Talbot and Swansea, combined to form the Western Bay Youth Justice and early Intervention Service. HMIP Probation carried out a full joint inspection of Western Bay in November 2018, the findings reported in March 2019 rated the service as 'inadequate'. The foreword of the report notes,

'This joint inspection found that this amalgamation has been implemented poorly and that none of the three local authorities has taken full responsibility for the service. This lies at the heart of many of the problems we identify in this report.'

(HMIP 2019; p3)

In response, between the execution of the inspection and the publication of the report, the decision was taken, at the local authority executive level, to disaggregate Western Bay into its three constituent local authorities and localise youth justice services. Swansea Youth Justice Team, operating within the City and County of Swansea (CCOS) boundary came into being on April 1st 2019. This resulted in the disaggregation of all information held on Childview, which was migrated back to the county of residence of the service users; all staff, many of whom worked across county boundaries, were similarly reintegrated. In the short

to medium term, this resulted in localised vacancies and some service delivery disruption. The Western Bay Youth Justice Management Board was decommissioned and a separate management board for each local authority constituted in its place. Since April 1st 2019, the Swansea Youth Justice Team has faced the challenges of the reorganisation brought about by disaggregation and responding to the serious shortcomings identified in the Western Bay inspection report. Consequently, these will inform the focus of much of the work in the year 2019/20. Additionally, the plan acknowledges the ever changing landscape within the criminal justice system, particularly recent, current and future changes linked to funding, local priorities and changes to service delivery. The plan acknowledges the necessary focus of ensuring continuity and improvement of Youth Justice Service provision in CCOS as a result of reorganisation and the development and implementation of the new National Standards for Youth Justice Framework.

This plan acknowledges the 'Review of the Youth Justice System in England and Wales' as compiled by Charlie Taylor (current Chair of the Youth Justice Board) during 2016/17, as well as more recent reviews in both England and Wales that will, to a large extent, inform the future development of the service and regional youth justice practice. In Wales, the Welsh Government Community Safety Division has been leading on the development of a 'Blueprint' for the delivery of youth justice services. The YJB in Wales has been invited to advise on the Blueprint which sets out a recommended vision for youth justice in Wales, and elements of the recommendations will relate to some of the content set out within this plan.

Finally, there are indications from the Ministry of Justice that there are likely to be changes in the way that grant funding is to be allocated to Local Authorities in 2019/20. Alongside this, there is work being developed in order to create a single integrated approach to early intervention and prevention across Swansea, via the 'Flexible Funding Pathfinder' overseen by Welsh Government. The potential risks/impact of the above means that there is currently some uncertainty for youth justice services as we enter into the next financial year.

2. Review of 2018/19

As outlined above, WBYJEIS underwent a full joint inspection in November 2018; the inspection, published in March 2019, included the recommendations that;

Western Bay Youth Justice and Early Intervention Service (WBYJEIS) Management Board should:

1. Review and clarify its role and function, include all statutory partners and work in an effective way to make sure that the service operates to a sufficient standard
2. Make sure that partnership agencies provide appropriate support and services
3. Develop effective oversight of the service's work and effective challenge to partners
4. Develop a clear plan to manage disaggregation of individual YOTs from the service to limit any detrimental effect on the remaining parts of WBYJEIS
5. Provide the resources and support to the management team to manage the service effectively
6. Review the role and function of the prevention service.

The WBYJEIS Manager should:

7. Make sure that all staff have appropriate supervision and management oversight
8. Review the management structure and lines of accountability.

The directors of children's services should:

9. Monitor and review all cases where there are safety and wellbeing issues, making sure that appropriate referrals are made and joint work takes place as needed
10. Improve the quality (and awareness from staff) of the referral systems so that children and young people receive the services they need.

The local authority education services should:

11. Review the effectiveness of information-sharing protocols to ensure that all schools and workers involved have the information they need to provide support tailored to children and young people's individual needs.
12. Develop effective strategies to encourage children and young people who speak Welsh to access services in their preferred language, and to use, develop and recognise the value of the language as an employment skill
13. Develop a literacy and numeracy strategy to support children and young people to develop these skills to improve the chances of desistance.

Abertawe Bro Morgannwg University Health Board (ABMUHB) should:

14. Provide relevant and timely physical, sexual, emotional and mental health services to meet the needs of children and young people to reduce further harm and promote wellbeing.

(HMIP 2019)

In the light of this and that the 2018/19 plan was for Western Bay, which no longer exists, any review which looks further than the

need to respond to the inspection and reorganisation would appear superfluous. However, this report notes the continued year on year reduction in the numbers for the three key England and Wales Key Performance Indicators (more detail below).

The out of court disposal scheme, Bureau, continues to operate well reflecting good operational relationships between the Youth Justice Team and South Wales Police. This is one of the few areas identified in the report in positive terms. In Swansea, the management of the seconded police officers is being moved from Community Safety to IOM.

The Enhanced Case Management ECM programme ended during this period. The ECM approach was trialled as an approach to deal effectively with young people who offend and who have been subject to Adverse Childhood Experiences (ACE's). This programme is being fully evaluated with the possibility of being taken forward as a partnership between YJB Cymru, Welsh Government, All Wales Forensic Adolescent Consultation and Treatment Service, South Wales Police and Crime Commissioner, Public Health Wales and South Wales YOS's. In the continued absence of a dedicated mental health provision for Swansea Youth Justice Team, this was an important project.

3. Strategic Aims and Priorities for 2019/20

The aims and priorities for the coming year are detailed in the strategic and improvement plan embedded below. This reflects the work necessary to establish the new Swansea team following the separation from Western Bay and the improvements demanded by the inspection report.

The new Swansea Youth Justice Management Board, with the support of YJB Cymru, will continue to develop the skills and knowledge necessary to support the team and the delivery of effective youth justice services in CCOS.

To deliver effective and high quality youth justice service across Swansea in acknowledgment of the key findings of the HMIP Full Joint Inspection and the related actions set out within the 2019/2020 Improvement Plan. The overarching objectives are:-

- 1) To develop and improve performance systems against the Youth Justice Board outcome indicators and the devolved performance measures for Wales, with particular attention to the rates and frequency of reoffending amongst a relatively small cohort of young people.
- 2) To develop robust operational and quality assurance systems, with stronger emphasis on accountability at every level of the service.
- 3) To ensure the service users voice is evident at every part of the YJS daily operations and strategic development and governance.
- 4) To review, develop and strengthen relevant partnership approaches and agreements to achieve common goals and provide effective services to young people and their communities via the provision of youth justice and mainstream services.
- 5) To invest, develop and ensure the development of staff to promote a skilled, resilient and well-motivated workforce.
- 6) To continue to review and evaluate the service against a backdrop of potential funding changes/challenges and ensure the YJS can meet the demands ahead and deliver its objectives.

It's important to note that due to the outcomes of the inspection report, Swansea YJS is focused on its improvement plan and journey. This is the focus for the next 12 to 18 months. At the point of the review, the service will then focus on its longer term strategic focus.

4. Structure and Governance

The Swansea Youth Justice Team delivers youth justice services across the City and County Of Swansea out of two locations; the Dynefor Centre, the main office based in Swansea city centre, and the Intervention centre situated in an industrial area on the outskirts of the city. The Dynefor Centre is the administrative centre and base for the social work staff whilst most programme/activity delivery takes place at the intervention centre. The new strategic lead for Swansea Youth Justice Team is a Principal Officer working to the head of children's services. The YJT strategic lead also manages the BAYS+ 16+ service and Barnardos Leaving Care team. This role means the principal officer has oversight of key adolescent services within Swansea Child and Family Services. The aim of this role is to ensure greater alignment between these services and ensure there is a stronger strategic focus on the needs of adolescents. The strategic leads role is to represent Swansea Youth Justice Service at relevant boards and support the Youth Justice Team to develop and shape its services to meet the needs of Swansea's young people. The strategic lead oversees the Interim Operational Manager and assist in both the oversight of the service but also supports the Operational Manager to carry out their role.

Working to the Youth Justice Team Principal Officer is an Operational Manager (interim), who oversees two Practice Leads and a senior practitioner. The Practice Leads oversee prevention and out of court work and post court and ISS respectively. The Senior Practitioner post is a new one, the post holder will be in post in October 2019. The appointee is an experienced social worker from a child protection team and will have responsibility for overseeing effective responses to child protection, child exploitation and safeguarding concerns. The new senior practitioner will also take some of the staff supervisory responsibilities from the operational manager.

The previously constituted Referral Order and 'High Risk' teams will be brought into one team to work more generically. This will make the service more resilient when staff are absent and reflects the continuing shift from statutory intervention work towards prevention and early intervention.

The YJT is well served by good partnership working with a local substance misuse agency, which has seconded a member of staff into the team. The team also includes two seconded Youth Justice Police officers, specialist Education Training and Employment practitioner, and Reparation Coordinator. The posts or services that were lost or disrupted because of the disaggregation will be filled shortly; the seconded probation officer (1.5 days per week) will start in October 2019 and speech and language services will be in place by the start of 2020. The operational structure of the YJT is embedded below.



Swansea final revised
structure.docx

The inspection report was critical of the WBYJEIS management board. The report details the expected improvements in the newly formed Swansea management board. The Board met for the first time in July 2019 and is due to meet again at the end of October 2019. It is envisaged that Board meetings will be bi monthly initially although this is open to review as the Board is committed to supporting the improvements needed in the delivery of youth justice services in Swansea. The membership of the board as it stands is embedded below. It is expected that this will develop over time as individuals and organisations with the expertise to develop and deliver services are invited to contribute.



Draft terms of
reference managemer



Swansea Youth
Justice Service Manag

5. Resourcing and Value for Money

The settlements agreed across the partnership for 2018/19 remained at a flat rate with minimal change to the level of grants. In real terms however, this represents a reduction of funding as costs increase with no corresponding proportionate uplift to funding. Due to the complex manner in which the YOS is funded and the potential changes ahead as mentioned in section 1, planning for the medium to longer term remains a challenge there will no doubt be a requirement for a review of the service in its current form.

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police		100,841		100,841
PCC	29,000		34,000	63,000
Probation		29,000		29,000
Health				0
Local Authority	631,000		73,700	704,700
Welsh Government	322,000			322,000
YJB	360,000		37,300	398,000
Other			28,100	28,100
Total	1,342,800	129,841	173,100	1,645,741

6. Partnership Arrangements

Situated in the middle of the South Wales coast, Swansea is the second largest city in Wales and the regional centre of South West Wales. Swansea's two neighbouring local authorities are Carmarthenshire to the west and Neath Port Talbot to the east. The City & County, which has a land area of 378 square kilometres, can be broadly divided into four geographic areas: the open moorlands of the Lliw Uplands in the north; the rural Gower Peninsula in the west; the suburban area stretching from the edge of Swansea towards settlements in the west and around the M4 corridor; and the coastal strip around Swansea Bay, which includes the city centre and adjacent district centres including Uplands, Sketty and Mumbles.

To better understand the context within which Swansea Youth Justice Service operates within a demographic overview is helpful. The latest official estimate of the population of the City and County of Swansea stands at **246,500** (mid-2018, Office for National Statistics / ONS). Swansea has the second highest population of the 22 Welsh local authorities, representing almost 8% of the total population of Wales (3,138,600).

The average population density of the county is 638 people per sq. km (2015 estimate), the sixth highest of the 22 local authorities in Wales (average: 149 people per sq. km).

Swansea also has a lower percentage aged 5-15, at 11.9% (29,400 children), than Wales (12.6%) and the UK (13.1%). 34,700 (14.1%) of Swansea's population are young people aged 16-24, a noticeably higher proportion than Wales (11.0%) and the UK (10.7%), in part due to students.

The population is not evenly distributed within Swansea, with most people living within the urban area and the surrounding settlements to the north, including Morriston (the second highest ward population; around 16,500 in 2015), Clydach, Gorseinon and Pontarddulais.

Ward level estimates of population density (2011 Census) reveal high concentrations of population in and immediately around the city centre (Castle Ward), the adjacent wards of Cwmbwrla and Uplands (6,800 people per sq. km, the highest population density in the county), and also in Townhill and Penderry.

The research indicates that in 2016 around 19,000 people in Swansea (approximately 8% of its total population of 245,000) were from a non-white ethnic group. A further 7,000 people were in the category 'All Other White', leading to an estimated 26,000 people (around 11% of the total Swansea population in 2016) being non- 'White British'.

These estimates indicate that around 18,000 people in Swansea (approximately 7% of the total population) were of non-British nationality, and 227,000 (approx. 93%) were of British nationality. In these figures, nationality is as stated by the survey respondent when interviewed, and (unlike country of birth) can be subject to change. At a wider level, an estimated 4% of people in Wales and 9% of people in the UK stated their nationality as non-British. No further breakdown of nationality is available from this particular source.

These estimates suggest that there were around 108,200 households in Swansea in 2017, within a total of 1.349 million households in Wales. Between 2007 and 2017, the estimated number of households in Swansea increased by around 8,500 (+8.5%), with average household size decreasing over this period from 2.29 to 2.23 people.

In these estimates, single adult households and 2 adult 0 child households are the most common household types in Swansea, with notable increases between 2007 and 2017 in these household types plus the 4+ adult 0 child categories. By contrast, the number of households with 2 adults and more than 1 child decreased over the period. The total number of households (with residents) in Swansea in mid-2017 is estimated at 108,200 (rounded), an increase of approximately 700 (or 0.7%) on the 2016 figure. Since 2007, the number of households in Swansea has increased by 8,500 (+8.5%), with average household size falling from 2.29 people (2007) to 2.23 people (2017).

In 2017, single-adult households (37,500 / 34.7% of the total) and 2-person 0-children households (31,800 / 29.4%) were the most common household types in Swansea. Between 2007 and 2017, the number of single-person households increased by around 5,400 (+16.8%), with other significant change occurring in 2-adult 0-child households (an increase of 2,100 or 7.2%) and 4+adult 0-children households (an increase of 700 or 18.6%); partly reflecting an increase in student households. By contrast, the number of 2-adult, 1 (or more) child households in Swansea has fallen by 400 (-1.8%) over the ten-year period

The YJS falls within the regional footprint of Swansea Bay University Health board as well as the wider footprint areas of South Wales Police, South Wales Fire and Rescue and Her Majesty Court and tribunal Services. This regional footprint, which is recognised via the Welsh Government (WG) and the YOS in partnership with both Local Authority Community Safety arrangements, has been successful in securing regional funding via the 'Promoting Positive Engagement in Young People' (PPEYP) fund (formerly known as the Youth Crime Prevention Fund). This fund has been utilised to resource the prevention service within Swansea YJS, and is now included within the Children and communities Grant Flexible Funding Pilot.

Swansea Youth Offending Service is one of seven YOS's covering the South Wales area (Cwm Taf, Cardiff, Vale of Glamorgan, and Neath Port Talbot and Bridgend). The seven YOS Managers meet quarterly in order to examine options for collaborative working and to promote consistency of service across the South Wales region.

There exists a broad range of collaborative arrangements and initiatives across the regional footprint area of Swansea at both strategic and operational levels.

