

## Improvement and Action Plan - Swansea Youth Justice Service – Re- Reviewed April 2021

By October 2020, all areas of the plan have been successfully achieved. As a service, we agreed that we would continue to review the plan every six months to ensure we remain compliant and prepared for any future inspections.

Shown below is the Swansea Strategic improvement and action plan that has been developed in response to the joint inspection by HM Inspectorate of Probation. The plan currently reflects the strategic actions that Swansea Youth Justice Service needs to take forward to address the themes from the inspection.

<b>Service Areas</b>	<b>Swansea Youth Justice Service</b>
<b>Swansea Youth Justice Leadership Team</b>	<b>Jay McCabe – Principal Officer</b> <b>Helen Williams – Operational manager</b> <b>Richard Henderson – Practice Lead</b> <b>Caroline Williams – Practice Lead</b> <b>Philippa Elliot – Senior Prac</b>

Key: **Red** – Not started      **Amber** - In progress      **Green** – Completed

Improvement checkpoints dates	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020
<b>Summative analysis across all actions</b>	12 Green 12 Amber 8 Red	13 Green 16 Amber 3 Red	13 Green 18 Amber 1 Red	19 Green 13 Amber	23 Green 9 Amber	25 Green 7 Amber	26 Green 6 Amber	27 Green 5 Amber	31 Green 1 Amber
<b>Key opportunities</b>	Management board	Team meetings	Leadership meeting	Management board	Management board	Team meeting	Management board	Team meeting	Management board

<b>to monitor the plan</b>	Leadership meeting  YJB catch ups x 2 (fortnightly)	Leadership meeting  YJB catch ups x 2 (fortnightly)	Staff development day YJB catch ups x 2 (fortnightly)	development day Team meeting Leadership meeting  YJB catch ups x 2 (fortnightly)	Leadership meeting  YJB catch ups x 2 (fortnightly)	Leadership meeting  YJB catch ups x 2 (fortnightly)	Leadership meeting  YJB catch ups x 2 (fortnightly)	Leadership meeting  YJB catch ups x 2 (fortnightly)	Leadership meeting  YJB catch ups x 2 (fortnightly)
----------------------------	---	---	--	--	---	---	---	---	---

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
<b>Identify a Partner in practice to assist with improvem</b>	Consult with partner in practice because  1) Wrexham have taken a similar	Jay McCabe Principal officer and Mark Robinson temporary operational	Travel Staff time – 2 days out of service  Resources have been shared	May 2019	One of the key issues from our inspection report related to our assessment of Risk Management and Safeguarding process.	Change this table  June 26 <sup>th</sup> visited Wrexham  Jay and Mark have

<p><b>ent Journey.</b></p> <p><b>Identify – what was wrong – demonstrate how this links in with the improvement</b></p>	<p>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>manager to link in with Donna Dickenson from Wrexham Caren Evans – operational manager</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>To ensure better outcomes for children and young people</p> <p>The outcomes under this section are:-</p> <p>1) All staff will have a clear understanding of the risk management process</p> <p>2) The leadership team will have oversight, appropriate mechanisms to quality assure</p> <p>3) Staff will feel confident in their assessment of risk and safety/well-being</p> <p>4) This will result in improved risk management and overall safeguarding</p>	<p>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> <p>April 2021 – A South Wales Improvement group is now in place between Cardiff, Swansea, NPT and Bridgend.</p> <p>We continue to link in partners through YOS manager Cymry, South Wales</p>
---	---	---	---	--	--	---

We will know this has been achieved by:

- a) Robust risk management assessments/ plans/program mes and reviews are in place.
- b) Evidence that these have been reviewed
- c) Evidence of appropriate challenge when plans need further development.
- d) Evidence that the risk of harm has reduced for the young and the community
- e) A reduction in the overall

regional group and directly with other YOT's where we feel necessary.

