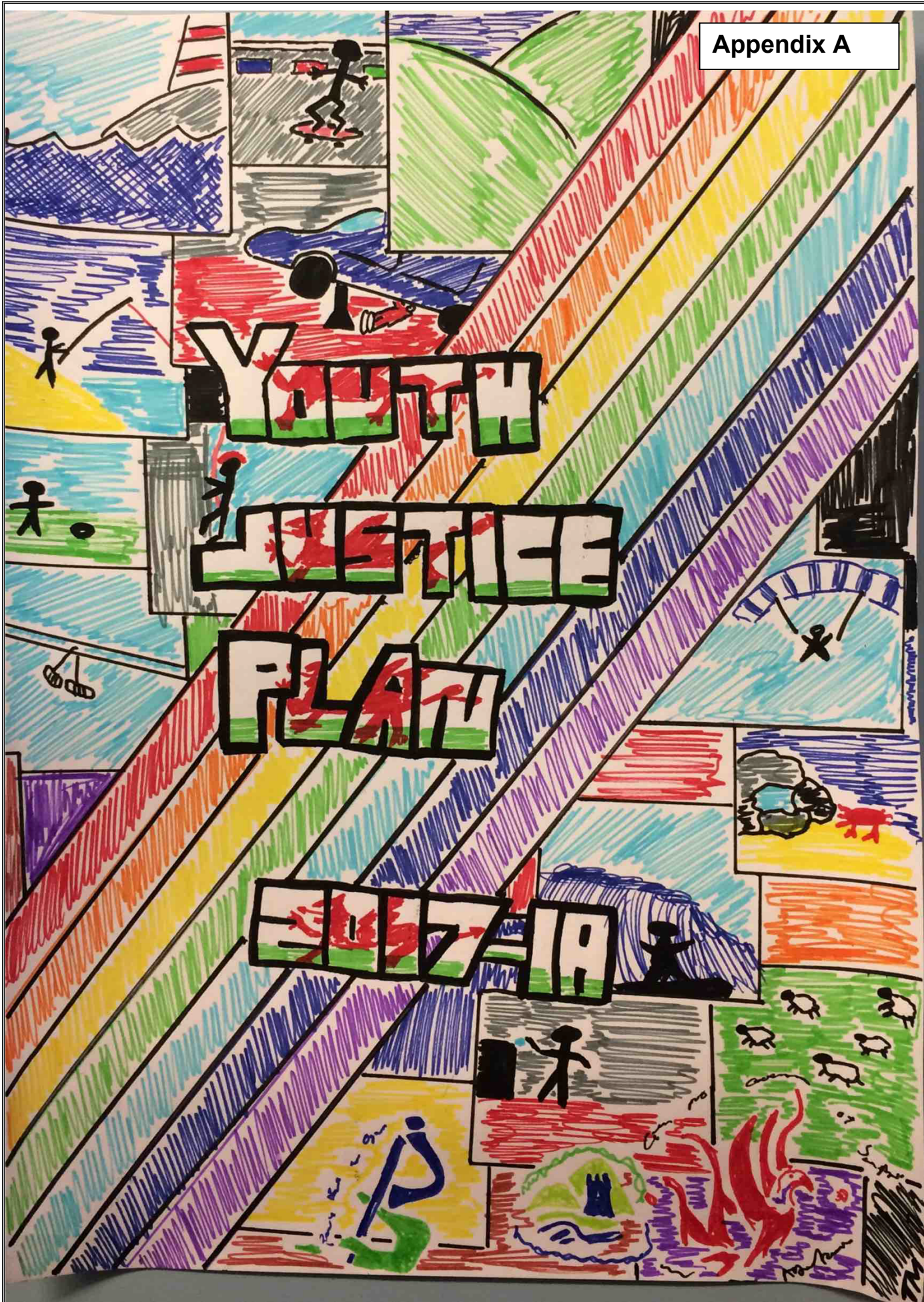


YOUTH

JUSTICE

PLAN

2017-18





**WESTERN BAY YOUTH JUSTICE & EARLY  
INTERVENTION SERVICE**

**ANNUAL PLAN**

**2017-2018**

## INTRODUCTION

Youth Offending Services/Teams (YOS/Ts) are statutory multi-agency partnerships who have a legal duty to co-operate in order to secure youth justice services appropriate to their area funded from a variety of sources including UK Government, Welsh Government and the statutory partners. (ie the local authority, Police, the National Probation Service and Health).

Bridgend, Neath Port Talbot and Swansea Youth Offending Teams have been a merged service since 29 May 2014 when the first Western Bay Youth Justice and Early Intervention Service (WBYJEIS) Management Board was held and all local management boards ceased. The management board is chaired by the Neath Port Talbot Director of Social Services, Health and Housing and has a membership in line with the requirements of the Crime and Disorder Act including Cabinet Members from all three local authorities and the Police and Crime Commissioner.

The amalgamation came at a time of financial challenge. The service has managed to continue to deliver services sustaining performance whilst making savings of circa one million pounds when comparing the budget at the start of the amalgamation process with that of the budget now. The service has been flexible and able to work differently with less staff to achieve these savings. No compulsory redundancies have been made to date.

Efforts have been concentrated on bringing consistent good practice across the region from early intervention and prevention work through to resettlement and reintegration. This has not been without difficulty, it has taken staff time to move from one established way of working to another especially during a time of local and national uncertainty. However, Youth Justice Board key performance indicators continue to show a reduction in first time entrants, reduction in the use of custody and whilst reoffending percentage rates remain high, the actual number of young people reoffending continues to fall.