- Swansea YJS and NPT Youth Justice Services work closely in partnership with each other particularly in relation to the safeguarding board which continues under the Western Bay safeguarding board arrangements. Both YOT's sit on this board and strategic safeguarding work is jointly managed under this arrangement.
- Swansea YJS and NPT and Swansea Bay University Health board share joint collective agreements regarding the SALT service which is tripartite funded between each LA. The development of the early help hub offer, which currently involves a large number of multiagency partners, also has input from the Youth Justice Services. These hubs consist of a combined offer of police, health and education. Swansea YJS is also a part of some key strategic drivers, which include: The Well-Being strategy, Adolescent strategy and Contextual safeguarding. All of which are shaping the way services are being delivered but also heavily promote alignment of services and joined up work. The YJS is a significant member of each of these strategies.
- The YJS Manager and Principal Officer are members of YOT Managers Cymru, which meets in order to share good practice, discuss policy implications and devise joint responses to consider policy, and wider strategic and political issues that impact upon the functioning of Youth Justice within the Welsh setting.
- The YJS works with a range of partners, including police to target hot spots of anti-social behaviour and provide targeted diversionary responses at identified times, for example, Friday nights, GCSE result times, Halloween etc. A strategic YOS/Police partnership meeting is held bi-monthly and there has been an initial central BCU police/ partnership meeting held to provide consistency regarding the role of YOS police officers across South Wales.

- The YJS currently commissions services from Barod, however, work is currently being developed to create an Integrated Substance Misuse Service.
- The YJS convenes and chairs High Risk Panels (HRPs) in order to ensure robust and coordinated multi-agency planning for young people.
- Up to date service level agreements exist between the YJS and partners, including:

Health

Local Education Authorities

Court

Barod and Choices (Young people substance misuse service).

National Probation Service

- The YJS has continued to review the Youth Bureau and its processes and continues to make practice changes in accordance with service demand to support and maintain the effectiveness of Out of Court Disposal work.
- The YJS continues to be able to access Forensic (Tier 3) CAMHS via a monthly clinic. This provides a forum in which case managers can discuss issues regarding children and young people.
- The YJS has contributed to the development of a regional Speech and Language Service, which is due to begin in January 2020. This service will provide both a consultancy and case management service, along with a service development function.
- The YJS Information Officer attends the South Wales Information Officer Group (SWIOG).
- The seven South Wales YJS areas commission joint training when appropriate.

- The Principal Officer now attends the Serious Violence Reduction task and finish group which is a South Wales initiative to tackle serious violence and knife crime at a national level.
- The YJS Manager sits on the Community Safety Partnership Steering Group and Area Planning Board.
- As the YJS are partaking in a pilot for 'Enhanced Case Management' (ECM), staff are able to access clinical supervision undertaken by a clinical psychologist.
- The YJS Operational Manager attends the ECM Operational Group. This group has been instrumental in terms of overseeing and developing the pilot.
- The YJS Operational Manager attends the ACE's advisory group. This group assists to lead the development of an ACE informed workforce.
- The YJS has representation on the Channel Panel. YJS refers and takes recommendations from the Panel. Channel Panel is a programme that focuses on providing support at an early stage to people who are identified as being vulnerable to being drawn into terrorism. The programme uses a multi-agency approach to protect vulnerable people by:
 - identifying individuals at risk
 - assessing the nature and extent of that risk
 - developing the most appropriate support plan for the individuals concerned
- Channel Panel may be appropriate for anyone who is vulnerable to being drawn into any form of terrorism. The Panel attempts to ensure that vulnerable children and adults of any faith, ethnicity or background receive support before their vulnerabilities are exploited by those who would want them to embrace terrorism, and before they become involved in terrorist activity.

- The YJS also attends and refers into the MAPPA process. High risk cases are screened and discussed with the responsible Practice Lead who then supports the referral into the MAPPA process.

7. Achievements and Risks against the Youth Justice Outcome Measures.

The YJS working towards maintaining a steady performance against most of the national and devolved indicators. However, it is recognised that work is continually required to deal more effectively with the rate of reoffending (and more recently, the frequency of offending) amongst a relatively small cohort of young people. These young people present with a range of, often complex, challenges across a number of service areas.

As noted in the introduction, risks highlighted as a result of financial efficiencies and strategic change may well impact on aspects of future service delivery and it is worthy of note that as a consequence, priorities may require adjustment should the YJS need to maintain the quality of its service and achieve good outcomes for young people and families.

Due to the means by which the data for first time entrants and re-offending is established via the Police National Computer (PNC), the YJS currently has no means by which to ensure the accuracy of this data against local data. Indeed, there have been occasions where, for example, the data for first time entrants reported upon within the Youth Data Set (YDS) is at odds with local data. The YJS, in conjunction with YOT Managers Cymru is attempting to resolve this with the Ministry of Justice.

8. Key Performance Indicators

Using the information that is available to us, factoring in that the reported performance figures for this year are all based on the now disaggregated Western Bay Service, it would show that the performance in relation to First Time Entrants has remained at a similar level, reoffending has increased and the use of custody has reduced.

In 2018 -19, in Western Bay it would show that at total of 390 offences were committed resulting in 191 disposals, however in 2017-18 there were 320 offences resulting in 163 disposals showing an increase from the previous year.

(Source – Youth Data Summary for England and Wales Apr 19 – Mar 19)

Local reporting for Swansea, which is slightly different as it won't include disposal types where there is no intervention shows that for 2018-19 there were 184 offences resulting in 62 disposals compared to 189 offences with 52 disposals for the previous year. Therefore showing a slight decrease in offence but an increase in the number of disposals.

Source – Local Performance Measures – Swansea 2018-19 and Local Performance Measures – Swansea 2017-18, Local Performance Measures - Western Bay 2018-19 and Local Performance Measures Western Bay 2017-18 .

FIRST TIME ENTRANTS

Local Data – Swansea only

The total FTE's for 2018/19 was 31 compared to the previous year where the total number of FTE's for 2017/18 was 32. Again showing consistency around this area of performance.

Source – Local Performance Measures – Swansea 2018-19 and Local Performance Measures – Swansea 2017-18.

Achieving reductions will be a challenge in the coming year and the service will aim to maintain current FTE levels, with continued focus on effective assessment and diversion interventions in partnership with Police and through early help strategies in Swansea.

REDUCE REOFFENDING

Youth Data Summary – Western Bay

Most recent national data (July 2016-June 2017) indicates an increase in the binary reoffending rate from 47.4% in July 2015-

June 2017, to 51.5%, this is a 4.1% rise. South Wales figure is 50.2% yet Wales is 46.9%

However there is a decrease in the frequency rate from 3.32 to 3.20 which equals a -3.8% change.

To give some context of the cohort sizes, in July 2010- June 2011 there were 783 young people in the offending cohort, with 323 reoffenders committing 959 reoffences. The cohort reported on above has 169 young people in it with 87 reoffenders committing 278 reoffences.

Source – Youth Data Summary for England and Wales Apr 19 – Mar 19

There is no local data available for this KPI.

Reducing reoffending amongst young people subject to a Court Order remains a challenge year on year as these young people are likely to be more persistent and entrenched in their offending behaviour and have multiple, complex needs, requiring specialist input, assessment, risk management and support from experienced and suitably qualified practitioners in the multi-agency teams.

Devolved indicators

Youth Data Summary – Western Bay

There has been consistently low rates of custody with Western Bay reducing from 12 young people sentenced to custody in 2016-17, then 9 in 2017-18 and finally in 2018-19 there were just 6 young people sentenced to custody.

National data for 2018-19 indicates a use of custody rate per 1000 10-17 population for Western Bay was 0.13 compared to 0.33 for South Wales and 0.29 for Wales.

Source – Youth Data Summary for England and Wales Apr 19 – Mar 19

Local Data – Swansea only

Swansea Locality had no young people sentenced to custody in 2018-19. This is a decrease from the previous year when there were 5 from our area.

Given such low rates of custody it is likely that there will be some increase in the coming reporting periods.

REMAND

In 2018-19, 3 young people in Swansea were remanded for a total of 320 bed nights while awaiting to go back to court or awaiting transfer to a more suitable placement.

The three young people in question highlight ongoing issues within Swansea. One young person is part of the travelling community and another had recently moved here from England having been identified as a victim of modern day slavery and 'county lines'. The third young person needed a secure hospital placement to address his mental health needs. Because of the lack of a suitable placement this young person was held on remand in a secure children's home for a longer period than was necessary. This is an unusually high amount of remand and we wouldn't normally expect to see this repeated.

WELSH YOUTH JUSTICE INDICATORS

These figures were reported in this time period for the whole of Western Bay, of which Swansea was a part. Therefore a review of these may not have much meaning for the Swansea only Youth Justice Team in the coming year. However to give an overview, Western Bay data has been used.

Engagement in ETE - Western Bay saw an increase of average hours attended by school age young people of 33% by the end of their order. However this is below the target of 25 hours attendance per week. Again those above school age there was an increase in average hours attended at the end of the order by 34%. However this is also below the target of 16 hours per week.

Access to Suitable Accommodation - 10 young people were not in suitable accommodation at the end of their order or licence period which is 13% of the total number of young people reported on in this period.

Access to Substance Misuse Services - 72% of the reporting cohort were identified as having a Substance Misuse issue. Everyone who commenced an assessment did so within 5 days of referral and 100% received a service within 10 days.

Access to Mental Health Services - The reported figure would show that 100% of those commencing an assessment did so within the 28-day target and that 100% of those assessed received a service within 28 days. However, when looking at the actual numbers this equals only 1 young person, despite the fact that 39 young people were identified as requiring an assessment. (see appendix 3) This is 52% of the cohort. The majority of the young people will have been encouraged to gain access to services via other routes, such as through School or GP's – these are then counted in the 'Number currently in receipt of a MH Service', which is again misleading. This has been the case since there has been no Mental Health worker within the team, neither in Swansea nor across Western Bay. At present access to mental health services specific the Youth Justice Team in Swansea consists of ½ a day per month of consultancy with a consultant psychologist in the Neath Port Talbot Youth Justice Team office.



David Howes
Director of Social Services

Appendix 2

Strategic Improvement Plan - Swansea Youth Justice Service

Shown below is the Swansea Strategic improvement plan that has been developed in response to the joint inspection by HM Inspectorate of Probation. This builds upon the list of priorities that were developed under the high level strategic action plan. The plan currently reflects the strategic actions that Swansea Youth Justice Service needs to take forward to address the themes from the inspection.

Service Areas	Swansea Youth Justice Service
Principal officer	Jay McCabe

Improvement checkpoints dates	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020
Summative analysis across all actions	12 Green 12 Amber 8 Red	13 Green 16 Amber 3 Red	13 Green 18 Amber 1 Red						
Key opportunities to monitor the plan	Managem ent board Leadershi	Team meetings Leadershi	Leadership meeting Staff	Managem ent board developm ent day	Manageme nt board Leadership	Team meeting Leadership	Manageme nt board Leadership	Team meeting Leadershi	Manageme nt board Leadership

	p meeting YJB catch ups x 2 (fortnightly)	p meeting YJB catch ups x 2 (fortnightly)	development day YJB catch ups x 2 (fortnightly)	Team meeting Leadership meeting YJB catch ups x 2 (fortnightly)	meeting YJB catch ups x 2 (fortnightly)	meeting YJB catch ups x 2 (fortnightly)	meeting YJB catch ups x 2 (fortnightly)	p meeting YJB catch ups x 2 (fortnightly)	meeting YJB catch ups x 2 (fortnightly)
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Priority area	Action (Why are we doing this)	Who is responsible	Resource implications (what are the costs in terms of time and staffing resources) Is this sustainable and how can we make this sustainable	Target Date	Outcome (How do we know we have achieved what we wanted to)	Progress update (How have evidenced that the team have been made aware, have ownership of the plan and can evidence that they have taken RAG rating
Identify a Partner in practice to assist with	Consult with partner in practice because 1) Wrexham	Jay McCabe Principal officer and Mark Robinson	Travel Staff time – 2 days out of service	May 2019	One of the key issues from our inspection report related to our assessment of Risk	Change this table June 26 th visited Wrexham

<p>improvement Journey.</p> <p>Identify – what was wrong – demonstrate how this links in with the improvement</p>	<p>have taken a similar improvement journey</p> <p>2) Welsh YOT – guided by same duties</p> <p>3) Responded to a poor inspection</p> <p>4) Recently showed a good inspection</p> <p>5) We wanted to seek their guidance relating</p>	<p>temporary operational manager to link in with Donna Dickenson from Wrexham Caren Evans – operational manager</p>	<p>Resources have been shared</p> <p>Management time in preparation and implementation</p> <p>Development day time to go through the new formats</p> <p>One concern relates the importance of needing strong business</p>		<p>Management and Safeguarding process.</p> <p>To ensure better outcomes for children and young people</p> <p>The outcomes under this section are:-</p> <ol style="list-style-type: none"> 1) All staff will have a clear understanding of the risk management process 2) The leadership team will have oversight, appropriate mechanisms to quality assure 3) Staff will feel confident in their assessment of risk and safety/well-being 	<p>Jay and Mark have identified key pieces of work that they would want guidance from Wrexham</p> <p>Mark has linked in with Caren Jones – Caren was one of the inspectors for Western Bays and Wrexham’s operational manage.</p> <p>Further links have been made with Cwm Taff if needed</p> <p>A report will be produced to remind staff on a weekly basis and manual oversight of workload</p>
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4) This will result in improved risk management and overall safeguarding

We will know this has been achieved by:

- a) Robust risk management assessments/ plans/programmes and reviews are in place.
- b) Evidence that these have been reviewed
- c) Evidence of appropriate challenge when plans need further development.

					<p>d) Evidence that the risk of harm has reduced for the young and the community</p> <p>e) A reduction in the overall level of risk</p>	
<p>Develop internal systems to help improvement journey</p>	<p>Develop staff supervision processes</p> <p>Ensure the right staff are supervised by the appropriate supervisor</p> <p>This is to ensure that:-</p>	<p>Mark Robinson Interim operational manager</p> <p>Richard Henderson – Practice Lead</p> <p>Caroline Williams –</p>	<p>Staffing Time Meeting space</p>	<p>No set date as this is an ongoing journey.</p>	<p>One of the key themes from the inspection relates to staff not being supervised and not having appropriate oversight by the right lead.</p> <p>To ensure better outcomes for children and young people</p>	<p>Lines of supervision are now in place</p> <p>The next step is to look at how to ensure this is embedded on an ongoing basis.</p>

<ol style="list-style-type: none"> 1) Staff are appropriately supervised by the appropriate line of supervision 2) To provide a mechanism for quality assurance 3) Mechanism for managing wellbeing of staff 4) Mechanism for escalating concerns relating to young people 5) Training and development needs are 	<p>Practice Lead</p> <p>Philippa Elliot – Senior Prac</p> <p>Jay McCabe – Principal officer</p>			<ol style="list-style-type: none"> 1) The outcome will be that staff will feel supported 2) That regular supervision takes place 3) That the leadership team understand the teams cases and workload 4) Workload is managed effectively <p>We will know we've achieved by</p> <ol style="list-style-type: none"> 1) Dip sampling will be provided – once a quarter 2) Evidence that all 	<p>(how have we involved staff in the development of the plan How are we going to develop the plan together).</p> <p>How are the team communicating</p> <p>Case management guidance to be developed</p> <p>Weekly reporting Planner to have oversight of all reports and timescales</p>
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	<p>identified to support and promote staff's well-being</p>				<p>staff have monthly supervision</p> <p>3) Evidence that staff are being supervised by the appropriate lead</p>	
<p>Page 38</p> <p>Develop team identity and well-being</p>	<p>Development day to be set up, to look at quality and what that means. Also to address change management for the service.</p> <p>1) To help the team understand where they are in terms of change management process</p>	<p>Rebecca Jones – Training and development officer</p> <p>Mark Robinson – Interim Practice Manager</p> <p>Jay McCabe – Principal officer</p>	<p>One day for team development – long term to create cohesion</p>	<p>September 2019</p>	<p>One of the key themes from the inspection report related staff wellbeing and the value of quality</p> <p>To ensure better outcomes for children and young people</p> <p>The outcomes are:-</p> <p>1) The team can identify where they feel their barriers are in terms of</p>	<p>Regular meetings are taking place to identify what the delivery of the development day will look like.</p> <p>Discussion with Rebecca around booking the development day.</p>

2) To engage the team in the improvement plan and seek their voice and contribution

3) Providing the team with time to explore and develop an understanding around the importance of quality.