					level of risk	
<p><b>Develop internal systems to help improvement journey</b></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> <ol style="list-style-type: none"> <li>1) Staff are appropriately supervised by the appropriate line of supervision</li> <li>2) To provide a mechanism for quality assurance</li> </ol>	<p>Mark Robinson Interim operational manager</p> <p>Richard Henderson – Practice Lead</p> <p>Caroline Williams – Practice Lead</p> <p>Philippa Elliot – Senior Prac</p> <p>Jay McCabe – Principal officer</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> <ol style="list-style-type: none"> <li>1) The outcome will be that staff will feel supported</li> <li>2) That regular supervision takes place</li> <li>3) That the leadership team understand the teams cases and workload</li> </ol>	<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> <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</p>

	<p>3) Mechanism for managing wellbeing of staff</p> <p>4) Mechanism for escalating concerns relating to young people</p> <p>5) Training and development needs are identified to support and promote staff's well-being</p>				<p>4) Workload is managed effectively</p> <p>We will know we've achieved by</p> <p>1) Dip sampling will be provided – once per quarter</p> <p>2) Evidence that all staff have monthly supervision</p> <p>3) Evidence that staff are being supervised by the appropriate lead</p>	<p>developed</p> <p>Weekly reporting Planner to have oversight of all reports and timescales</p> <p>April 2021 - Clear lines of supervision continue to be in place. Staff continue to receive supervision on a monthly basis. The quality of supervision continues to be the primary focus and workshops have been delivered to senior staff to assist them to carry out supervision more effectively</p>
<p><b>Develop team identity and well-being</b></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>Rebecca Jones – Training and development officer</p> <p>Mark Robinson</p>	<p>One day for team development – long term to create cohesion</p>	<p>February 2020</p>	<p>One of the key themes from the inspection report related staff wellbeing and the value of quality</p> <p>To ensure better</p>	<p>Regular meetings are taking place to identify what the delivery of the development day will look like.</p>

	<ol style="list-style-type: none"> <li>1) To help the team understand where they are in terms of change management process</li> <li>2) To engage the team in the improvement plan and seek their voice and contribution</li> <li>3) Providing the team with time to explore and develop an understanding around the importance of quality.</li> <li>4) Develop team cohesiveness</li> </ol>	<p>– Interim Practice Manager</p> <p>Jay McCabe – Principal officer</p>			<p>outcomes for children and young people</p> <p>The outcomes are:-</p> <ol style="list-style-type: none"> <li>1) The team can identify where they feel their barriers are in terms of changing</li> <li>2) To contribute to and develop a shared understanding of quality and what that looks like</li> <li>3) For the team to take ownership and the improvement journey</li> <li>4) Staff to feel motivated to change</li> <li>5) For the services to experience a dynamic and dynamic and motivated</li> </ol>	<p>Discussion with Rebecca around booking the development day.</p> <p>When the new operational manager starts – the development day</p> <p>Delayed until February 2020 due to other key commitments taking place within the service.</p> <p>Completed 7<sup>th</sup> February 2020</p> <p>April 2021 Ongoing team meetings take place Workshop sessions have been delivered around quality of assessments, reports and interventions</p> <p>Senior meetings take place on Mondays Every morning there are check ins in place</p>
--	---	---	--	--	--	--

					<p>workforce</p> <p>We will know that we've achieved this by</p> <ol style="list-style-type: none"> <li>1) Feedback from the development day</li> <li>2) Direct evaluation and feedback during supervision</li> <li>3) Increased level of engagement by staff who will want to contribute to service development</li> <li>4) Reduction in staff sickness and stress</li> <li>5) Fewer changes in case management</li> </ol>	<p>Recently the service vision and values/principals have recently been developed in conjunction with the team – however there is a larger Vanguard review intended to take place by May/June 2021</p> <p>We continue to experience sickness within the case manager's cohort. However, one is retiring in health grounds and the other is being referred Occ Health</p> <p>Staff representatives attend the management board to articulate staff views, feelings and any issues</p>
--	--	--	--	--	---	--