In order to drive forward the quality of work as well as the volume of work the service has developed a management sub group “the performance and audit” group. This group ensures that any actions plans are monitored, lessons from inspections are transferred into our own work plan, relevant audits are completed and overall performance is internally monitored. This group has been a positive development and is continuing to develop its own programme of work. In accordance with last year’s plan the thematic inspection of referral order practice was timely for the development of the group. The inspection was used as an effective tool to review our own practice. This has included practice workshops, changes to existing templates and refreshed panel member training. An audit of referral order practice is due in October 2017 to ensure that there is improved practice across the region. The most recent area for the group to oversee and within this year’s plan is the use of the reoffending toolkit live tracker. In order to try to better understand the reoffending cohort the service asked YJB Wales to assist us in a “deep dive” exercise which looked not

only at data trends within the cohort but involved detailed file reads and interviews with staff. From this we are developing the use of the live tracker focusing on specific characteristics and the development of trauma informed practice. (this is expanded upon later in the plan). The service is enthusiastic about this development and how we will be working with our partners and how this can potentially develop.

Whilst reoffending is the big challenge relating to the YJB England and Wales KPIs, access to education training and employment (ETE) has been the challenge for a number of Welsh YOT's and WBYJEIS is the same. The management board has taken a keen interest in this area and a scoping exercise has been completed in relation to our children and young people's speech and language needs. Understanding communication needs will not only assist in accessing the right level of ETE but also inform practitioners about how to communicate during every aspect of the intervention and possibly impact on compliance and reoffending rates. The report highlighted that there is a high level (54 % - 124/231) of potential communication difficulties in children and young people known to our service. This is significantly greater than in the general population (10% Brooks, 2011) and slightly lower than research reports suggesting that over 60% of people in youth justice settings have difficulties with speech, language or communication (Bryan et al, 2007). There is an ongoing need for increased awareness in the community and across the workforce of the specific language impairments and the relationship between language development, social-emotional development and behaviour. 77% of the children and young people highlighted as having potential speech, language and communication needs have never been referred to a speech and language therapy service. This scoping exercise has informed our use of the YJB grant allocation which is used this year to fund a speech and language therapist to assist in assessment and produce individual communications plans for children and young people. The development of this area of delivery is complementary to the roll out across South Wales of adverse childhood experiences (ACE) informed practice and trauma recovery where communication techniques are central to engagement.

The variety of developments over the past year cannot all be covered but the service is seeing the benefits of the amalgamation as an increasing number of staff work right across the region. This is allowing effective vacancy management as well as the sharing of skills. There has been no 'big bang' effect of the amalgamation, progress continues to be a pragmatic approach to adapting to change. This approach has been largely due to an uncertain political environment and this continues to be the case. The Welsh Government are consulting on Bridgend leaving Abertawe Bro Morgannwg University health board and joining with Cwm Taf health board. Bridgend would necessarily have to come out of the current Western Bay arrangement if this proposal is agreed and staff and service delivery will have to be managed through this change

Delivering effective services during a time of change is challenging. The financial pressures and uncertainty felt by youth justice services can on the one hand result in creative solutions but on the other hand it can hinder the development of innovative practice,

staff development and partnership working. As all agencies are experiencing reduced resources the contribution to youth justice services reduce. This can be from a direct reduction in staff time or in the actual financial contribution. The Western Bay service has experienced difficulties relating to health contribution, a reduction in probation staffing and an increased police abstraction time for other duties. This is indicative of the pressures on partner agencies as strong working relationships remain on the ground and at the management board. The possibility of Bridgend leaving the amalgamation may result in backward steps for the service, a splintering of service delivery, loss of staff confidence in leadership and dip in performance. Efforts will be concentrated to keep any damage to the service to a minimum and see possible positive developmental opportunities

## **Structure and governance**

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;and
- how the Youth Offending 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 Crime and Disorder Act 1998, section 39(1) placed a duty on each local authority, acting with its statutory partners (ie Police, Probation and Health) to establish youth offending teams in their local area to deliver youth justice services. Section 38(3) of the Act placed a duty on the local authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services.

Membership of the Youth Offending Service is prescribed by the legislation. It must include a Probation Officer, Social Worker, Police Officer, Health representative and Education representative. Health representation has been a challenge and escalated to the YJB Wales team. The Inspection of Cwm Taf Youth Offending Service published in July 2017 is of particular interest for the development of our management board as Cwm Taf amalgamated at a similar time to Western Bay. There are specific lessons to

be learnt from the inspection findings relating to governance but specific reference is also made in the report to lack of health provision.

The purpose of the WBJYEIS is to ensure that youth justice services are available across the Western Bay area. A YOS is the main vehicle through which youth justice services are coordinated and delivered working to reduce anti social behaviour ASB, offending and reoffending amongst children and young people.

The YOS Management Board, made up of senior representatives from each of the statutory partners as outlined above, oversees the operation of the service including the functions it undertakes and the funding arrangements. Regular reports are provided to all three LA Cabinets and appropriate scrutiny committees as required.

The staff group across Western Bay have been through a challenging journey but have been committed to being the best service they can be. They produced the following vision;

*“Youth Offending Teams aim to prevent and reduce offending, reoffending and anti-social behaviour amongst children and young people.*

We strive to achieve this aim through the delivery of the right high-quality services provided at the right time for and informed by children, young people, parents and carers, victims and the wider community and partners. These services will be provided cost effectively by a diverse, competent and well supported staff group.”

A small group of children and young people have helped produce the plan this year and they came up with their version of what a successful YOS looks like from a mechanic point of view (ie if they were cars. *“If they get a good service the car won’t break down and they won’t be back in the garage!”*)

The Management Board is pro-active. Accessing quality education training and employment ETE has been a focus with reports being produced on the use of reduced timetables. The service manager and partners are held to account by not only the Board but through scrutiny processes in all three Local Authorities. Reports are regularly presented on performance but also on, for example, Looked After Children within the Youth Justice System.

The service is represented on all three Community Safety Partnership Boards, the Western Bay Safeguarding Children Board and the Western Bay Area Planning Board. The service manager represents South Wales YOT Managers on the South Wales

Criminal Justice and Integrated Offender Management Board, shares representation on the MAPPA Senior Management Board and represents YOT Managers Cymru on the Youth Justice Advisory Panel.

The service itself has a small internal management team with representation from each locality team. Since January 2017 the two operational managers have taken on themed areas of work across the region thus breaking down remaining silos of activity. Having the management team has added considerable value and strength to the management oversight processes by forming a performance and audit group that has developed an annual plan that reports directly into the management board. Any serious incident and the learning that follows is reported to the management board in addition to any other relevant forum, Safeguarding Childrens Board (SCB), Multi Agency Public Protection Arrangements (MAPPA), Community Safety Partnerships (CSP) as appropriate.