4) Develop team cohesiveness

changing

2) To contribute to and develop a shared understanding of quality and what that looks like

3) For the team to take ownership and the improvement journey

4) Staff to feel motivated to change

5) For the services to experience a dynamic and motivated workforce

We will know that we've achieved this by

- 1) Feedback from the development day
- 2) Direct evaluation and feedback during supervision
- 3) Increased level of engagement by staff who will want to contribute to service development
- 4) Reduction in staff sickness and stress
- 5) Fewer changes in case management

<p>Develop YJS Training Plan</p>	<p>Develop training plan to specifically support YJS staff</p> <p>The training will deliver a number of themed courses to address the training gaps within staff practice to ensure they are trained to:-</p> <p>Identify safeguarding issues</p> <p>Completing asset plus assessments</p> <p>Identify CSE</p> <p>Planning and delivery of intervention programs</p> <p>Delivering effective supervision</p> <p>(why are we doing this)</p>	<p>Mark Robinson – Interim Operational Manager</p> <p>Jay McCabe – Principal officer</p> <p>Rebecca Jones – Training officer</p> <p>Teresa Mylan-Rees – Principal officer</p>	<p>Time for training</p> <p>Cost of training</p> <p>Staffing costs</p>	<p>July 2019</p>	<p>The inspection identified areas of improvement around key areas of the service these included</p> <ul style="list-style-type: none"> - Assessment - Intervention - Planning <p>To ensure the quality of assessment are improved</p> <p>The staff feel confident and understand what is required of the to carry out their role</p> <p>That children and young people receive the right service</p> <p>To ensure better outcomes for children and young people</p>	<p>A training plan has now been developed in conjunction with the training department.</p>
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- 1) To ensure all staff are trained to an appropriate level
- 2) Are provided with the right qualifications for the job role.
- 3) The correct training is in place for the staff to carry out and perform their job roles effectively
- 4) Identify any additional training needs

This will be evidenced by

- 1) Increased engagement in activities
- 2) Staff reporting more confidence in supervision and team meetings, that they feel better equipped to manage the demands of the job
- 3) Staff feel suitably trained and have the knowledge to carry out their jobs roles
- 4) The service users have robust assessment, plans and quality

					<p>interventions</p> <p>5) Reduction in offending and reoffending</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 43</p> <p>Develop profiles of service users and identify interventions to meet their needs</p>	<p>Create mapping and profiling to be completed</p> <p>Set up practitioner forum – develop themed feedback for the board</p> <p>(why are we doing this)</p> <p>1) To better understand our cohort in order to respond to them</p> <p>2) To target our resources more</p>	<p>Richard Henderson – Practice Lead Mark Robinson – Interim practice manager Jay McCabe – principal officer Caroline Williams – practice lead</p> <p>Lisa Parker</p>	<p>Staff time Young people’s time</p>	<p>September 2019</p>	<p>The inspection identified the need to map out the profile and needs of our young people.</p> <p>To ensure better outcomes for young people</p> <p>This will be evidenced by</p> <p>Data which reflects the changing needs of the young people being worked with.</p> <p>This will be evidenced by</p> <p>1) The development</p>	<p>Work has been started. Firstly by looking at the tracker system which should enable us to project the needs of some of our cohort.</p> <p>Mapping has also been started?</p> <p>There has been a shift from statutory YJS work to a larger focus on prevention.</p> <p>Ensuring staff use the ‘Event’ characteristic on childview –</p>

	effectively				<p>of a new range of programmes of intervention which reflect the changing needs of our cohort</p> <p>2) Young people feeding back that they are happy with the local offer as part of ongoing consultation</p> <p>3) Evidence of a reduction in offending and reoffending</p> <p>4) Increased engagement from young people</p>	<p>Management team to be able to run reports</p> <p>Engage with the performance hub to identify how they can support the resilience of the service.</p>
Develop YJS participatio	Service Users participation group to be set up	Rob Richards – intervention centre	Staff time Meeting space	Ongoing – started but needs to be	The inspection identified the importance of the service user’s voice	Consultation has been started and cohort of 10-14 year

<p>n group</p>	<p>Young people to be consulted on to seek their views on service provisions</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To improve the offer of support 2) Work out what children and young people think are the gaps in the service 3) Have a better understanding of what young people need from the YJS 4) To plan for future service delivery 	<p>manager and two identified participation champions - Jason Evans Morgan Parkin</p>		<p>an ongoing work strand.</p>	<p>within the shaping and development of the service.</p> <p>This is to ensure the service is dynamic and continues to meet the needs of the young people it seeks work with.</p> <p>That young people have a strong voice and control in the shaping and delivery of the service</p> <p>To ensure better outcomes for children and young people. This will be evidenced by</p> <ol style="list-style-type: none"> 1) Regular consultation and feedback being sought from young people 2) Evidence of the interventions 	<p>old have been sought</p> <p>Next steps to continue to embed this as an ongoing piece of practice.</p> <p>Rob Richards is going to take the lead on developing an ongoing participation group.</p>
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	5) To work out what interventions work for young people				<p>evolving to reflect the needs and preferences of young people</p> <p>3) Evidence of them engaging in the service</p>	
<p>Develop relationships with education partners</p>	<p>To review our relationships with our education partners –</p> <p>To develop joint education models ensuring children and young people are receiving an education offer.</p> <p>(Why are we doing this)</p>	<p>Jay McCabe – Principal officer Julie Thomas – head of child and family services Helen Morgan Rees – Head of Education Mark Robinson – Interim Operational manager</p>	<p>Staff time Commitment to meeting</p>	<p>September 2019</p>	<p>The inspection report highlighted the need to develop stronger links with education partners to ensure the education needs of young people known to the YJS were being met.</p> <p>To ensure better outcomes for children and young people To evidence that this will be achieved:-</p>	<p>Meeting with Amanda Taylor from the PRU yet to be arranged</p> <p>Principal officer will be attending the PRU board meeting to have an oversight of the operations.</p> <p>Principal officer has made links with the head of education and agreement to</p>

<ol style="list-style-type: none"> 1) Ensure the young people at risk of becoming NEET are identified and highlighted earlier 2) Track and monitor the journey for young people who are at risk of being NEET 3) To help identify interventions to help prevent the risk from occurring and offer the relevant interventions at the right time. 	<p>Sam Goulding – ETE worker</p>			<ol style="list-style-type: none"> 1) Evidence of the young people who are at risk have an appropriate intervention being provided 2) Communication links are in place and an escalation pathway is in place 3) Young people who are at risk of becoming or are NEET have a pathway identified to prevent the, becoming NEET or reengage in education/training 4) A reduction in the number of young people who are 	<p>provide them with cases where barriers are occurring. The YJS will also provide a spreadsheet with cases where there are risks of NEET/ or becoming NEET</p> <p>Information has been gathered and a consistent measure of ETE hours is being developed.</p>
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					NEET	
<p>Develop and improve Swansea YJS internal systems</p> <p>(how is this relating to back to improved outcomes for young people)</p>	<p>Review polices/escalation processes:-</p> <p>Pathways to escalation</p> <p>CSE CP High Risk cases Mental Health County lines/Modern Day Slavery MAPPA Education exclusion</p> <p>(why are we doing this)</p> <p>1) To ensure children and young people are safeguarded</p> <p>2) To ensure that where risk are</p>	<p>Mark Robinson – interim Caroline Williams – Practice lead Richard Henderson – practice lead Heather Black – Administrator Jay McCabe – Principal officer</p>	<p>Staffing time initially Meeting time</p>	<p>August 2019</p>	<p>The inspection highlighted that the assessment of risk and safety/well-being needed to improve.</p> <p>This will ensure that children and young people receive the right support at the right time and help to improve wellbeing by improving their safety.</p> <p>To ensure better outcomes for children and young people This will be evidenced by</p> <p>1) An increased number of referrals made by the YJS to other agencies</p> <p>2) Evidence of children and young people</p>	<p>Task group is to be set jointly with safeguarding board to look review all YJS policies and procedures</p> <p>Management team have developed a spreadsheet of all referrals being made Completed</p> <p>All staff are doing the level 2 safeguarding –</p> <p>A number of processes have been set up to ensure that cases are being escalated.</p> <p>Escalation data sheet to be developed and lead to oversee this.</p>

	<p>identified, children and young people are escalated to the relevant agencies</p> <p>3) The right processes are being followed and the relevant service areas are aware of the concerns</p>				<p>being escalated where concerns need to be addressed</p> <p>3) A reduction in the risk and improved safety for children young people</p> <p>4) More appropriate challenge by the YJS where concerns highlighted</p> <p>5) Evidence that that the child/Young person's risk has been assessed appropriately</p>	
<p>Develop clear eligibility criteria for</p>	<p>Review statutory and prevention eligibility criteria – communications to</p>	<p>Mark Robinson – Interim Practice manager</p>	<p>Staff time Induction sessions and team meetings</p>	<p>September 2019</p>	<p>The inspection report highlighted that the service was working with children and young</p>	<p>Prevention Updated prevention referral forms – schools, feeder</p>

<p>the YJS</p>	<p>be sent to all agencies and C&F teams/services areas</p> <p>Why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure the right children are identified for the service 2) To ensure the resources are directed to the right children and young people 3) To ensure that other services understand our core business and what is within our remit 	<p>Caroline Williams – Practice lead Richard Henderson – practice lead</p>			<p>people without a clear remit and timescales.</p> <p>This is to ensure that the right children and young people receive a service from the YJS.</p> <p>To ensure better outcomes for children and young people This will be evidenced by.</p> <ol style="list-style-type: none"> 1) Clear timescales for the work being carried out 2) Agencies will have a clear understanding of eligibility and expectations on the service 3) The work carried out will be time limited and the right cases will remain open to 	<p>schools – resulting in more appropriate referrals</p> <p>Next steps – child and family services</p> <p>Nail down asset plus prevention criteria</p> <p>Roll out visits to C&F teams</p> <p>Statutory Work to be carried out to provide an overview of orders</p> <p>Mapping areas of need and where criminal activity and prevention referrals are taking place</p> <p>Andrea Rees – meetings with heads/primary and secondary.</p>
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	<p>4) To ensure service boundaries and roles are clear</p>				<p>the service on the basis that there is a clear assessment of need and plan which evidences that need</p> <p>4) A clear distinction is in place which separates, prevention, high end prevention and statutory YJS work</p>	<p>Leaflets to be devised</p> <p>Wrexham model is now in place. Refer has to be certain that the risk of offending is clear.</p>
<p>Develop robust pre assessment</p>	<p>Review our screening process and how that looks (Why are we doing this)</p> <p>1) To ensure referrals are appropriate</p>	<p>Richard Henderson – Practice Lead Caroline Williams – Practice lead</p>	<p>Staff time Meeting space Regular review meetings</p>	<p>June 2019 - a further meeting took place on 29/07/2019 to formalise this.</p>	<p>The inspection highlighted that initial screenings did not a) identify appropriate referrals and b) assess well-being, safety and risk effectively.</p> <p>To ensure better outcomes for children and young people,</p>	<p>Screening tool has been redeveloped</p> <p>This provides a robust assessment of risk, safety and well-being It's more aligned to asset plus</p> <p>Agreed process</p>

- 2) The right young people receive the right level of intervention
- 3) The risk, safety and well-being of young people at risk of offending or who have offended are correctly assessed

evidence that this is being achieved

- 1) A robust screening tool and process will be developed and in place
- 2) Appropriate referrals receiving the right intervention
- 3) Evidence that all factors have been appropriately assessed on initial screenings
- 4) That plans and interventions are appropriate developed to meet the needs of young people who require YJS services.

Low level out of court will now receive screening tool

In the long term – the focus will be on using asset plus for out of court disposals

Further discussions to take place regarding training all non-social work staff to complete asset plus.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 53</p> <p>Set national standards</p>	<p>Exploring thematic board reporting</p> <p>Measuring outputs and outcomes – reporting on hard and soft outcome</p> <p>Setting targets – Assessments timescales</p> <p>No’s referrals</p> <p>Case closure meetings</p> <p>(why are we doing this)</p> <p>1) Ensure that the service is setting the benchmark to measure itself against</p>	<p>Lisa Parker Caroline Williams Richard Henderson – Practice lead Caroline Williams Lisa Parker – Information officer Mark Robinson – Interim practice manager Jay McCabe – Principal officer</p>	<p>Staffing</p> <p>Meeting time and space</p> <p>Review meetings</p> <p>Out of count visit the YMC quarterly</p>	<p>To be started and complete by September 2019</p>	<p>The inspection report highlighted the need for the management board to have greater awareness and responsibility for quality assuring and offering challenge/oversight both of the service and its operations. Also, to ensure that where young people were experiencing challenges, the board would use its function t address these and actively promote development and change.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <p>1) Board members</p>	<p>Performance report is now formulated and ready for first board meeting</p> <p>To discuss thematic boards from the second/third board meeting in November 2019</p> <p>Agreed a task group to be set up working group.</p> <p>Board members will need to become responsible for a key area of that national standard</p> <p>Jay McCabe and a practice lead are attending YOS manager Cymru</p>

2) Hold members to account for key areas that need to be developed or improved and address any barriers for young people in need of support in areas such as health, housing, accommodation and education

3) Hold the Youth Justice Service to account for the work it does and ensure it continues to raise the standards of

being more accountable for key areas of the national standards

2) Examples of good practice being developed when challenges are raised.

3) Improved outcomes for the young people in receipt of youth justice services

4) Evidence that all board members understand the barriers and are committed to improving outcomes through shared ownership.