<p><b>Develop YJS Training Plan</b></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>1) To ensure all staff are</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"> <li>- Assessment</li> <li>- Intervention</li> <li>- Planning</li> </ul> <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>This will be evidenced by</p>	<p>A training plan has now been developed in conjunction with the training department.</p> <p>April 2020-21 - Key training has been delivered whilst during Covid</p> <ul style="list-style-type: none"> <li>• Asset plus</li> <li>• Workshops on quality – Assessments, reports and interventions</li> <li>• SOS</li> <li>• Contextual safeguarding</li> <li>• Level 2 safeguarding</li> <li>• County Lines</li> <li>• NRM trg</li> <li>• Workshop around CE</li> </ul> <p>Staff training is available</p> <p>Further asset plus trg identified in June 2021 for new staff</p>
---	---	---	--	------------------	--	---

	<p>trained to an appropriate level</p> <p>2) Are provided with the right qualifications for the job role.</p> <p>3) The correct training is in place for the staff to carry out and perform their job roles effectively</p> <p>4) Identify any additional training needs</p>				<p>1) Increased engagement in activities</p> <p>2) Staff reporting more confidence in supervision and team meetings, that they feel better equipped to manage the demands of the job</p> <p>3) Staff feel suitably trained and have the knowledge to carry out their jobs roles</p> <p>4) The service users have robust assessment, plans and quality interventions</p> <p>5) Reduction in offending and reoffending</p>	<p>AIM 3 trg is currently being identified at a south Wales level</p> <p>Trg analysis for 2021-2022 need to be completed – all trg plans were on hold last year due to Covid</p> <p>Practice Manager has identified supervision trg as a key priority for this year's training program. A further need identified is trg specifically around county lines, CE and working with young who</p> <p>JM has met with Deb reed to identify this year's trg plan</p>
<p><b>Develop profiles of</b></p>	<p>Create mapping and profiling to be</p>	<p>Richard Henderson –</p>	<p>Staff time Young people's time</p>	<p>March 2020</p>	<p>The inspection identified the need to map out the</p>	<p>Update: October 2020 - LiveTracker</p>

<p><b>service users and identify interventions to meet their needs</b></p>	<p>completed</p> <p>Set up practitioner forum – develop themed feedback for the board</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> <li>1) To better understand our cohort in order to respond to them</li> <li>2) To target our resources more effectively</li> <li>3) To develop the service in line with the ever changing needs of young people</li> </ol>	<p>Practice Lead Helen Williams practice manager Jay McCabe – principal officer Caroline Williams – practice lead</p> <p>Lisa Parker</p>			<p>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> <ol style="list-style-type: none"> <li>1) The development of a new range of programmes of intervention which reflect the changing needs of our cohort</li> <li>2) Young people feeding back that they are happy with the local offer as part of ongoing consultation</li> </ol>	<p>has been developed and cohort has been identified</p> <p>Development of the serious Youth Violence Strategy and CYP profile is underway – April 2021 – this is ongoing and data sets are being obtained to create young person profile</p> <p>Participation work has taken place and feedback process is now in place to help inform service development – April 2021 – this is ongoing and the focus of the work is now to develop a forum for this feedback to be discussed and reviewed – to review in June 2021.</p> <p>Live tracker session have started and work is being</p>
--	--	--	--	--	--	--

					<p>3) Evidence of a reduction in offending and reoffending</p> <p>4) Increased engagement from young people</p>	<p>undertaken to identify specific cohorts to monitor and review</p> <p>Young person's feedback is now being presented to the board at each board as of January 2021</p> <p>We have also changed paperwork systems as part of the National Standards audit to include the feedback from young person, parents and or carers.</p>
<p><b>Develop YJS participation group</b></p>	<p>Service Users participation group to be set up</p> <p>Young people to be consulted on to seek their views on service provisions</p>	<p>Rob Richards – intervention centre manager and two identified participation champions - Jason Evans</p>	<p>Staff time</p> <p>Meeting space</p>	<p>Ongoing – started but needs to be an ongoing work strand.</p>	<p>The inspection identified the importance of the service user's voice within the shaping and development of the service.</p> <p>This is to ensure the</p>	<p>Consultation has been started and cohort of 10-14 year old have been sought</p> <p>Next steps to continue to embed this as an ongoing</p>