## RESOURCES AND VALUE FOR MONEY

	2016/2017	2017-2018 <i>Actual members of Staff – Hours can vary. The staffing structure is constantly under review and subject to change.</i>
Strategic Manager	1	1
Operational Managers	3	2
Senior Practitioners	5	5
Restorative Approaches worker	1	1
Intervention Centre Manager and Unpaid Work	1	1
Prevention coordinator	2	2
Development Officer	0	1
Social Workers	12 (1 vacant)	10 (2 vacant)
Probation Officers	1 (reduced from 4)	1
Police Officers	4	4

Health Workers	1 (currently on long term sick)	0
Education Workers (including tutors)	9 (various hours)	8
Substance Misuse Workers	4 (plus tier three allocated time)	4 (plus tier three allocated time)
Parenting	1	1
ISS, stat bail and remand, Resettlement/Transition Worker	5.5 (remaining flexible in relation to duties)	5
Referral Coordinators – including court duties and volunteers	2 and volunteers	2 and volunteers
Business Support	8 (various hours)	7
Prevention and Early Intervention Workers (not SW)	7(1 vacancy)	5 (1 vacancy)
Information Officer	3 (including one seconded)	2
Victim Workers	3	2.5
Reparation Officers	3 (1 vacancy)	1 (plus others as a part of existing roles plus sessionals)
Speech and Language	0.5	1 (FTE)
Intervention Centre (eg emotional wellbeing, CAIS Junior Attendance Centre)	6	4 (plus sessionals)
Volunteer Co-ordinator	1	1
Referral Order support workers (flexible duties including reparation)	3	3
Other including secure estate posts	3	3.5

Whilst posts are in many cases reliant on grant funding the post holders have been employed in excess of two years and so entitled to the same employment rights as those posts funded by eg the LAs. The service is continuously undergoing a redesign across the three LAs responding to opportunities and changes in demand. Tables B8 and B7 will be attached with further breakdown as submitted in the YJB returns at the end of July 2016.

## FINANCE

	Budget	
	Income 2016-2017	2017-2018
<b>Agency</b>		



Partner combined cash contributions		54,935	46,490
Local authority		1,469,090	1,491,138
<b>Grant</b>			
Youth Justice Board		791,029	794,166
Welsh Government (Promoting Positive Engagement of children and young people at risk of offending)		718,201	718,201
Police and Crime Commissioner(not including staff)		130,800	130,700
YJB – Junior Attendance Centre JAC		18,000	18,700
Big Lottery (Invisible Walls) HMPYOI Parc		123,224	0
<b>Total</b>		<b>3,326,822</b>	

### Delivery specific to grant allocation

Grant	Service delivery	WB Allocation
Police and crime commissioner	Substance Misuse services and diversionary activities and embedding trauma informed practice within early intervention	130,800
Welsh Government (Promoting Positive Engagement of children and young people at risk of offending)	Pre-Court and Early Intervention including Bureau Restorative Practises in schools, residential settings and the wider community. Transition, Resettlement and Reintegration Services	718,201
Youth Justice Good Practise Grant	Delivery of the YJB and Welsh Government priorities through the ongoing redesign of the service, sharing good practice and developing new ways of working. Development of the Intervention Centre and what it can deliver with links to the secure estate. Continue to embed Asset Plus, Youth to Adult Y2A, develop the use of data including the use of the reoffending toolkit and listening	794,166

	<p>to the views of service users more effectively, improve the quality and range of alternatives to custody and remand, increase Release on Temporary Licence ROTL linked to HMPYOI Parc and Hillside Local Authority Secure Childrens Home LASCH, concentrate staff learning on desistance and trauma informed practice piloting the enhanced case management model. Through the senior management team deliver robust management oversight and quality assurance QA.</p>	
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**The desired outcomes** contribute directly to meeting local authority priorities held within corporate plans across the three local authorities. The priorities and outcomes mirror those of the YJB Business Plan 2016-2017 and the YJB and WG Joint Strategy Children and Young People First (July 2014).

1. A well-designed partnership approach giving value for money achieving the following:
2. Reduction in first time entrants through early intervention, prevention and diversion.
3. Reduction in youth reoffending through appropriate interventions of the right level at the right time.
4. Reduction in the use of youth custody confident that custody is a last resort and for crimes so serious no community sentence is an appropriate response.
5. Access to devolved services for children and young people at risk of entering or having entered the youth justice system.
6. Effective safeguarding through recognising vulnerability and improving the safety and wellbeing needs of children and young people.
7. Effective public protection through risk recognition, assessment and management.
8. The voice of the victim is heard.
9. Successful reintegration and resettlement at the end of an intervention.
10. A well supported professional workforce.
11. True participation by all involved.