There is a consensus amongst the service that 2013 standards will be the standards we will adopt

	<p>best practice</p> <p>4) Review when things need to improve</p> <p>5) Act as a quality assurance mechanism for the board and the service</p>					
<p>Page 55</p> <p>Develop a framework for Quality assurance mechanism.</p>	<p>Checklists need to be developed and in place</p> <p>Explore CFS audit tools and adapt the QA framework</p> <p>Dip sampling</p> <p>(Why are we doing this)</p> <p>1) Ensure all assessments/ plans and</p>	<p>Caroline Williams Richard Henderson – practice lead Caroline Williams – Practice lead Lisa Parker – Information officer Mark Robinson – Interim Practice manager with support from</p>	<p>Staffing Meeting space Review meetings</p>	<p>August 2019</p>	<p>The inspection highlighted that quality assurance at all levels was lacking within the service and did not provide sufficient leadership oversight of cases and did not a) identify appropriate referrals and b) assess well-being, safety and risk effectively.</p> <p>To ensure better outcomes for children and young people, this</p>	<p>First meeting took place 31st May to agree process map for all staff to understand the work flow</p> <p>Agreed to develop templates for a good quality assessment, report and plan. These will be used to benchmark as the minimum standard for social workers to follow. These will be</p>

<p>interventions are delivered to the highest possible standard</p> <p>2) The right young people receive the support they need</p> <p>3) Ongoing development and feedback will aim seek to improve the quality within the whole service</p> <p>4) The leadership team will have insight into cases, where the staff need support and</p>	<p>Jay McCabe – principal officer</p>			<p>will be evidenced by</p> <ol style="list-style-type: none"> 1) A robust and Q&A process 2) Appropriate levels of Q&A at relevant stages 3) Evidence of monthly dip sampling of cases to track their 4) That assessments/plans and interventions are appropriately Q&A'd with necessary and helpful feedback 5) Regular meetings with social workers to support the Q&A process 	<p>ready by the next board meeting in November 2019.</p> <p>Practice guidance to be developed</p> <p>Feedback and consultation to take place</p>
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	<p>development</p> <p>5) Develop a culture of reflective and honest/constructive feedback (360 degree approach)</p> <p>6) Ensure needs and risks are identified and responded to accordingly</p> <p>7)</p>				<p>6) Evidence of feedback being given in the right way to promote a culture of learning whilst promoting safety and well-being at all times.</p>	
<p>Induction process and training for other departments and new starters</p>	<p>Develop and induction plan and training power-point</p> <p>(Why are we doing this)</p> <p>1) To help ensure all new staff</p>	<p>Lisa Parker – Information officer Heather Black – administrator Mark Robinson – Interim Practice Manager</p>	<p>Staffing Meeting space Regular induction and workshops sessions for team meetings</p>	<p>October 2019</p>	<p>The inspection report highlighted the importance of the service understanding its core business but also its eligibility and purpose. To assist new starters and partner agencies to understanding their</p>	<p>Lisa Parker and Heather are meeting on in the beginning of July to start this process. This will then be submitted in the next improvement plan in October 2019.</p>

understand the processes and practices

2) Raise the standard of the service

3) Deliver the service remit to other teams and multi-agency partners to aid their understanding of the service

expectations of the service, the service need to be clear about its thresholds and share that information appropriately.

To ensure better outcomes for children and young people, this will be evidenced by

1) Information available to all partner agencies to understand the work of the YJS

2) Workshops and induction training provided on a regular basis as and when needed.

3) Staff across C&F services, health, police and education understanding

Induction pack is started but needs to be developed.

					the role of the youth justice service	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 59</p> <p>Clear lines of supervision of staff to be established</p>	<p>All staff to revert to being supervised within their locality teams.</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure that staff are supervised appropriately by the right line manager 2) That staff receive quality supervision 3) Non social work trained staff to receive supervision by qualified 	<p>Mark Robinson Interim operational Manager Richard Henderson – Practice lead Caroline Williams – Practice Lead Jay McCabe – Principal officer</p>	<p>Staffing Meeting spaces and time Regular once monthly slots for all staff</p>	<p>July 2019</p>	<p>The inspection report highlighted that the lines of supervision were not clear and staff did not know how to report to, supervision was not consistent and non-social work qualified staff were being supervised by other non-qualified social work staff.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) Staff are supervised by the appropriate line manager 2) Staff are able to identify who they report to and seek support 	<p>Practice lead roles now agreed who will supervise both prevention and statutory cases This will ensure consistency of supervision around both arenas of work</p> <p>Social workers are being moved into one room</p> <p>Lines of supervision finalised and appropriate line management is now in place – All qualified workers are being supervised by an appropriately qualified lead.</p> <p>Plans are now in place</p>

	<p>senior or practice lead</p> <p>4) The right level of supervision and support is in place for all staff</p> <p>5) Ensure accountability and reduce confusion between staff as to who they report to</p>				<p>from</p> <p>3) Supervisions are taking place and the quality of those supervisions are to a good standard</p> <p>4) Staff report that they feel supported and their well-being is promoted</p>	<p>New supervision and documentation is in place across C&F service and agreeing in September 2019</p> <p>Training plan devised by workforce development officer</p>
<p>Follow up actions identified by Duncan Hodgson to be completed.</p>	<p>Duncan Hodgson will email follow up actions in the agreed feedback templates to operational manager so that the</p>	<p>Caroline Williams - Practice lead Richard Henderson – Practice Lead Violet Kerr –</p>	<p>Staff Training costs and time Room space Ongoing training for a further 2 days</p>	<p>July 2019</p>	<p>The inspection report highlights that previous and current assessments at the time has incorrectly assessed risks, safety and well-being.</p>	<p>Feedback has been given to social workers in relation to one case on the asset plus training</p> <p>Executive summary</p>

<p>necessary actions can be completed.</p> <ol style="list-style-type: none"> 1) To ensure that previous assessments and plans are reviewed and improved upon 2) To promote good practice in future 3) Ensure social workers understand what needed to be improved upon and 	<p>Social Worker Josette Wigley – Social worker Caroline Gittens – Social worker Steve Poulton – Social worker Alison Martin – Social worker Duncan Hodgson – trainer - for him to review the changes that have been made.</p>			<p>To ensure better outcomes for children and young people The improvement will be evidenced by</p> <ol style="list-style-type: none"> 1) Previous assessments and plans have been update to reflect the changes required 2) Future and ongoing assessments will evidence the correct assessment of risk safety and wellbeing 3) Social work staff will be able to carry out the assessment correctly and to the right standard 	<p>to be shared with the leadership group 6th June 2019.</p> <p>Duncan will be feeding back the summary of his findings to the new management board on the 5th July 2019.</p>
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					<p>4) Social workers will follow the appropriate format</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 62</p> <p>In all cases where there are concerns that children are vulnerable to, or are victims of child sexual exploitation, there are plans in place to ensure the safety of these children.</p>	<p>Joint meeting to be set up to review the CSE cases raised within the inspection report.</p> <p>Identify mechanisms to ensure CSE risks are being managed.</p> <p>New Senior practitioner will work more closely CP qualified to act as the link and carry out</p> <p>Focus on CSE, CP, safeguarding</p> <p>YJS Staff need to</p>	<p>Mark Robinson – Interim operational manager Alison Mathias – SQU manager are reviewing the CSE cases with children services correctly and that they agree that any CSE risks are being adequately addressed</p>	<p>Staff Meeting space Ongoing meetings to review</p>	<p>Historic cases – checked by June 2019</p>	<p>The inspection reports highlighted in the inspection that children/young people known to the YJS who were at risk of CSE, were not appropriately managed, risks assessed and closed appropriately.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <p>1) Regular review meetings of CSE cases are taking place between the CSE co-ordinator and</p>	<p>Mark Robinson has met with IRO manager on two occasions – they are satisfied that CSE cases are – an audit of these cases has taken place and a process has been developed IRO team leader and Practice lead in CSE now have access to Child view – this ensures the process of information sharing and escalation is in place.</p> <p>CSE audit and Safeguarding audit to be explored –</p>

<p>be clear what the CE/CSE escalation process – Escalation process to be formulated</p> <ol style="list-style-type: none"> 1) To ensure concerns are escalated 2) To ensure the right services are being accessed to support young people 3) To safeguard young people and promote their safety and well-being 4) Ensure when cases are closed the risks have reduced and 				<p>YJS Interim manager.</p> <ol style="list-style-type: none"> 2) Previous and current cases have been reviewed and risks assessed, identified and closed appropriately. 3) CSE concerns are being escalated through the correct channels and concerns are being raised at the right time. 	<p>quarterly – how many SPOCK referrals PASM</p>
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	cases are closed appropriately					
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 64</p> <p>Review of out of court assessments.</p>	<p>Review the assessment of safety and well-being in relation to out of court cases.</p> <p>Review previous out of court assessments – inspection window</p> <p>Review a particular quarter of the screenings to assess safety and well-being</p> <p>Identify the out of court cases to look at quality assuring the cases</p> <p>Only the assessment of risk or where screenings have or haven't</p>	<p>Jay McCabe – principal officer</p> <p>Mark Robinson – Interim practice manager</p> <p>Caroline Williams – practice lead</p> <p>Richard Henderson – practice lead</p> <p>Lisa Parker – Information officer</p>	<p>Staffing Meetings</p> <p>Space Time</p>	<p>Beginning of August 2019</p>	<p>The inspection highlighted that out of court assessments did not assess well-being, safety and risk effectively.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) Asset plus assessments will be carried out on all out of court disposals 2) Evidence that all factors have been appropriately assessed. 	<p>Leadership team have agreed to use asset plus for all out of court disposals. This will ensure greater robustness for assessments.</p> <p>Caroline and Lisa have identified for the purposes of reviewing previous out of court disposal, we will only be looking at the last quarter.</p>

	<p>taken place</p> <ol style="list-style-type: none"> 1) To ensure referrals are appropriate 2) The right young people receive the right level of intervention 3) The risk, safety and well-being of young people at risk of offending or who have offended are correctly 				<ol style="list-style-type: none"> 3) That plans and interventions are appropriate developed to meet the needs of young people who require YJS services. 4) Regular Q&A's of out of court disposals 	
<p>New data set to be developed to report to the</p>	<p>Partner in practice to share their good practice model in how they inform their management</p>	<p>Mark Robinson – Interim Practice and Jay McCabe – Principal</p>	<p>Board meetings Report writing time Q&A of report Staff time</p>	<p>September 2019</p>	<p>The inspection highlight the need for the board to have the relevant data and information needed for the</p>	<p>First meeting with Mark Cox on 7th May 2019 took place to look at new data set reporting used for</p>

<p>management board to allow for the effective oversight of the services work and provide highlight areas of unmet need to partners</p>	<p>board of the work they do via a formal report.</p> <p>Data reporting to include:</p> <ul style="list-style-type: none"> • Social Services referrals and follow up. • Mental & emotional health referrals. • CSE cases • MAPPA cases • Absence & sickness impact on the service. • YP not in receipt of a full education entitlement. • Where safety 	<p>Officer Lisa Parker – Information officer Richard Henderson – Practice Lead Caroline Williams – Practice Lead</p>			<p>management board to have oversight of the operations of the youth justice service.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) High quality qualitative and quantitative data report will be provided 2) The board will have the right data it needs to make the necessary strategic decisions 3) The board will be better informed of the challenges and areas of needs 	<p>Wrexham as our good partner in practice.</p> <p>Using Bleanau Gwent/Caerphilly performance report.</p>
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and wellbeing issues have been highlighted, evidence to is provided around the referrals to other services (section 9 of the report)

- Staff sickness and its impact on operational capacity.

1) To share best practice and develop Swansea's practice

2) To develop data reporting which provides the Youth

4) The board will make decisions which will directly impact and improve the quality and outcomes for children and young people known to the youth justice service

Justice Board with the information it needs to make the most informed decisions

- 3) To help identify trends, areas of need and inform future planning

Ongoing monitoring of the action plan.

Swansea YJS Strategic Lead and Operational Manager will meet with the YJB on a frequent basis to review progress against the action plan. Furthermore, the management board will also act as a review point for

Mark Cox – YJB advisor
Mark Robinson Interim practice manager
Jay McCabe
Richard Henderson – Practice Lead
Caroline Williams –

Staff time
Regular meetings and touch points
Meeting space

Frequent and ongoing until the re-inspection unless otherwise agreed with the YJB.

The inspection report resulted in the need for an improvement plan to be developed to address the inspection.

To ensure better outcomes for children and young people, this will be evidenced by

- 1) Regular meetings

Meeting with Mark Cox on a fortnightly basis and management board meetings are taking place regularly.

	<p>the improvement plan</p> <ol style="list-style-type: none"> 1) To ensure that the plan is continually being developed 2) To provide regular review points 3) To provide opportunities to share good practice across partners in practice 4) To see guidance and advice where necessary from the YJB 	<p>Practice Lead</p>			<p>taking place to review the plan</p> <ol style="list-style-type: none"> 2) Feedback from the YJB regarding the improvement journey 3) Evidence on the improvement plan that improvement is taking place. 	
<p>New managem</p>	<p>Senior managers to make the necessary</p>	<p>All Board members</p>	<p>Board members time</p>	<p>First board meeting by</p>	<p>The inspection highlight the need for the board</p>	<p>First management board meeting 5th</p>

<p>ent board to created and formed – to oversee the work of the YJS</p>	<p>arrangements to create the new management board and review and clarify its role and function, include all statutory partners, and work in an effective way to ensure that the service operates to a sufficient standard</p> <p>Also, senior managers to ensure that the board is appropriately represented by partner agencies and that they provide appropriate support and services.</p> <p>Why are we doing this</p> <p>1) To ensure that all multiagency</p>	<p>David Howes – Director of Social Services Julie Thomas – Head of C&F services Jay McCabe – Principal officer</p> <p>Sam Pritchard – Counsellor Mark Robinson – Interim Practice Manager Gavin Evans – Young people’s Service manager Helen Morgan-Rees – Head of Education and Partnerships Gareth Prosser – Police</p>	<p>Meeting space Board reports</p>	<p>July 2019</p> <p>The rest will commence on a bi monthly basis from October 2019.</p>	<p>to have the relevant data and information needed for the management board to have oversight of the operations of the youth justice service.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <p>1) The board will have oversight of all the work taking place in the youth justice service to make strategic decisions</p> <p>2) The board will be better informed of the challenges and areas of needs</p>	<p>July 2019.</p> <p>Next Board meeting dates</p> <p>7th November 2019</p> <p>14th January 2020</p> <p>3rd March 2020</p>
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<p>partners have oversight of the risks, needs/barrier</p> <p>2) To provide active and constructive challenge to the Youth Justice management team</p> <p>3) To promote the effective strategic operations of the Youth Justice Service</p> <p>4) To make all accountable for the quality of the work and outcomes of the Youth</p>	<p>Sian Rees – police and Crime commissioner Declan Cahill – Police Jamie Harris – Barod Eirian Evans – Probation Joanne Abott-Davies – Health strategic lead Susan Jones – Health</p>			<p>3) The board will make decisions which will directly impact and improve the quality and outcomes for children and young people known to the youth justice service</p>	
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	Justice Service					
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 72</p> <p>YJB to provide training to the new Management Board</p>	<p>Once the new management boards have been formed the YJB will deliver training to the board on areas relating to the function of the board, induction requirements for board members and self- evaluation of the service.</p> <p>(Why are we doing this)</p> <p>1) To ensure the management board feel confident in their roles and responsibilities</p>	<p>Mark Cox – YJB All Board members David Howes – Director of Social Services Julie Thomas – Head of C&F services Jay McCabe – Principal officer</p> <p>Sam Pritchard – Counsellor Mark Robinson – Interim Practice Manager Gavin Evans – Young people’s Service manager</p>	<p>Board members time Meeting room</p>	<p>July 5th 2019</p> <p>Follow up half day session 24th October 2019</p>	<p>The inspection highlight the need for the newly formed Swansea management board to have oversight of the operations of the youth justice service.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <p>1) The board will have knowledge and oversight of all the work taking place in the youth justice service to make strategic decisions</p> <p>2) The board will be better informed of</p>	<p>First introduction session was provided on the 5th July 2019</p> <p>A further half day session is being provided on the 24th October 2019</p>

<p>2) To provide board members with a clear understanding of the expectations within these roles</p> <p>3) To make board members accountable</p> <p>4) To assist board member to identify areas of developmental need</p>	<p>Helen Morgan-Rees – Head of Education and Partnerships Gareth Prosser – Police Sian Rees – police and Crime commissioner Declan Cahill – Police Jamie Harris – Barod Eirian Evans – Probation Joanne Abott-Davies – Health strategic lead Susan Jones – Health</p>			<p>the challenges and areas of needs</p> <p>3) The board will make decisions which will directly impact and improve the quality and outcomes for children and young people known to the youth justice service and this will be evidenced</p> <p>4) The board members will be accountable for specific aspects of the youth justice work</p> <p>5) Evidence of effective challenge and appropriate</p>	
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					scrutiny will take place in management board meetings	
<p>Review the role and function of the prevention service</p>	<p>Swansea YJS management board will address concerns raised by the inspectors in relation to age criteria for prevention cases.</p> <p>Why are we doing this</p> <p>1) To ensure that all multiagency</p>	<p>All management board members</p>	<p>Meeting space Board members times</p>	<p>Next Board meeting dates</p> <p>7th November 2019</p> <p>14th January 2020</p> <p>3rd March 2020</p>	<p>The inspection highlights the need for the newly formed Swansea management board to have oversight of the operations of the youth justice service.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <p>1) The board will</p>	<p>Agenda' d for further discussions at the next management board on the 7th November 2019.</p> <p>Agreed that the age criteria is for prevention services is 10-18</p>

partners have oversight of the risks, needs/barrier

2) To provide active and constructive challenge to the Youth Justice management team