### **Partnership arrangements and risks to future delivery against the youth justice outcome measures**

	Reduction in first time entrants
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<p><b>Who is better off and what does success look like?</b></p>	<p>By reducing first time entrants into the youth justice system we:</p> <ul style="list-style-type: none"> <li>- Increase opportunities for young people to reach their potential</li> <li>- Reduce the number of victims of crime in the longer term</li> <li>- We achieve a safer community for all</li> <li>- There will be reduced pressure on higher tier services</li> </ul> <p>The measurement of success will be:</p> <ul style="list-style-type: none"> <li>- Fewer children and young people entering the youth justice system with increased diversion.</li> <li>- Reduced levels of youth crime.</li> <li>- Early access to services based on early identification of need</li> <li>- Increased parental responsibilities</li> <li>- Increased restorative practises</li> <li>- Increased community reassurance</li> </ul>
<p><b>What are the Funding/ Financial Implications?</b></p>	<p>A significant amount of this work has been brought together and funded by Welsh Government grant money across the region for the last five years. However this work is not delivered in isolation of the wider service provision of the service including that funded by the Police and Crime Commissioner (PCC), local authority and cross-cutting posts funded through all key partner contributions and YJB.</p>
<p><b>Who are our partners?</b></p>	<p>The Bureau is a pre-court disposal process developed and implemented in collaboration between Police and WBJSEIS. The wider early intervention and prevention work relies heavily on partnership working. Whilst partners may vary according to local arrangements the desire to provide an integrated approach to meeting the needs of children and young people is the same. Partners include EVOLVE (Targeted intervention in Swansea), Youth Engagement Progression Framework (YEPF), Team around the Family (TAF) wider youth services and third sector providers.</p> <p>This year there is increased focus on the use of ACEs with children and young people becoming known to our service which will have an impact on our partnership working and access to resources.</p>
<p><b>What risks are there to delivery?</b></p>	<p>The risks that come with grant funded posts are always present. As stated above the pre-court work relies heavily on WG grant funding amongst others. The local authorities are not in a position to absorb the costs of services should grant funding be stopped.</p> <p>WG consultation on Bridgend moving out of WB collaboration and into arrangements with Cwm Taf.</p> <p>There is an additional risk in relation to maintaining a reduction in First Time Entrants FTE's for the Bureau in that to keep bringing down numbers is difficult when such a successful reduction has already been achieved.</p>

What will we do?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Target for 2017-2018
<p>Ensure that all services available work better together to provide vulnerable children with seamless support when needed.</p> <p>The service will continue to develop working practices with our partners as outlined in the Promoting Positive Engagement (PPE) in children at risk of offending grant business case attached.</p> <p>The Bureau will continue to be delivered in partnership with the Police. A screening tool has been piloted in line with the social Services and Wellbeing Act Act so that children and young people are not over assessed bringing proportionality. Asset Plus is used for those children and young people identified as needing a full assessment or not suitable for a non-criminal disposal (youth restorative disposal).</p> <p>The introduction of the use of ACEs approach when a child or young person comes to the service attention for a second</p>	<p>Audit of quality of pre-court screening and assessment to be completed by January 2018</p> <p>Training delivered on Trauma Recovery July 2017.</p>	<p><b>First-time entrants to the youth justice system aged 10-17</b></p> <p>The number of first-time entrants to the youth justice system, defined as young people aged 10-17 who receive their first substantive outcome, per 100,000 young people aged 10-17.</p> <p>The YJB KPI based on percentage reduction. The key performance indicator (KPI) captures numbers entering the system but not the number actually diverted away. This is captured locally.</p> <p>2014-2015 – the Youth Justice Service engaged with 604 young people pre court  2015-2016 – the service engaged with 520 young people pre-court.  2016-2017 – the service engaged with 520 young people pre-court.</p>	103	108	68 (caution here as calendar year not financial)	Below 100

<p>behaviour/offence.</p> <p>The use of the YJB live tracker to track children and young people for the first month of our involvement – this will include pre-court cases as well as statutory caseloads.</p> <p>Restorative Approaches continues to be delivered through the WB service through the training of staff including foster carers and residential establishments. The protocol for the decriminalisation of children in the looked after system has been agreed across WB having been tested in Hillside SCH. A training group has been established for the roll out across wider residential services and Swansea University are involved from the beginning to inform an evaluation.</p>	<p>ACE-specific model to be in place by March 2018</p> <p>The live tracker will be used from October 2017</p> <p>Protocol training delivery to begin September 2017 in LA and private residential establishments</p> <p>Evaluation date yet to be confirmed</p>	<p>There is a reduction in the number of children going through the bureau, but an increase in those children and young people worked with pre bureau. This can be seen as effective interagency working. It is likely that this number will reduce if we work effectively together and with the possible impact of the ACE lens being applied.</p> <p>The reduction in FTEs may not be as low as 68 as this is a calendar month however the target we set for 2016-2017 was 100 and this will have been achieved if not surpassed.</p>				
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<p><b>Who is better off and what does success look like?</b></p>		<p><b>Reduction in reoffending</b></p> <p>By reducing reoffending there will be</p> <ul style="list-style-type: none"> <li>-Increased opportunities for young people to meet their potential</li> <li>-Safer communities</li> <li>-Reduced pressure on partner agencies and services</li> <li>-Victim satisfaction and increased confidence in justice services.</li> </ul> <p>The measurement of success will be</p> <ul style="list-style-type: none"> <li>-Young people within the youth justice system have aspirations and achieve</li> <li>-Transition and exit strategies are in place for all young people leaving YOS involvement.</li> <li>-Reduction in repeat offences and seriousness of offending</li> <li>-Continued reduced numbers before the court</li> <li>-Increased successful completion of orders</li> <li>- Reduced LAC population</li> <li>-Reduction in adult offending</li> </ul>				
<p><b>What are the Funding/ Financial Implications?</b></p>		<p>The Youth Justice Good Practice Grant in particular is used for this area of delivery but all other areas of funding are drawn upon taking into account the nature and complexity of the interventions that need to be in place for these children and young. These interventions can be resource heavy and additional funds are available for the pilot of the ACEs informed work which includes the Enhanced Case Management approach. However, the challenge will be the sustaining of this approach once the pilot period ends as the funding is likely to end as well.</p>				
<p><b>Who are our partners?</b></p>		<p>The Police and Crime Commissioner, community safety partnerships, probation, police, local authority colleagues, education, housing, Integrated Offender Management, all partners are key when working to reduce reoffending of the complex group of young people we have within the court cohort.</p>				
<p><b>What risk does this link to, if any?</b></p>		<p>Once again the risk on the horizon whilst writing this is the ongoing review of youth justice services. Alongside this is the financial situation where all services are having to make savings and the knock on effect to access to services. Added to this is the possible impact of the collaboration of WB losing a partner/splitting three ways</p>				
<p><b>What will we do to achieve this?</b></p>	<p><b>by when</b></p>	<p><b>Performance Measures</b></p>	<p><b>2014-2015</b></p>	<p><b>2015-2016</b></p>	<p><b>2016-2017</b></p>	<p><b>Target for 2017-2018</b></p>

<p>The reoffending deep dive exercise completed using the most recent reoffending data has given useful direction for the service in relation to next steps. The most significant being the use of the reoffending toolkit to track those most at risk of reoffending in order to target resources. A series of actions ranging across the pre and post are contained in a plan with set review dates in place.</p> <p>All staff employed across the WB service are now trained in ACE-informed practice. The Enhanced Case Management ECM model is due to be introduced in October which will bring the psychologist input to case formulation and clinical supervision for staff who are working with the most challenging and traumatised children and young people we know in the service</p> <p>Through Hwb Doeth (group established by the YJB to promote the development and dissemination of effective practice in youth justice in Wales) YOT's who have managed to bring down the reoffending rates may have effective practice to share. There is one in Wales that was part of the ECM pilot where lessons may be learnt especially as ECM will be piloted in South Wales from October 2017. The ECM approach will hopefully reduce the</p>	<p>Contained in attachment</p> <p>October 2017</p> <p>TBC through Hwb Doeth</p>	<p><b>Rate of proven reoffending by young people in the youth justice system</b></p> <p>The number of further proven offences committed by young people within 12 months of the initial substantive outcome.</p> <p>The reoffending cohort being reported for 2016-2017 is taken from 2014-2015 to allow the potential offending behavior to be tracked. Western Bay has 217 in that cohort, 99 reoffended during the tracked period (45.6%), committing 377 further offences.</p> <p>It is interesting to note that if the Bureau young people are included in the assessment of reoffending the figure is reduced to approximately 26% reoffending.</p> <p>This is a reduced figure against last year which was 28% using the same calculations.</p>	<p>38.2% Of <b>309</b> children and young people (April 2012-March 2013)</p>	<p>40.9%. Of <b>269</b> children and young people (April 2013-March 2014)</p>	<p>45.6% of <b>217</b> children and young people (April 2014-March 2015)</p>	<p>Better than the Wales average</p>
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<p>current trend of increased frequency as well as reduce the number reoffending.</p> <p>Successful transition of young people into adulthood continues to be a key area if young adults are to not be over represented in crime statistics. The need for exit strategies was a key message from the deep dive exercise. The service aims to not only improve transition practice for those going to Probation through Y2A arrangements but also through key working when they are no longer open to services. This started last year and so far has given promising results. Young people will be supported through exit strategies and kept in touch with by workers who have built up a relationship with them. This fits with trauma informed approaches and desistance theory. Project is fully outlined in the PPE business case attached</p>	<p>Immediate but reported through the PPE returns</p>					
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<p><b>Who is better off and what does success look like?</b></p>	<p><b>Reduction in the use of custody</b></p> <p>By reducing the use of custody</p> <ul style="list-style-type: none"> <li>-Children and young people will not lose their liberty.</li> <li>-Families will remain together.</li> <li>-Young people will reach their potential in their communities.</li> <li>-Costs of incarceration will be reduced.</li> </ul> <p>The measure of success using an Outcome Based OBA approach would be:</p> <ul style="list-style-type: none"> <li>-No young people are sentenced to custody.</li> <li>-No offences are committed by young people are so serious that they warrant custody.</li> </ul>
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	<p>-Alternative approaches to the use of custody are viewed positively by all reducing reoffending, protecting the public and reintegrating children and young people into their communities.</p>
<p><b>What are the Funding/ Financial Implications?</b></p>	<p>Custody, be it remand or sentence carries with it huge cost implications.</p> <p>Local authorities are now responsible for the costs incurred for secure remands. While there is a contribution from the YJB, this is limited and can incur possible financial implications for local authorities (LA) should there be a lengthy or multiple remands. Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) brings looked after status to any remanded child or young person and the associated costs to the LA. The Social Services and Wellbeing (Wales) Act brings responsibilities to local authorities with secure establishments in their area. Western Bay has both Hillside Secure Childrens Home and HMPYOI Parc within its delivery area.</p>
<p><b>Who are our partners?</b></p>	<p>Police and Courts services, magistrates, local authority, Secure Estate, YJB, members of the Resettlement and Reintegration Panels. Community Safety Partnerships, MAPPA, Safeguarding Childrens Board.</p> <p>The YJB has a wide range of activity which requires action within the wider YJ transformation agenda framework. The custody and Custody Interventions work stream is of course included in this. The monitoring and oversight role with the YJS is truly end to end and follows the journey of the young person from community, through secure and back into community – therefore any practice/interventions/processes will need to be reviewed accordingly.</p> <p>Placements and Secure contracting will transfer out of the YJB responsibilities although there are differences for HMPYOI Parc as this is a G4S provision and our Wales team have a greater role than we would have with public secure in England.</p>
<p><b>What risk does this link to, if any?</b></p>	<p>Bridgend Youth Court closed last year and cases are now being heard in Cardiff. The risk being that the service is working within two court areas and consistency for delivery can be challenging. An example being that Swansea Court are keen to be involved in the development of problem solving court for children and young people but Cardiff colleagues were not. The Charlie Taylor Review advocates for secure education establishments in the future and there will be two pilot sites in England. Education is a devolved responsibility in Wales. Placements and secure contracting will transfer out of the YJB responsibilities although there are differences for Parc as this is a G4S provision and YJB Wales have had a greater role than the YJB has with public secure provision in England. It is unknown what effect the</p>

changes within the secure estate will have.

The plans for ROTL have been based on the service covering WB. If Bridgend leave the collaboration this takes Parc out of the delivery area of the WBYJ&EIS.