3) To promote the effective strategic operations of the Youth Justice Service

have knowledge and oversight of all the work taking place in the youth justice service to make strategic decisions

2) The board will be better informed of the challenges and areas of needs

3) The board will make decisions which will directly impact and improve the quality and outcomes for children and young people known to the youth justice service and this will be evidenced

					<p>4) The board members will be accountable for specific aspects of the youth justice work</p> <p>5) Evidence of effective challenge and appropriate scrutiny will take place in management board meetings</p>	
<p>Improve the quality and awareness from staff of the referral systems, so that children and</p>	<p>Develop a process and flow chart to ensure staff are aware of what the referral process into Children Services and how to use it.</p> <p>(why are we doing this)</p> <p>1) To ensure that referrals</p>	<p>Mark Robinson –Interim Practice Manager Jay McCabe – Principal officer Caroline Williams – Practice Lead Richard Henderson - Practice Lead</p>	<p>Staff time Meeting space</p>	<p>August 2019</p>	<p>The inspection highlights the need for improved referral mechanisms into child and family services and ensure that safety, wellbeing and risk is appropriately escalated where concerns exist for children and young people.</p> <p>To ensure better</p>	<p>First meeting took place 31st May to agree process map for all staff to understand the work flow and how ensure all staff understand the referral process into other services.</p> <p>A central spreadsheet has</p>

<p>families receive the services they need</p>	<p>are appropriately made to the relevant departments/agencies</p> <p>2) YJS staff understand what is expected of them and how to refer into services correctly</p> <p>3) Develop appropriate escalation processes and accountability</p> <p>4) Ensure staff across multiagency partners understands the role and</p>				<p>outcomes for children and young people, this will be evidenced by</p> <p>1) Process are in place to support staff to escalate concerns</p> <p>2) Staff are able to follow the right processes to escalate risk, needs and access support</p> <p>3) The line management support is in place to raise issues where staff aren't satisfied that the referral process needs to be challenged</p> <p>4) Staff will be able to report that their</p>	<p>been formulated to be shared with Head of service outside of board meetings to aid in escalation process.</p>
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	function of YJS staff in relation to its safeguarding responsibilities				concerns have been responded to appropriately.	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 78</p> <p>All YJS policies and procedures to be reviewed to reflect the needs of the newly formed YJS's</p>	<p>All YJS policies /procedures and case management guidance to be reviewed.</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure that staff are supported to carry out their roles effectively 2) Staff understand what is expected of them in their 	<p>Mark Robinson – Interim Practice Manager Jay McCabe – Principal officer Lisa Parker – Information officer</p>	<p>Staffing Meeting space The need to review this regularly</p>	<p>By 31st December 2019</p>	<p>The result of the inspection has meant that the decision to disaggregate and form a new Swansea YJS means that it requires new policies and procedures to be developed.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) The formation of a practice manual which contains all the relevant policies and 	<p>This will be started at a later date.</p> <p>An operational manual is currently being developed to provide staff with a practice manual to perform their jobs roles effectively.</p> <p>NPT and Swansea will be setting up and joint performance sub group to look at developing YJS specific policies and procedures in line with the Western Bay safeguarding board.</p>

	<p>roles</p> <p>3) To be able to refer to guidance as and when needed</p> <p>4) To provide the fundamental standards which are expected</p>				<p>procedures specific to the youth justice team</p> <p>2) A joint working group which meets regularly (Monthly) to look at developing policies and procedures</p> <p>3) Staff feeling clear and able to refer to these policies and procedures</p>	<p>The safeguarding board will then provide the oversight and approval/ratification of these policies and procedures.</p>
<p>Review effectiveness of information sharing protocols to ensure all schools and workers involved</p>	<p>Head of Education Services</p> <p>Director/Head of the Swansea YJB board to progress this matter via Head Education</p> <p>(why are we doing this)</p>	<p>Mark Robinson – Interim Practice Lead</p> <p>Jay McCabe - Principal officer</p> <p>Helen Morgan Rees – Head of Education and partnerships</p> <p>Julie Thomas</p>	<p>Staffing</p> <p>Regular meeting space</p> <p>Time</p>	<p>By 30th September 2019</p>	<p>The inspection report highlighted the importance of all schools and workers involved have the information they need to provide tailored support to children and young people known to the YJS.</p> <p>To ensure better</p>	<p>Principal officer has now developed met with one of the heads of education and the YJS practice leads have met with the links with Education head and Head of PRU to set up improved information sharing and develop improved processes</p>

<p>have the information they need to provide support tailored to children and young people's individual needs</p>	<ol style="list-style-type: none"> 1) To ensure that the children and young people known to the YJS are getting the right support from education links 2) To reduce any barrier to accessing education 3) To ensure education partners are aware of the children and young people known to the YJS 4) Provide timely and effective 	<p>– Head of Child and Family Services</p>			<p>outcomes for children and young people ,this be evidenced by</p> <ol style="list-style-type: none"> 1) Information sharing protocols in place 2) The relevant school staff have the necessary information they need to provide the service that the child or young person needs 3) That there is evidence of improved outcomes and the child and or young person is getting the right support or achieving better outcomes 4) Evidence that 	<p>for sharing information regarding children and young people involved with the YJS</p> <p>Carmen Newman is the direct link as the challenge advisors</p> <p>Working group to be set up to look at this area more specifically</p>
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		communicati on and resolution where barrier s have been identified				regular communication is taking place between the YJS and education divisions/services	
Page 81	Develop effective strategies to encourage children and young people who speak Welsh, to access services in their preferred language	Swansea Local Authority education division to review the current arrangements in place regarding promoting the (why are we doing this) To ensure that 1) Children and young people who speak Welsh have the right to access Youth Justice services through their	Swansea local authority education lead – Simon Jones Helen Morgan-Rees – Head of Education and Partnerships Julie Thomas – Head of Child and Family Services Jay McCabe – Principal officer	Meetings Staff Time	By end of September 2019	The inspection report highlighted the importance of developing a strategy that encourages children and young people who speak Welsh to access services in their preferred language. To ensure better outcomes for children and young people, this will be evidenced by 1) The development of a strategy that addresses the needs of this	Links have been made with the relevant strategic lead to help begin the process of developing a strategy This work has just been started (18/09/2019)

	<p>medium of choice</p> <p>2) That services are planned for this cohort for children and young people</p> <p>3) That the Welsh language is promoted in all areas of Youth Justice Services</p> <p>4) Youth Justice Services are incorporated into the wider council strategies in relation to promoting the active offer</p>				<p>cohort</p> <p>2) Evidence that children and young people who speak Welsh have been offered YJS services in their preferred language</p> <p>3) A pathway is in place which supports staff and children and young people to access the right support</p> <p>4) Staff understand and know how to access these services</p>	
To	Education leads to	Swansea		By end of	The inspection report	Jay McCabe recently

<p>develop a literacy and numeracy strategy to support children and young people to develop these skills to improve the chances of a future free of offending</p>	<p>review and update their strategy in relation to literacy and numeracy</p> <p>(why are we doing)</p> <p>To ensure that</p> <ol style="list-style-type: none"> 1) Children and young people who have literacy and numeracy needs and known to YJS are able to access the right support. 2) That services are planned for this cohort for children and young people 3) That the development 	<p>Education leads</p> <p>Dave Howes and Julie Thomas to take forward</p>		<p>September 2019</p>	<p>highlighted the importance of developing a strategy that encourages children and young people who speak Welsh to access services in their preferred language.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) The development of a strategy that addresses the needs of this cohort 2) Evidence that children and young people 	<p>attended YOS manager Cymru on the 27th June and it was agreed that a national approach to this would be beneficial.</p> <p>Links have been made with the relevant strategic lead to help begin the process of developing a strategy</p> <p>This work has just been started (18/09/2019)</p>
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	<p>of literacy and numeracy is promoted in all areas of Youth Justice Services</p> <p>4) Youth Justice Services are incorporated into the wider council strategies in relation to promoting the development of a literacy and numeracy strategy</p>				<p>who have additional literacy and numeracy support that need</p> <p>3) A pathway is in place which supports staff and children and young people to access the right support</p> <p>4) Staff understand and know how to access these services</p>	
<p>To provide relevant</p>	<p>The Swansea Bay University Health to regularly attend the</p>	<p>All Board members</p>	<p>Staff Meeting space Time</p>	<p>Ongoing Initially</p>	<p>The inspection report highlighted the need for Children and Young</p>	<p>Dr Isobel Davey from CAMHS has agreed to provide a once</p>

<p>and timely physical, sexual, emotional and mental health services</p>	<p>management board meetings and set out its plans to ensure these services are in place without any unnecessary delay</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure that the children and young people who require physical, sexual, emotional and mental health services are receiving them and at the right time 2) To ensure that communication and 	<p>Mark Robinson – Interim Practice manager Jay McCabe – Principal officer Joanne Abbot Davies – Strategic health lead</p>		<p>started in April 2019</p>	<p>people known to the Youth Justice Service to have access to timely physical, sexual, emotional, and mental health services.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) Evidence of referrals to these services are being made by Swansea YJS 2) That staff in Swansea YJS staff are chasing up referrals 3) Concerns are being appropriately escalated 'outside' and 'within' the board as and when 	<p>monthly clinic for half a day which NPT and Swansea are currently sharing this resource. The first clinic session started Monday 13th May.</p> <p>Discussions are underway to look to secure a CAMHS nurse which could be shared between Swansea and NPT.</p> <p>Recent meeting with Health (SALT) on 9th June has identified and secured two Speech and language posts which will be jointly funded by NPT and Swansea to provide a speech and language therapy service.</p> <p>Swansea principal office has submitted an ICF bid for capital</p>
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	<p>access to the services is prompt</p> <p>3) To develop improved ways of working to address these specific needs for children and young people</p> <p>4) To develop stronger links with health services</p> <p>5) To advocate for the needs of this cohort of young people due to their level of vulnerability</p>				<p>needed.</p> <p>4) Concerns are being greased promptly and escalated through the appropriate line management structure</p> <p>5) Evidence that children and young people are getting the services they need without any undue delay</p> <p>6) Where delay is occurring, that is being recorded clearly with the reasons why</p>	<p>to support the development of the SALT service- this has bene agreed in principal.</p> <p>Joanne Abbot Davies has proposed a working group between health and NPT and Swansea YJS to look at this particular area of strategic development.</p>
To ensure the Board	Management Board to keep an	All Board members	Board members time	30 th May 2019	The inspection report highlighted the need for	First management meeting was on 5 th

<p>is adequately represented by all partner agencies</p>	<p>attendance log of every board meeting held.</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure the right representation at the management board meetings 2) To ensure that the right level of decision making is at the board 3) To ensure where there are specific needs/issues that need working through, all the 	<p>David Howes – Director of Social Services Julie Thomas – Head of C&F services Jay McCabe – Principal officer</p> <p>Sam Pritchard – Counsellor Mark Robinson – Interim Practice Manager Gavin Evans – Young people’s Service manager Helen Morgan-Rees – Head of Education and Partnerships Gareth Prosser – Police</p>	<p>Meeting space</p>	<p>onwards.</p>	<p>the Youth Justice management board to be appropriately represented by multi-agency partner due to poor representation previously.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) All identified board members will attend or a suitable representative for that agency 2) A register will be collected 3) The right level strategic decision makers will attend the meetings 	<p>July 2019. Back to back board meetings are taking place to promote greater commitment from joint board members.</p> <p>Business support will be recording this as part of the board meeting minutes and providing the principal officer with details.</p> <p>Follow-up letters to be sent after each Board meeting to any partner agency who does to attend.</p> <p>Board meetings are now booked up until the end of March 2020.</p>
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	<p>multiagency partners are in attendance to address those barriers.</p> <p>4) To improve shared accountability</p> <p>5) To develop a greater understanding of partners roles and responsibilities</p> <p>6) To share practice and information</p>	<p>Sian Rees – police and Crime commissioner Declan Cahill – Police Jamie Harris – Barod Eirian Evans – Probation Joanne Abbott-Davies – Health strategic lead Susan Jones – Health</p>			<p>4) Decisions made will result in prompt outcomes</p> <p>5) Improved outcomes will be evidenced by having the right representatives for each agency</p>	
Management of staff sickness levels both short and long	The Board and operational manager to monitor staff sickness on an ongoing basis to ensure it is aware of how staff sickness	Mark Robinson – Interim Practice Manager Jay McCabe – Principal officer	Staffing Board members time Meeting space	Ongoing	Inspection report highlighted the need for the management and oversight of sickness levels in Swansea Youth Justice Service	Recent service meeting on 7 th May to address the culture and gave clear direction moving forward. Also discussed

<p>term</p>	<p>may be impacting on operational capabilities.</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) Ensure that pressures and risks to the service delivery are identified and board members are aware of these 2) Management team and board understand where the staffing challenges are, and have identified next steps and are managing the 	<p>Caroline Williams – Practice Lead Richard Henderson – Practice Lead</p> <p>All management board members</p>			<p>To ensure better outcomes for children and young people , this will be evidenced by</p> <ol style="list-style-type: none"> 1) The board have regular reports on sickness and staff well-being 2) The practice manger is managing sickness appropriately 3) Workload is being managed and cases are being covered when staff are poorly 4) Any risks to service delivery are being highlighted to board members 	<p>sickness and procedures.</p> <p>HR will be attending YJS meetings shortly to support operational manager.</p> <p>Operational manager will be providing the board with a summary of the last quarter at each board meeting.</p>
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	<p>demands appropriately</p> <p>3) To enable management team to respond appropriately</p>				<p>through management board meetings.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 90</p> <p>To create a culture that supports learning and continuous improvement</p>	<p>In addition to the Youth Justice Information Learning Service (YJILS) a Learning Resource Library to be developed identifying all intervention packages that are used by staff with children and young people.</p> <p>In addition, a staff learning resources library to be created containing resources from</p>	<p>All team members</p>	<p>Commitment and staff time to their ongoing learning and development</p>	<p>Ongoing work/To be started in October 2019</p>	<p>The inspection report highlighted the importance of ongoing development and learning</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> 1) Staff will be able access relevant training to improve their performance within their roles 2) Staff will be able 	<p>Mark has set up an 'On line research folder' for learning resources.</p> <p>To be incorporated into the weekly meetings.</p> <p>Staff development day is being booked for a date in October.</p>

internal and external training courses and any research that may help inform practice and support staff with their continued professional development (CPD).

- 1) To ensure that staff are continually developing their knowledge and understanding within their field.
- 2) To promote a culture of continuous learning and development
- 3) For the staff to be able to access up to

to access appropriate materials research and support them in their role

- 3) Evidence that staff are committed to a culture of continuous improvement
- 4) Improved wellbeing of staff evidenced in team meetings and direct feedback through self-evaluation
- 5) An improved experience for Children and Young People as they directly benefit from new learning and



Appendix 3

Swansea Youth Justice Team Management Board

This report is to provide the Youth Justice Team Management Board with an overview of performance. This is based on the Youth Justice Board Data Summary (YDS) and on locally produced information.