What will we do to achieve this?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Target for 2017-2018
<p>Continued pro-active involvement with the courts. The Cardiff and Swansea Courts have included the service in their training plan. The service actively presenting areas of practice to the Magistrates. The Swansea Court is also interested in developing problem solving courts with Justice Innovation. However, this is at the very early stages and whilst we have submitted an expression of interest only three research sites will be chosen. The development links to ongoing development of review court processes aimed at impacting on encouraging engagement, early revocation and reduction in enforcement action.</p> <p>An area of audit only partially completed in order to improve the practice relating to the Bail period was an audit the custody cases specifically looking at</p> <ul style="list-style-type: none"> <li>- those sentenced to custody when on bail in the community compared to those remanded.</li> </ul>	<p>TBC by Justice Innovation</p> <p>December 2017</p>	<p><b>Young people receiving a conviction in court who are sentenced to custody</b></p> <p>The number of custodial sentences issued to young people per 1000 of the 10-17 population. This rate per head of population is so small that we have given the numbers actual number of custodial sentences as we have in excess of 46,000 10-17 population.</p>	15	13	12	11

<ul style="list-style-type: none"> <li>- bail applications and appeals</li> <li>- who filled in bail asset/written or verbal address to the court/quality of bail programme</li> <li>- does the bail period feature within the pre sentence report (PSR)</li> </ul> <p>This needs to be completed this year</p> <p>The Resettlement and Reintegration panels with its focus on accessing services has reviewed its terms of reference to respond to the falling numbers needing to be discussed. It has maintained a focus on those at risk of custody/leaving custody but will this year provide the multi-agency discussion and planning forum for the reoffending live tracker linking directly to ACE's and ECM.</p> <p>The Social Services and Wellbeing Act (Wales) is a vehicle for ensuring that young people in custody have their care and support needs met. This is particularly relevant to WB as we have Hillside Secure Unit and HMPYOI Parc in our region. The recommendation to increase the use of Release on Temporary Licence (ROTL) contained in inspections is an opportunity to create an environment where ROTL is the norm not the exception. A project group was formed to drive forward the provision of ROTL at the centre and develop the ability to raise revenue through providing this for other YOTs. Within the wider YJ</p>	<p>October 2017</p> <p>Menu of services that can be offered to wider YOTs to be published by November 2017</p>					
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transformation agenda framework custody is a workstream that the service needs to be linked in with						
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	<b>Access to education, training and employment, substance misuse services, emotional and mental health services and suitable accommodation.</b>
<b>Who is better off and what does success look like?</b>	<p>WG has adopted “due regard” to the UN convention on the rights of the child. The right to access education to a full 25 hours for those of compulsory school age is inherent in the UNCRC . The Western Bay service will act as an advocate for young people to access education entitlements, safe accommodation and health provision including substance misuse and CAMHS treatment.</p> <p>By accessing the right level of services at the right time</p> <ul style="list-style-type: none"> <li>– Children, young people and families in need will receive services appropriate services to meet need without duplication.</li> <li>– Partner providers will have appropriate well informed referrals/brokerage arrangements.</li> <li>– Communities will benefit from a reduction in crime and ASB caused by children and young people who have not received services in the past and eg experienced ACEs</li> </ul> <p>The measure of success will be</p> <ul style="list-style-type: none"> <li>– All children and young people known to the service are in receipt of education training and employment ETE</li> <li>– Live in suitable accommodation</li> <li>– Have their health needs assessed and receive interventions appropriate to need without delay or stigma</li> </ul>
<b>What are the Funding/ Financial Implications?</b>	Funding through, mainstream provision, partner contribution, Police and Crime Commissioner and the Youth Justice Good Practise Grant. Wider partnership funding provided to Communities First, TAF, YPEF has a positive impact upon access to services. Not all funding comes through the service but relies on how we engage and work with partners to avoid duplication and waste of resources.
<b>Who are our partners?</b>	Schools, colleges, secure estate, training providers, Third sector providers including, WCADA Llamau, Gwalia, local authorities, Abertawe Bro Morgannwg University Health Board (ABMU), Supporting People, youth support services, Area Planning Board.
<b>What risk does this link to, if any?</b>	The biggest risk in relation to planning a way forward for the access to services is the disruption that may be caused by Bridgend leaving ABMU. The possibility that Bridgend will leave the Western Bay collaboration will impact on Substance misuse service delivery as the Area Planning Board is WB, some disruption for accommodation planning as Supporting People is WB and access to wider health provision including speech and language as ABMU is WB.

What will we do to achieve this?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Targets for 2017-2018
<p><b>Education</b></p> <p>The planned development of a partnership team around the school approach responding to schools with high exclusion/ASB etc has been successfully introduced in Coleg Cymunedol y Dderwen. The service is an active member of the approach making a positive contribution to the solution focused approach taken by all partners. This has proven to reduce exclusion and assist in behaviour management within the school setting and at home. This needs to be built upon.</p> <p>As planned last year children and young people subject to reduced timetables have been the focus of education training and employment ETE workers reporting to the Management Board. This work needs to continue and the board solve the problems being experienced accessing the provision, something highlighted by Cwm Taf's inspection. The board needs to use the data and make a difference.</p> <p>The service will develop effective links with School Improvement Consortia (ERW and</p>	<p>Detailed report to the Board every six months</p>	<p><b>Engagement in education, training and employment for young people in the youth justice system</b></p> <p>The percentage change in the average number of hours of suitable education, training or employment received while within the youth justice system by young people of statutory school age, and those above statutory school age.</p>		<p>Average hours ETE.</p> <p>For school age the average hours were 20.4 at the start and 21.4 at the end. (43 young people with closed statutory orders)</p> <p>For above school age the service reported a total of 9.5 hours at the start, and 16.1 at the end. (87 young people with closed</p>	<p>Positive % change.</p> <p>For school age the average hours accessed were 18 at the start and 20 at the end of the order (27 closed statutory orders)</p> <p>Post school age the average number of hours accessed was 9.9 and at the end 15.3 (55 closed</p>	<p>25 hours for school age and 16 hours post school</p>

Central South Consortium) to challenge and support schools to identify learners who have offended or at risk of offending, in order better to meet their educational needs (80% of service clientele and in the secure estate have had disrupted/non-completed schooling.)

**Accommodation**

Development of accommodation specifically for those young people known to the service through partnership approach with LA, third sector providers and carers and utilisation of YJB remand contribution. This will allow emergency supported placements for our most complex young people who have lost previous accommodation or at risk of remand.

Early notification to social care and housing and joint approaches to supporting placements.

**Health and education**

Speech and language delivery will require further scoping around time required to complete assessment, in relation to Trauma Recovery Model (TRM) especially in relation to onward referrals and time taken for clinical governance and professional development of SLT seconded from NHS. However the aim is to have communication plans in place for every

This is included in a wider Gwalia delivery plan – review of progress September 2017

Immediate and to be monitored

Audit January 2018

**Access to suitable accommodation for young people in the youth justice system**

The percentage change in the proportion of young people 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.

**Access to substance misuse services for young people in the youth justice system**

The percentage of young people 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.

**Access to mental health services**

statutory orders)  
  
93.2% were in suitable accommodation at the start and 93.9% at the end.

100% of those needing a substance misuse service received one within 10 days assessment.

statutory orders)  
  
95% of children and young people were in suitable accommodation at the beginning of their statutory order and 95 % were in suitable accommodation at the end – the individual s changed status but not the figure.  
  
100% of those assessed as needing a substance misuse

<p>child or young person identified with speech and language needs.</p> <p>Review substance misuse access and delivery across WB linking with the Area Planning Board APB and Police and Crime Commissioner throughout the tiers of need will link with the wider commissioning arrangements. This may suffer some delay/disruption if Bridgend leaves WB collaborative approaches.</p> <p>Development service specification of CAMHS provision and wider health needs of children and young people known to the service. This again may suffer delay/disruption if Bridgend leave WB collaboration</p>	<p>To be monitored through the APB</p> <p>TBC</p>	<p><b>for young people in the youth justice system</b></p> <p>The percentage of young people identified as requiring a mental health assessment that received a mental health assessment within 28 days of referral date, and if the young person has been identified as requiring mental health treatment, this is received within 28 days of assessment.</p>			<p>service received this within 10 days of referral.</p>	
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## RISK MANAGEMENT

Whilst there are three key agencies forming the “responsible authority” for MAPPA (ie police, prisons and probation), the WB Service has a duty to cooperate. There is consistently mention of better risk management processes within inspection reports and WB have prioritised this area through case planning meetings and risk panels.

The amalgamation of services across the Western Bay footprint has given an ideal opportunity to improve risk management, sharing the expertise developed in the locality teams and ensuring that management oversight is robust. In order to ensure all practitioners and managers are current in their understanding of MAPPA, the South Wales MAPPA coordinator has delivered refresher training for staff and managers last year and 4 pillars training risk assessment and management is scheduled again for this year.

The introduction of Asset Plus has provided an opportunity to revisit risk management processes in light of the new assessment framework. With the enhanced case management (ECM) trauma based approach being introduced the service is conscious that this more therapeutic approach to prolific and high risk offenders cannot dilute risk management processes.

A recent domestic homicide review involved an adult who was previously known to the service, his half-brother is currently known to us. Whilst we were no longer working with the perpetrator of this tragic offence there were behaviours that could be clearly recognised in his brother. The service decided that we would undertake our own single agency review of our work with his brother and refer the findings to the child practice review group of the Safeguarding Children Board. This piece of work is ongoing at the time of writing this plan but already learning has been identified eg disguised compliance.

The most common re-offence is that of violence and in response the senior practitioners have accessed specific training to increase confidence in the management of risk of violence. The trends in offending behaviour are responded to on a partnership basis through the community safety partnerships (CSP).

In response to the violent offending and the risks of knife crime a young person known to the service has offered to assist with awareness raising and confronting children and young people with the consequences of carrying knives. This young person was stabbed and seriously wounded in a fight. He is by his own acknowledgement no angel but he is now a victim and is passionate about stopping other people being the victim of knives.

## **VULNERABILITY MANAGEMENT SAFETY AND WELLBEING**

The Youth Justice Board published “Commitment to Safeguard – contributing to the safety and welfare of children and young people” in 2014. The document echoes safeguarding procedures to be followed by local authorities. Within it, it states

*“All organisations whose work impacts on children have a responsibility to ensure that the actions they undertake protect the safety and welfare and promote the well-being of those children, the staff who work for them and members of the public.”*

A number of guiding principles are highlighted These include, that:  
The best interests of the child are a key consideration in decisions taken.

Safeguarding is everyone’s responsibility; children’s safety is of paramount importance. This is collectively understood and the expectation for everyone to contribute to keeping children safe is clear.



Safeguarding is actively supported using monitoring and good practice functions to promote learning, support the prevention of harm and promote well-being.

We will listen to children's views about what they need to be kept safe.

Information sharing supports timely and appropriate decision making that is based on individual needs, prevents harm and supports wellbeing.

Equality of opportunity: no child or group of children is treated any less favourably than others. Access to services or the fulfilment of particular needs should not be impaired by gender, ethnicity, ability, sexuality or age.

As with risk management safeguarding relies on robust and accurate assessment and listening to what the child or young person is saying. YOT's have always completed holistic assessment and involved parents/carers within this. Asset plus has improved on this within the assessment processes. Internal mechanisms regarding safety and wellbeing are informed by "Working Together" and the Well-being of Future Generations (Wales) Act and do not take the place of/undermine the All Wales Child Protection Procedures.

The Chair of the WBYJEIS Management Board Service is the Chair of the Western Bay Safeguarding Children Board (WBSCB) giving a robust strategic link to the safeguarding needs of children and young people known to the Service. There are lessons to be learnt from child practice reviews and serious incidents within the community where the service has been supervising the child or young person who has become a victim or harmed themselves. A member of the management team is on the child practise review sub group of the safeguarding children board as well as the quality and performance sub group. The relationship between the service and safeguarding teams is good across the region and the "step up, step down" approach to meeting the needs of children and young people has improved over the last year as services are increasingly joining up to provide seamless services avoiding duplication. The current political environment regarding WB collaborations brings with it the risks of de-stabilising the current youth justice working practices with the Safeguarding Board as Bridgend prepares to leave WB collaborative arrangements.

The current lack of CAMHS nursing time is a risk for the service and its role in safeguarding that has been raised and taken forward by the Management Board. There is a commissioning work stream to address the deficits in provision. Children and young people have been consulted as part of this work stream to ensure that the new service specification takes a more holistic view of their health needs. However, it is unknown if Bridgend leaving ABMU will cause further delay to an already unsatisfactory position.