Since 2014 the data published in the YDS has been for the Western Bay Service, however moving forward into 2019-20 this will need to be produced for the 3 individual localities including Swansea. The Youth Justice Board Information Team have been informed of this requirement with the first publication of the YDS for 2019/20 due in September.

The Western Bay service ceased on 1st April 19, however the database did not begin to be disaggregated until May 2019 and should be completed during June 2019 with Swansea being the final locality to have its own database. This will be hosted and managed by Neath Port Talbot IT using their servers.

NATIONAL KEY PERFORMANCE INDICATORS

First Time Entrants (FTE)

First time entrants to the youth justice system are defined as those young people receiving their first substantive outcome. A substantive outcome relates to a Youth Caution or above given to a young person for the first time.

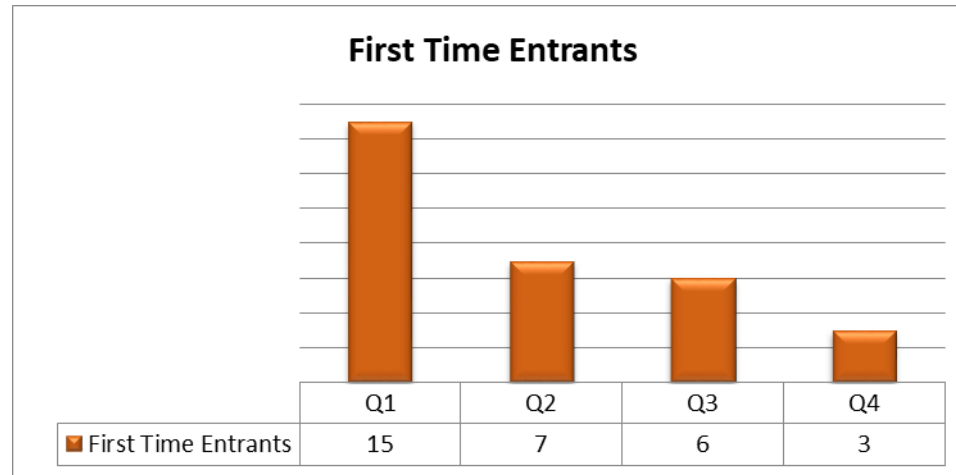
This figure is published in the YDS, which currently is a Western Bay figure and it is provided to the Youth Justice Board (YJB) by the Police and not Youth Offending Services.

YDS Data

For Jan 2018 – Dec 2018 the actual number of FTE's was 64. This equates to 139 per 100,000 10-17 population. In this period the 10-17 population of Western Bay was 45,900 whereas the last published 10-17 population for Swansea was from 2013 and stood at 20,855.

Local Data

To give some idea of what local Swansea numbers will be, we have been able to use the Youth Justice Team recordings of FTEs; this may not be identical to the published data but will be in close proximity.



The total FTE's for 2018/19 was 31. This made up of 28 males and 3 females. The females had a wide age range, 1 being 13yrs, 1 being 16yrs and the other was 17yrs, however the largest age group for males was 16yrs. 29 of the 31 identified as being from a White ethnic group, the other 2 identified as Asian.

When comparing against figures published in the YDS for 2010/11 Swansea had over 150 First Time Entrants each year between 2005 and 2010. The number did drop significantly in 2009-10 as this is when Swansea introduced the Bureau process which allowed for out of court disposals.

Reoffending

The Reoffending indicator looks for the number of further proven offences committed by young people within 12 months of the initial substantive outcome. This figure is provided to the YJB from the Police National Computer (PNC). Since the creation of Western Bay YJEIS, this figure is not split into the localities and is not created locally. There is no figure available for Swansea but this will need to be published during 2019/20.

Therefore the table below shows the figures that have been produced for Western Bay of which Swansea was a part. The YJB have added the 3 localities data together for the years before the service was formed.

Western Bay	Number in cohort	Reoffenders	Reoffences	Reoffences /Reoffender	Reoffences /Offender	% Reoffending
Apr 10-Mar 11	886	353	1,058	3.00	1.19	39.8%
Apr 11-Mar 12	490	213	574	2.69	1.17	43.5%
Apr 12-Mar 13	370	161	494	3.07	1.34	43.5%
Apr 13-Mar 14	328	149	546	3.66	1.66	45.4%
Apr 14-Mar 15	295	153	590	3.86	2.00	51.9%
Apr 15-Mar 16	245	119	411	3.45	1.68	48.6%
Apr 16-Mar 17	182	91	285	3.13	1.57	50.0%

The reoffending percentage has increased during the years with the latest annual figure showing a reoffending rate of 50%. However the number in the cohort has reduced dramatically from 886 in 2010-11 to 182 in 2016-17.

In 2010-11 Swansea, on its own, had a cohort of 276 young people, which was more than the latest combined cohorts of Western Bay.

Custody

Both the local data and the youth data summary show that during 2018/19 there were 0 young people from Swansea who received custodial sentences. This has reduced from 5 young people in 2017-18.

Given the small numbers in the cohort is likely that there will be an increase in the use of Custody figures in the coming year.

Remand

While this is not a National Key Performance Indicator it is linked to custody, in that it places young people in the secure estate. Where remand numbers are high, it has a significant impact on the Youth Justice budget.

In 2018-19, 3 young people in Swansea were remanded for a total of 320 bed nights while awaiting to go back to court or awaiting transfer to a more suitable placement.

The three young people in question highlight ongoing issues within Swansea. One young person is part of the travelling community, one had moved here from England and has since been identified as a victim of modern day slavery and county lines, and finally one young person needed to be placed elsewhere to address his mental health needs but there was a lack of a suitable health place available.

These 3 young people were all male, 2 were 16yrs and 1 was 17yrs at the time of being remanded. They were all of different ethnic groups, one black, one white and one Irish traveller.

However, this is an unusually high amount of remand and we wouldn't normally expect to see this repeated.

WELSH YOUTH JUSTICE INDICATORS

The Youth Justice Team submits returns to the Youth Justice Board on a quarterly basis. The cohort reported on is defined as 'Interventions (closed in the period) counted for the measures are: Referral Orders, Youth Rehabilitation Orders and the community element of a Custodial Sentence.'

In 2018-19 the Western Bay cohort had 75 interventions that it reported on.

All the figures below are from the returns submitted while Swansea was part of Western Bay.

Accommodation

The Accommodation measure looks at the percentage change in the proportion of children with suitable accommodation at the end of their court order compared with before the start of their court order, and upon their release from custody compared with before the start of their custodial sentence. The aim to have young people in suitable accommodation at the end of their order.

This table shows the actual numbers.

	10-15 Years				16-17 Years				Total			
	Start		End		Start		End		Start		End	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Community	15	1	15	1	49	6	47	8	64	7	62	9
Custody	0	0	0	0	2	2	3	1	2	2	3	1

Education, Training and Employment (ETE)

The ETE measure looks at the percentage change in the average number of hours of suitable education, training or employment received while within the youth justice system by children of statutory school age, and those above statutory school age.

School Age

Number of Interventions Closing: - 21											
Start Hours				Review				End			
Hours Offered	Hours Attended	Average Hours Offered	Average Hours Attended	Hours Offered	Hours Attended	Average Hours Offered	Average Hours Attended	Hours Offered	Hours Attended	Average Hours Offered	Average Hours Attended
282	232	13.4	11.0	341	280	16.2	13.3	363	307	17.3	14.6

Western Bay saw an increase of average hours attended by school age young people of 33% by the end of their order. However this is below the target of 25 hours attendance per week.

Above School Age

Number of Interventions Closing: - 45											
Start Hours				Review				End			
Hours Offered	Hours Attended	Average Hours Offered	Average Hours Attended	Hours Offered	Hours Attended	Average Hours Offered	Average Hours Attended	Hours Offered	Hours Attended	Average Hours Offered	Average Hours Attended
456	440	10.1	9.8	506	465	11.2	10.3	610	589	13.6	13.1

Again those above school age there was an increase in average hours attended at the end of the order by 34%. However this is also below the target of 16 hours per week.

Substance Misuse

The percentage of children identified as requiring a substance misuse assessment that commence the assessment within five working days of the referral date, and if the young person has been identified as requiring substance misuse treatment, this is received within 10 working days of assessment.

Number identified by screening requiring SM assessment	Number receiving service prior to YOS engagement	Number referred to SM Service for assessment	Number refusing a SM Service	Number commencing a SM assessment	% commencing a SM assessment within 5 days of referral date	Number of young people identified through assessment requiring treatment	Number receiving Tier 2, 3 or 4 Service within 10 days of SM assessment	% receiving a Tier 2,3 or 4 Service within 10 days of SM assessment
54	19	35	9	25	100%	25	25	100%

This table shows that of the 75 interventions ending there were 54 young people identified as having a substance misuse issue. That is 72% of the cohort, bearing in mind that this does not include any work done with Bureau or Prevention young people.

Everyone who commenced an assessment did so within the 5 days and all of them received a service within the 10 days.

Mental Health

The percentage of children identified as requiring a mental health assessment that received a mental health assessment within 28 days of referral date, and if the child has been identified as requiring mental health treatment, this is received within 28 days of assessment.

Number identified via screening requiring a MH assessment	Number currently in receipt of MH service	Number referred for MH assessment	Number refusing a MH Service	Number commencing MH Assessment	Number commencing MH Assessment (within 28 days of referral date)	% commencing a MH assessment within 28 days of referral date	Number of young people identified through assessment requiring treatment	Number receiving Tier 2,3 or 4 Service	% receiving a Tier 2,3 or 4 Service within 28 days of MH assessment
39	32	7	6	1	1	100%	1	1	100%

The reported figures here would show that 100% of those commencing an assessment did so within the 28 day target and also that 100% of those assessed received a service within 28 days. However when looking at the actual numbers this equals only 1 young person. Despite the fact that 39 young people were identified as requiring an assessment. This is 52% of the cohort.

Many of the young people will have been encouraged to gain access to services via other routes, such as through School or GP's – these are then counted in the 'Number currently in receipt of a MH Service' which is again misleading. This has been the case since there has been no Mental Health worker within the team, neither in Swansea nor across Western Bay.

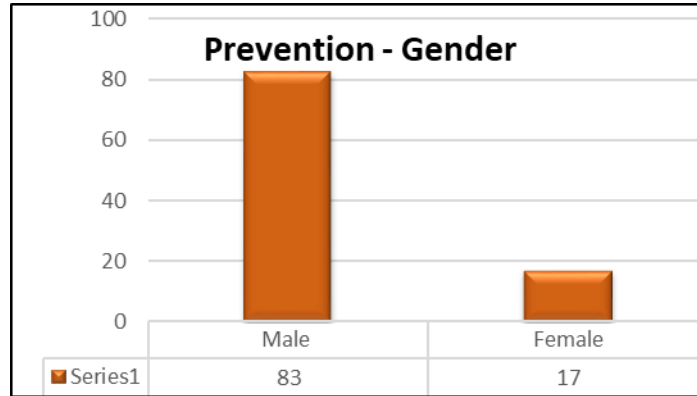
LOCAL REPORTING

As this is produced using locally sourced data, it is able to be disaggregated to the separate areas. Therefore the following is for Swansea only.

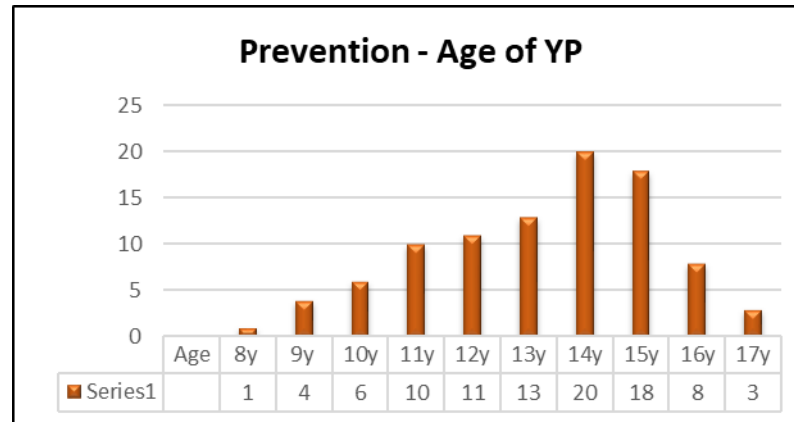
Prevention

This part of the service is accessed by referral only as the young people will not generally have an offence so will not be dealt with at Bureau or in Court. Prevention eligibility criteria includes sufficient concerns that the young person is highly likely to become involved in anti-social or criminal behaviour. Consent of the parent(s) and young person is required. The Youth Justice Team accepts referrals for children and young people aged from 10 to 17 years. Referral sources include: Schools, Pupil Referral Units and Colleges; IIAA and Social Services teams, Evolve, CAMHS, PCSOs and the Anti-Social Behaviour Reduction Team.

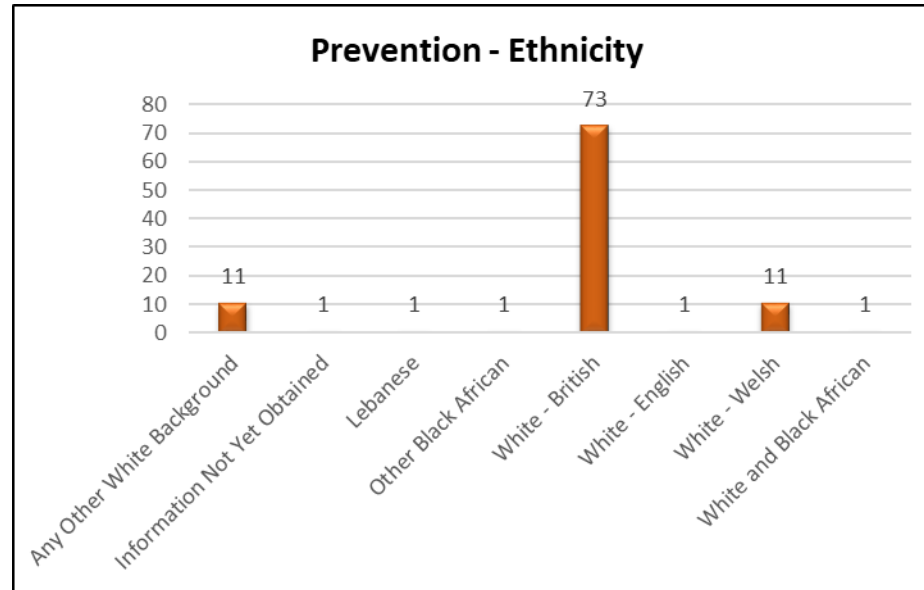
Within 2018-19 there were 100 new Prevention Interventions that started working with the service. This is compared to 105 from 2017-18 so the amount of Prevention Interventions is holding at a similar level. The gender breakdown is more Males than Females with 83% being Male.



The age breakdown shows that the main age group is 14 years old. However there is a much wider spread of ages than in Bureau or those who have been to Court.