## **VICTIM ENGAGEMENT AND RESTORATIVE INTERVENTIONS**

Restorative approaches are embedded in the practice of the service with a small group of trainers who are in the process of training the wider workforce across the three collaborating local authorities. The development of restorative questions being used in compliance meetings, meaningful reparation, quality services for victims, conflict resolution and family group conferencing are examples of restorative approaches in practice. The priority for the service is for this area of work to keep growing adding additional schools adopting the Restorative Approaches in schools project with teachers and pupils trained together, more community homes and carers being able to de-escalate situations, equipped to be better corporate parents (Laming Report on Looked After Children in the Criminal Justice System). A partnership pilot project ran within Hillside Secure Childrens Home aiming to bring down the number of Hillside residents being arrested. It is based on restorative interventions being delivered through the service for low level incidents. The first response from service's seconded Police Officer. This work has resulted in a WB agreed protocol for the decriminalisation of children in the Looked After system. Swansea Unisveristy has been engaged to evaluate the effectiveness of the protocol.

Positive victim involvement is always a priority for the service and with the opportunity to redesign the service on a regional footprint came the opportunity to review the role of the victim workers improving links with reparation and a more visible outcomes for victims. An overarching Western Bay coordinator for reparation is now in post bringing consistency to this area of work..

A restorative approaches training course has been developed through the service with Agored Cymru accreditation which is delivered as part of the social care workforce development plan. This brings consistency of delivery across agencies so important when working with early intervention services and residential settings.

The service has expressed an interest in enhancing problem-solving practice in youth courts with Centre for Justice Innovation. We have had a post expression of interest meeting which was positive. The next step is collation of the EOIs received and initial discussions. This will be submitted as the long-list of potential sites to HMCTS, YJB, MoJ and the Judicial Office, three sites will be chosen to take part but at this stage we do not know if we will be successful

## **WORKFORCE DEVELOPMENT**

Workforce development directly links with each LA appraisal process. This links the appraisal to the service delivery model and gives staff ownership of their contribution. Over the last twelve months, the staff group have embedded Asset Plus which has

required training and adapting to a change in focus from risk to a more child focused approach with greater staff discretion. We have moved to one information system across the three localities realising efficiencies and improving the capacity of quality assurance processes. Trauma recovery training has been received by the whole service in readiness for this year's priority of adopting ACE-informed practice across the region and Enhanced Case Management which involved case formulation meetings and clinical supervision through psychologist input. In addition the screening tool for pre-court is being evaluated through Swansea University to inform practice.

The service has through the amalgamation formed a quality and performance sub group which has taken ownership of the staff development plan along with audits and action plans resulting from inspections including thematics. This is a mix of case-holding staff and management. Through audit, areas of practice needing improvement can be identified and workshops arranged.

As already highlighted we need to address reoffending and the YJB has provided assistance in a deep dive audit similar to that undertaken in London. As a result we have formulated an action plan that involves the use of the live tracker. This will involve staff commitment to keep up to date and the organisation of monthly meetings for monitoring. The approach lends itself to the introduction and ACE's and ECM as it will, for example, identify the second episode/offence and trigger the use of ACE assessment. This is particular relevant to pre-court staff development and ECM, to begin with, will involve the development of the statutory caseload holders. Partners will be crucial to the success of this approach.

Management oversight, challenge and support continues to be a priority especially during times of great change. In January 2017, the service moved to a themed management structure replacing the locality based approach.

## **PARTICIPATION**

Engaging young people in decision making and accepting responsibilities for their actions and future is critical to developing skills as constructive members of their community; Article 12 of the UNCRC establishes the right of young people to participate where decisions are being made that affect their future.

Adopting a methodology that confronts negative behaviour, educates the young person about the consequences of their behaviour, enables them to put right the wrong, respects and supports parental responsibility and has the capacity to reduce the risks of future offending will have a strong capacity to rehabilitate. The utilisation of restorative practices across the service maximises the future potential of young people to become successful and integrated members of our community.

The Management Board have been set the challenge of agreeing how best to involve children and young people in board business. Currently presentations have been made on specific service areas (eg Building Skills and the Andrew Kent Music Academy by young people and staff but they have not been a board member). Consultation regarding the content of the plan has been limited, however, each of the three locality offices of Bridgend, Neath Port Talbot and Swansea have asked children, young people, parents and carers and victims ONE very important question

“What is the service not doing well?”

As you would expect the majority of the replies were that they could not think of anything. However in conversation building on that very simple beginning it was clear that actually the service may think they share information with our service users well but actually we do not. One 11 year-old boy did not know what his plan was. When he was presented with the plan – he did not understand what it was. This highlighted that some practise had been lost. Action from this is the service re-visiting the wording of plans and refreshing a work book/planner that was designed some time ago by young people on Intensive Supervision & Surveillance. This planner helped them understand the expectations and see the progress they had made and set the next target. Care needs to be taken that there is not duplication with the questionnaires children and young people are being encouraged to complete using Viewpoint feedback questionnaires.

Victims were not unhappy with our service but felt disappointed in the wider justice system. An action from this was difficult but we can ensure that we take time to explain processes/reasons in the best way we can.

Parents have given positive feedback about the Non Violence Resistance training and as a result additional staff are to be trained to deliver the approach wider.

Focus groups have been held with the service manager, staff and service users to inform the plan. From the young people’s feedback, delivery including The Duke of Edinburgh Award and Police Youth Volunteers were highly valued and this message passed across the region to remind the staff group of the positive outcomes raised by the young people.

This plan covers a twelve-month period only and is written to meet the needs of many audiences in addition to the official bodies requiring its completion and submission. Service users, partner agencies and other partnerships, cabinet members, strategic planners and many more. It also has a central function – the plan is the vehicle used to report progress to the board and guide the staff in the delivery of services – it provides service ownership. Using it as a living document will be a focus of the service over the next twelve months and we thank the young people who attended the Junior Attendance Centre for the cover.

Nick Jarman

Signed:

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Chair YOS Management Board

Date: 28 July 2017.....

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