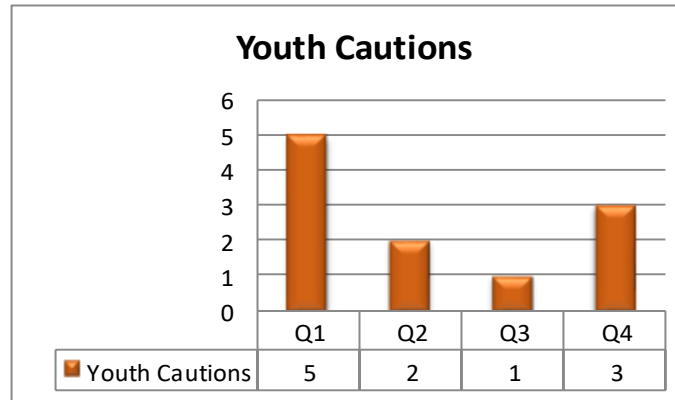
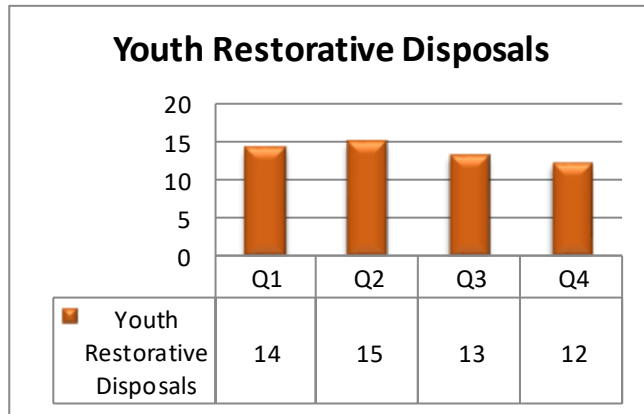
The Ethnicity profile is mainly White British but there are also some Young People identifying as other White ethnic groups.



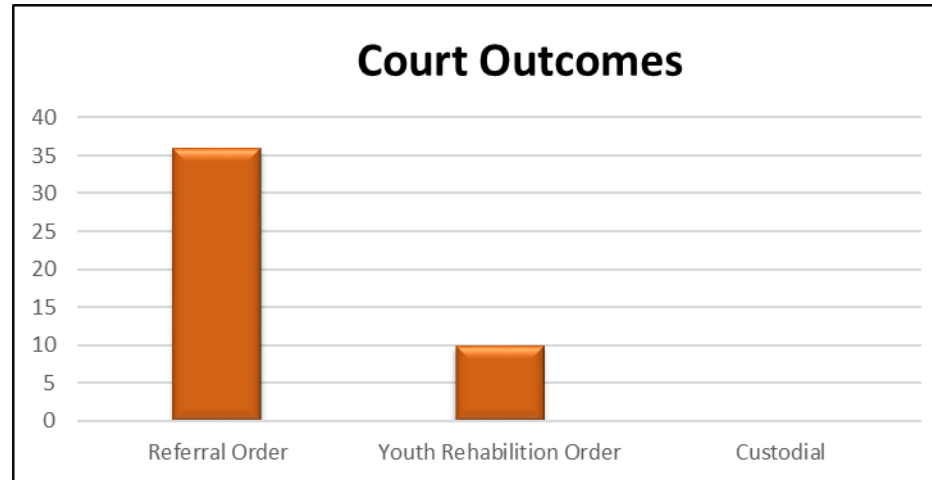
Pre Court Outcomes

Pre court outcomes are given by at the Bureau. This is a joint initiative between South Wales Police and the Swansea Youth Justice Team. The Bureau decision can be that the young person will receive a Youth Restorative Disposal (Non-Criminal), a Youth Caution or a Youth Conditional Caution.

During 2018/19 there were a total of 54 Youth Restorative Disposals given to Swansea young people. A further 11 Youth Cautions and 5 Youth Conditional Cautions were also administered.



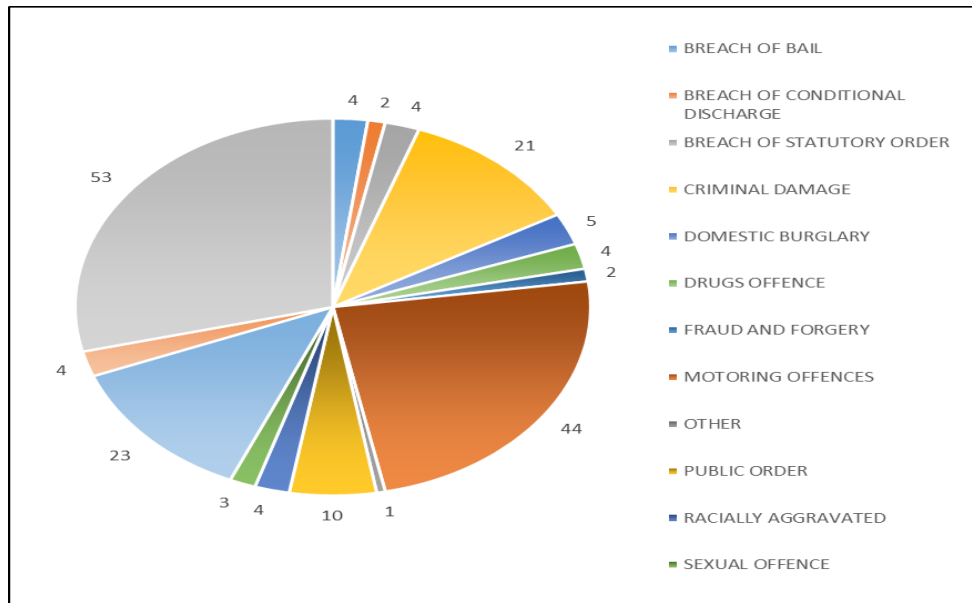
Main Court Outcomes



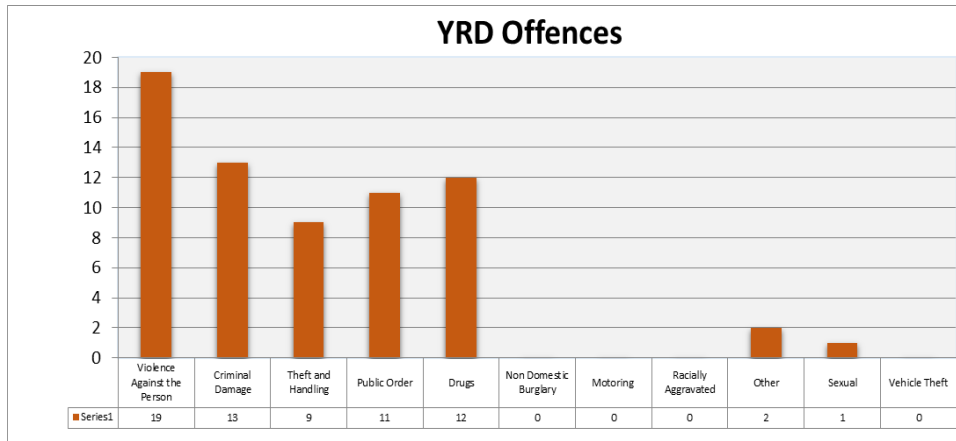
There were 46 statutory orders given at court during the year were made up of 36 Referral Orders, 10 Youth Rehabilitation Orders and 0 Custodial sentences. 65% of these sentences were for those aged 16 years and over. The other 16 young people were aged between 12 and 15 who all received Referral Orders apart from 1 young person who had a Youth Rehabilitation Order.

Offences

The chart shows the offences committed that received a substantive outcome for during the year. The largest offence category was Violence against the Person which accounted for 29% of all the offences committed in the year, closely followed by motoring offences which accounted for 24%.



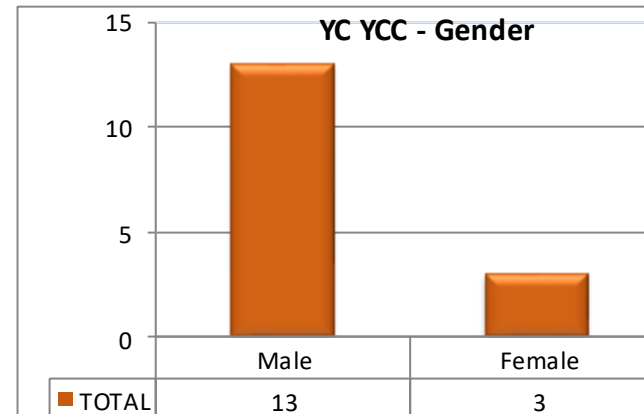
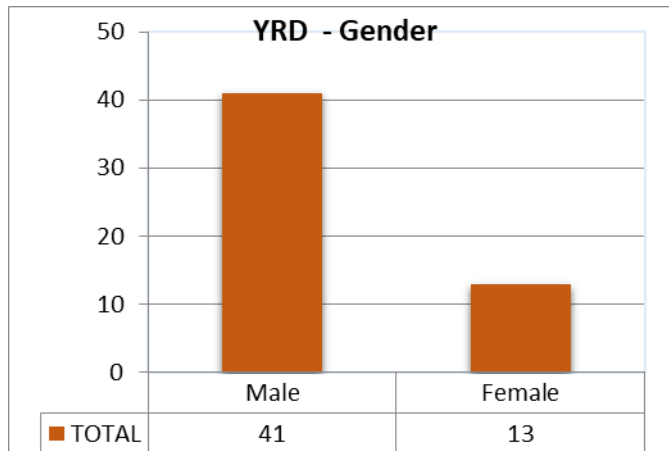
Similarly the largest number of Youth Restorative Disposal offences is also Violence against the Person. These offences were dealt with by the Swansea Bureau.

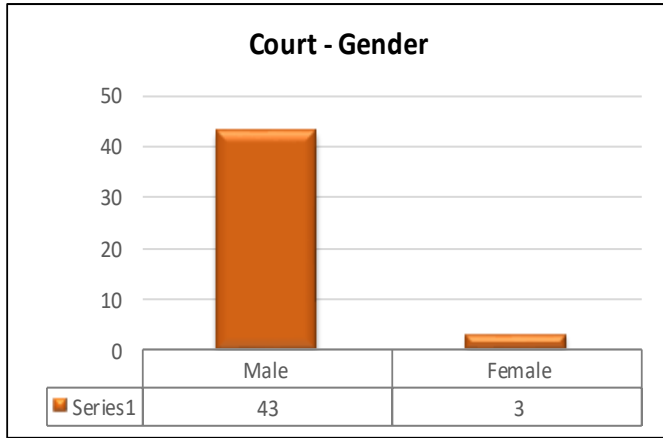


Demographics

Gender

Over 75% of the young people dealt with by the Swansea Bureau have been Male with the majority receiving a Youth Restorative Disposal.



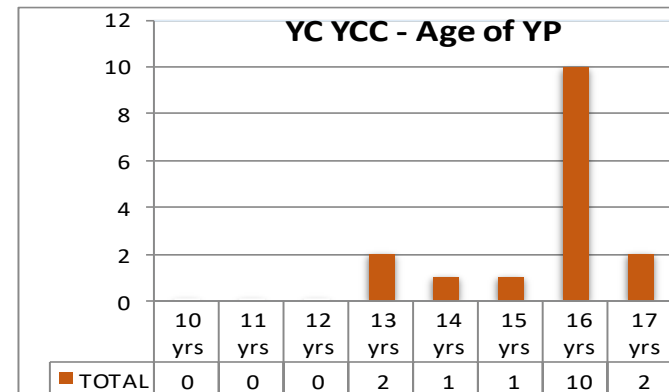
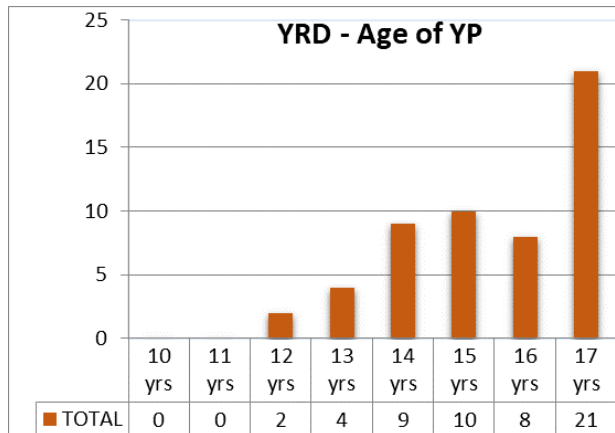


The young people who received a court outcome were also over 90% male showing a much higher percentage than those receiving an outcome Bureau.

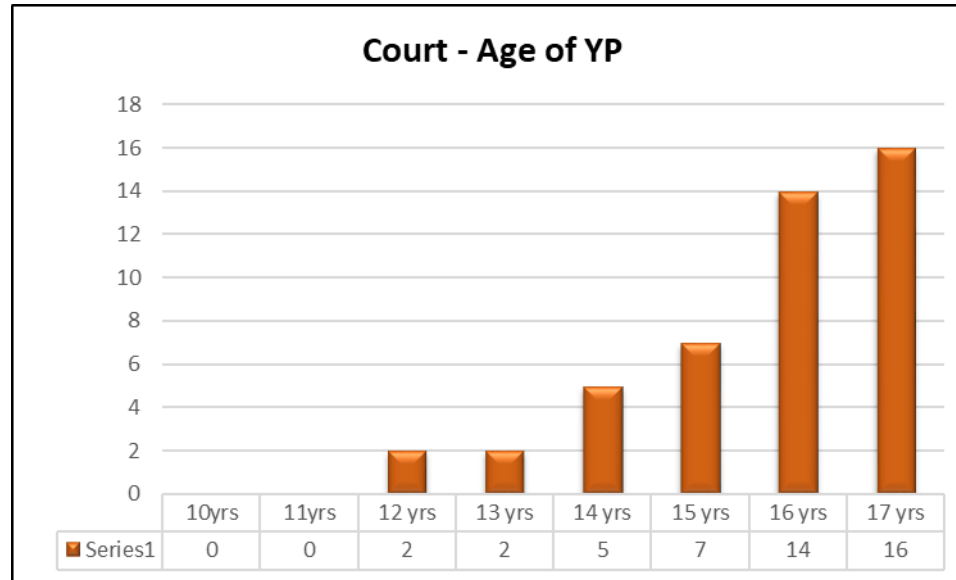
Age

The majority of young people attending Bureau are 14 years and older with 17 year olds receiving the largest number of Youth Restorative Disposals.

However the largest age group receiving a Youth Caution or Youth Conditional Caution were aged 16 with only 1 of the 9 being female, all the rest being male.

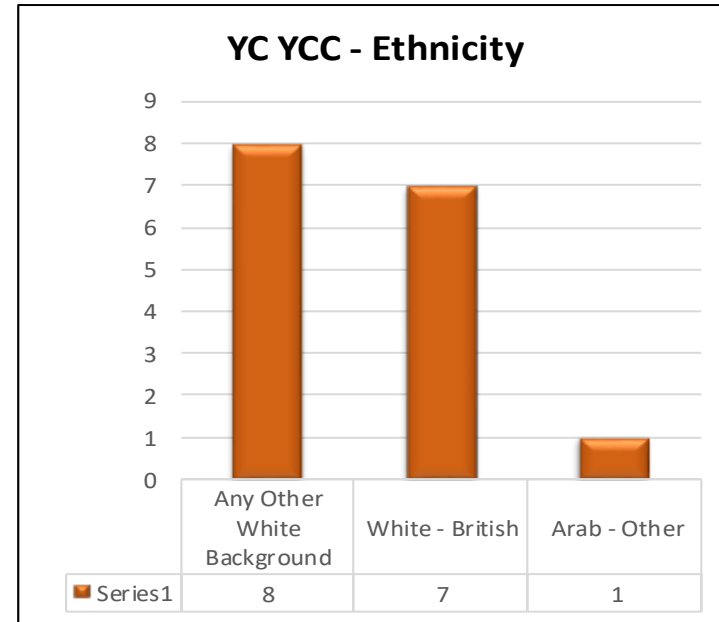
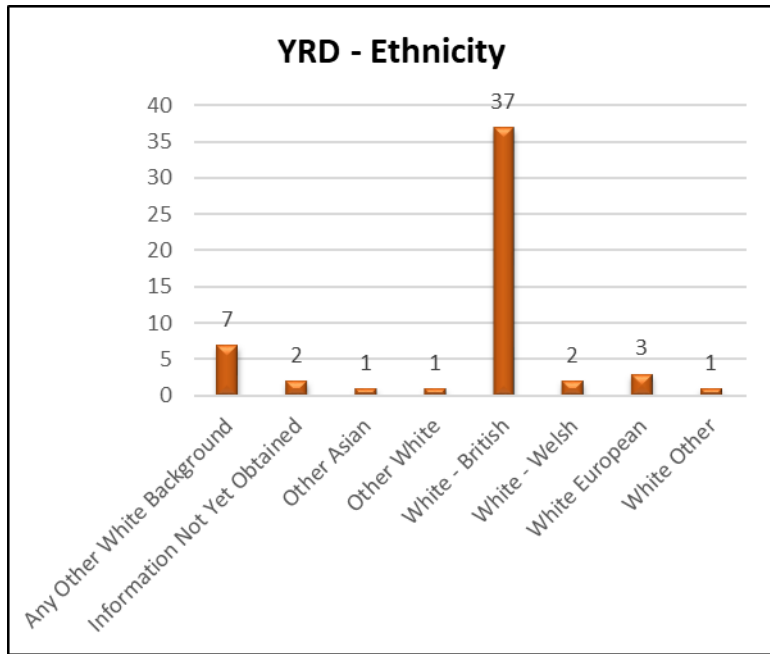


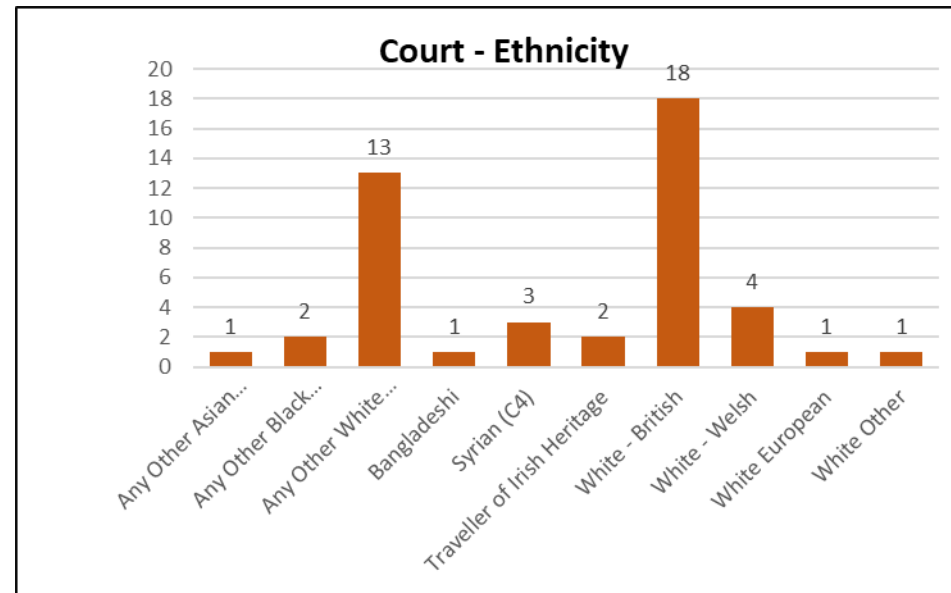
Those receiving and outcome at court tend to be in the older age group.



Ethnicity

Across all outcomes the main ethnic group is White. The young people have identified themselves with variations within that group but predominately this is the main ethnic group.





Recommendations

- To await the first set of Swansea only data from the YJB to set a baseline for targets for coming quarters/ years
- To use the Swansea only data to establish the service priorities going forward
- When the new YOT families are established we can show more comparative data in future reports

Conclusions

- The percentage rate of young people reoffending continues to increase; 39.8% in 2010 - 11 rising to 50% in 2016 - 17. However the cohort size has dramatically reduced in that period and continues to fall.
- Custody figures are at zero
- First Time Entrants remain very low
- Some of the measures that appear to indicate high success rates may instead be hiding unmet need (Mental Health)
- Some of the reporting would benefit from further analysis to help reach
- some understanding of the issues behind the figures (Accommodation)

Key Performance Indicators and Youth Justice Board Returns

Data Submission

There are two ways in which data is submitted to the Youth Justice Board (YJB) firstly there is case level data which is sent directly from the case management system – Childview, via a secure link, to the YJB. Secondly there is summary level data which is submitted using web forms.

Both submissions are done on a quarterly basis, following the timetable below for the current year.

Quarter and Deadline		
Quarter	Dates Covered	Submission Deadline
Q1	01/04/19 – 30/06/19	31/07/19
Q2	01/07/19 – 30/09/19	31/10/19
Q3	01/10/19 – 31/12/19	31/01/20
Q4	01/01/20 – 31/03/20	30/04/20

The summary level data includes all statutory cases, orders given at court, that finished within the quarter, while the case level data will include any case that has had any amendments in the quarter and then relevant information is extracted by the YJB data team. A full list of all the mandatory data fields is listed in the [Data Recording Requirements for Youth Offending Teams April 19 – March 2020](#).

National Key Performance Indicators

There are three KPI's for both England and Wales these are,

- Reduction in First Time Entrants to the Youth Justice System
First Time Entrants are young people who receive a youth caution, youth conditional caution,(administered through the pre court process known as Bureau) or court conviction for the first time within the period.
- Reduction in the use of Custody
This is the number of custodial sentences given to young people within the period.
- Reduction of Reoffending
This measure tracks a cohort of young people who have received a youth caution, youth conditional caution or court conviction, known as substantive outcomes, within the period to see if they commit a further offence that also receives a further substantive outcome.
The way this is calculated has recently been changed and it now tracks a three month cohort instead of a 12 month cohort. The cohort is tracked for 12 months. The 4 quarterly figures are then added together to give a yearly figure.

The data used to measure first time entrants and re-offending comes directly from Police National Computer data and is not taken from either of the above mentioned submissions from the Youth Justice Team. The use of custody measure is calculated using data contained within the case level submission.

Welsh Devolved Indicators

- WYJI 4: Engagement in education, training and employment for children in the youth justice system

The percentage change in the average number of hours of suitable education, training or employment received while within the youth justice system by children of statutory school age, and those above statutory school age.

- WYJI 5: Access to suitable accommodation for children in the youth justice system
The percentage change in the proportion of children with suitable accommodation at the end of their court order compared with before the start of their court order, and upon their release from custody compared with before the start of their custodial sentence.
- WYJI 6: Access to substance misuse services for children in the youth justice system
The percentage of children identified as requiring a substance misuse assessment that commence the assessment within five working days of the referral date, and if the child has been identified as requiring substance misuse treatment, this is received within 10 working days of assessment.
- WYJI 7: Access to mental health services for children in the youth justice system
The percentage of children identified as requiring a mental health assessment that received a mental health assessment within 28 days of referral date, and if the child has been identified as requiring mental health treatment, this is received within 28 days of assessment.

These indicators only statutory orders that have ended within the reporting period. These are submitted using summary level data sent via webforms.

As the name suggests these are for Wales only.

Budget and Staffing

This is applicable for both England and Wales, however it is only submitting once per year, with the quarter 1 data. It is summary level data and there are three tables that need to be submitted.

- Contributions to YOT Budget
For the coming financial year i.e 2019-20
- Staff of the YOT by Contract Type

As at the 30th June

- Staffing of the YOT by Gender and Ethnicity

As at the 30th June

Reports back from the YJB – Youth Data Summary (YDS)

A lot of data is contained within this report, as well as the indicators it also contains throughput and comparison data.

This is published on the proposed timetable below for the current year

Quarter	Draft YDS	Final YDS
Q1	23/08/19	04/09/19
Q2	22/11/19	04/12/19
Q3	21/02/20	04/03/20
Q4	22/05/20	03/06/20

Page 114

The National Indicators are compared using something called YOT families. These are other Youth Offending Teams that are deemed to be similar to ourselves in terms of the socio-demographics characteristics of the area. This is based on DFE's Children's Services Statistical Neighbour Benchmarking Model.

The Welsh Devolved Indicators are compared team to team around Wales.

Local Reporting

As mentioned above the submissions to the YJB are only for statutory orders that have ended within that period. Therefore this does not include any pre court outcomes or any prevention data. As a result some local reporting has been developed in the past to look at the numbers in those areas. Typically this report includes;

- Total number of young people offending in the period
- Number of offences committed in the period
- What types of offences they were
- Number of outcomes of all types including court and pre court in the period
- Number of new prevention cases opened in the period
- Local figures for first time entrants in the period
- Local figures for custodial sentences given in the period

These reports are also produced on a quarterly basis.

Agenda Item 9

CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL WORK PROGRAMME 2019/20

<p>Meeting 1 Wednesday 26 June 2019</p> <p>4pm</p>	<p>Cabinet Member presentation and Q and A session <i>Elliott King and Sam Pritchard, Cabinet Members</i> <i>Children's Services</i></p> <p>Review of the year 2018/19 and draft Work Programme 2019/20</p>
<p>Meeting 2 Wednesday 28 August 2019</p> <p>4pm</p>	<p>Performance Monitoring</p> <p>Feedback on CIW Inspection Report – update on action plan</p> <p>CIW Performance Review and Letter</p>
<p>Meeting 3 Monday 28 October 2019</p> <p>4pm</p>	<p>Briefing on Youth Offending Service</p> <p>Update on progress with CAMHS (referred from CAMHS Inquiry Panel)</p> <p>Update on report to WG on Safe LAC Reduction Strategy</p>
<p>Meeting 4 Wednesday 18 December 2019</p> <p>10am</p>	<p>Performance Monitoring and Update on Regional Adoption Service</p> <p>Corporate Parenting Board Update</p>
<p>Additional meeting ? February 2020</p>	<p>Draft budget proposals for Child and Family Services</p>
<p>Meeting 5 Monday 24 February 2020</p> <p>4pm</p>	<p>Progress on Child and Family Improvement Programme</p> <p>Safeguarding (County Lines and Child Sexual Exploitation)</p> <p>Briefing on Carer Assessments (including young carers)</p>
<p>Meeting 6 Monday 27 April 2020</p>	<p>Performance Monitoring</p> <p>Child Disability Update</p>

4pm

CFS Complaints Annual Report 2018-19 (tbc)
Julie Nicholas-Humphries, Corporate Complaints
Manager

Future work programme items:

- Wales Audit Office Reports (dates to be confirmed) –
 - First Point of Contact Assessments under the Social Services and Well-being (Wales) Act 2014 (Joint Adult Services and CFS)
 - Integrated Care Fund (Joint Adult Services and CFS)
 - Care Experienced Children and Young People
- Why children become looked after (TBC)
- Examples of tools and techniques employed by front line staff in family engagement (TBC)

Agenda Item 10



To:
**Councillor Elliott King, Cabinet Member for
Children Services (Early Years) / Councillor
Sam Pritchard, Cabinet Member for
Children Services (Young People)**

Please ask for: Scrutiny
Gofynnwch am:
Scrutiny Office 01792 637314
Line:
Llinell
Uniongyrchol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Date 30 September 2019
Dyddiad:

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Members for Children Services following the meeting of the Panel on 28 August 2019. It covers Performance Monitoring, Feedback on CIW Inspection Report and CIW Performance Review and Letter.

Dear Cllr King and Cllr Pritchard,

The Panel met on 28 August to discuss the Performance Monitoring Report for June, receive an update on the action plan following the CIW Inspection in August 2018 and to receive a briefing on the CIW Local Authority Performance Review and Letter.

We would like to thank Cllr King, Head of Service, Julie Thomas and Strategy and Performance Improvement Officer, Simon Jones for attending and answering questions. We appreciate your engagement and input.

We are writing to you to reflect on what we learnt from the discussion, share the views of the Panel, and, where necessary, raise any issues or recommendations for your consideration and response. The main issues discussed are summarised below:

Performance Monitoring

Julie Thomas briefed the Panel on the Performance Monitoring Report for June 2019.

Page 15 - Number of Missing Children – We heard that information is going to be disaggregated to identify how many are from Swansea.

Page 16 - Looked After Children Population – We heard that the numbers reduced in June and again in July and that re-referral rates are also going down. We noted that

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www.swansea.gov.uk / www.abertawe.gov.uk

there has been a significant increase in Looked After Children in the last 12 months. We were informed that looking at trends it appears to have levelled off and that we are bucking the trend in Swansea with figures going up elsewhere.

The Panel queried how many children are in residential homes in Swansea and the Head of Service agreed to provide us with this figure.

We asked to see figures on staff absenteeism and it was agreed that these will come to the next meeting in October.

We were pleased with the figures in the Performance Report which are very good. We were informed that the Department expects to be busier in September as schools will be busy and that there is likely to be an increase in activity at the front door but nothing specific is expected to happen in the next few months.

Page 23: Signs of Safety Metrics – We noted that all areas of performance for Signs of Safety are low and we were informed that team meetings are going to be held to discuss the importance and impact of this. We heard that June is the first month of collating this data and that there are issues with recording of this work and picking up information from PARIS, however, the Department will be moving over to the Welsh Community Care Information System (WCCIS) and recording of data should improve.

We informed you that there are often many acronyms in the Performance Monitoring Report and we requested a glossary is attached in future.

We asked about the scope for us to see reverse mentoring in Swansea and Wales particularly in courts. We heard that the Department has a mentoring scheme and senior officers still sit on some boards, including the Permanence Board, to ensure what they do is rooted in practice. We also heard that the Department has a good relationship with the courts and that only cases that need to go to court go, and therefore the number of cases going to court are reducing.

Feedback on Care Inspectorate Wales Inspection Report - Update on Action Plan

Julie Thomas updated us on progress made on the five main areas for improvement identified in the CIW Inspection Report of August 2018.

We expressed concern that some of the timescales have slipped substantially. We heard that this is a big piece of work which requires a cultural change whilst still maintaining a safe service. The Head of Service agreed to circulate the newsletter to the Panel for information.

Care Inspectorate Wales Local Authority performance Review

Simon Jones briefed us on this item including an overview of the annual review of performance carried out by CIW, and the letter to the Director of Social Services which summaries the evaluation of performance of Social Services during 2018/19.

We heard that there are new arrangements within the CIW annual performance review plan for 2019/20. We also heard that within Child and Family Services, CIW will be piloting a joint inspection of child protection arrangements and will be focussing on

following up areas for improvement following inspection, learning outcomes for children with focus on partnership working and the first point of contact service.

We felt that as an Authority, we need to consider succession. We were informed that there is some succession planning in place within Social Services and the Department is trying to future proof it to provide a stable future workforce.

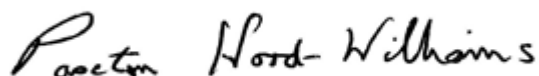
We expressed some concern about the reference in the inspection report to the morale in the Youth Offending Service. We heard that the Swansea element of YOS is coming back to Swansea and that there is a new board and action plan in place. This item will be discussed at the 28 October Panel meeting.

We informed you that we have very few questions on this issue which reflects that we are happy with the performance review and letter.

Your Response

We hope you find this letter useful and informative. We would welcome your views and comments on any of the issues raised and in this instance please provide a formal response by 21 October 2019.

Yours sincerely



PAXTON HOOD-WILLIAMS
CONVENER, CHILD & FAMILY SERVICES SCRUTINY PANEL
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