	<p>(why are we doing this)</p> <ol style="list-style-type: none"> <li>1) To improve the offer of support</li> <li>2) Work out what children and young people think are the gaps in the service</li> <li>3) Have a better understanding of what young people need from the YJS</li> <li>4) To plan for future service delivery</li> <li>5) To work out what interventions work for young people</li> </ol>	Morgan Parkin			<p>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"> <li>1) Regular consultation and feedback being sought from young people</li> <li>2) Evidence of the interventions evolving to reflect the needs and preferences of young people</li> <li>3) Evidence of them engaging in the service</li> </ol>	<p>piece of practice.</p> <p>Rob Richards is going to take the lead on developing an ongoing participation group.</p> <p>Update – August 2020 – participation working group is in place and currently looking at approaches and mechanisms for CYP to provide feedback to the service – April 2021 – to be reviewed in June 2021</p> <p>Consideration of setting up a young person's board</p> <p>Joint strategic work with secure estate to look at co-production</p>
--	---	---------------	--	--	--	--

<p><b>Develop relationships with education partners</b></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> <ol style="list-style-type: none"> <li>1) Ensure the young people at risk of becoming NEET are identified and highlighted earlier</li> <li>2) Track and monitor the journey for</li> </ol>	<p>Jay McCabe – Principal officer</p> <p>Julie Thomas – head of child and family services</p> <p>Helen Morgan Rees – Head of Education</p> <p>Mark Robinson – Interim Operational manager</p> <p>Sam Goulding – ETE worker</p>	<p>Staff time</p> <p>Commitment to meeting</p>	<p>To be completed by March 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</p> <p>To evidence that this will be achieved:-</p> <ol style="list-style-type: none"> <li>1) Evidence of the young people who are at risk have an appropriate intervention being provided</li> <li>2) Communication links are in place and an escalation pathway is in</li> </ol>	<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 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</p>

	<p>young people who are at risk of being NEET</p> <p>3) To help identify interventions to help prevent the risk from occurring and offer the relevant interventions at the right time.</p>				<p>place</p> <p>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</p> <p>4) A reduction in the number of young people who are NEET</p>	<p>developed.</p> <p>Update: TOR sent around and first working group to be started in December 2019.</p> <p>Update: October 2020 – PO sits on the hard to place operational group to help address barriers and raise needs of CYP known to YJS services –</p> <p>April 2021 -no change, this remains the same</p> <p>April 2021 -PO leads on Traineeships and Apprenticeships task and finish group and sits on the NEET board</p> <p>Task and finish group to be set back up due to movements within education in terms of chair of the group.</p> <p>YJS attend EOTAS</p>
--	--	--	--	--	--	---

						and represents the service in this forum
						Operational manager to set up joint monthly meetings with Education and YJS – Helen Howells, David Bawden and Ryland Phillips
<p><b>Develop and improve Swansea YJS internal systems</b></p> <p><b>(how is this relating to back to improved outcomes for young people)</b></p>	<p>Review polices/escalation processes:-</p> <p><b>Pathways to escalation</b></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</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>October 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</p>	<p>Task group is to be set jointly with safeguarding board to look review all YJS policies and procedures - Frist meeting took place on the 22<sup>nd</sup> October 2019.</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</p>



	<p>young people are safeguarded</p> <p>2) To ensure that where risk are 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>referrals made by the YJS to other agencies</p> <p>2) Evidence of children and young people 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>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>01.11.2019 – Data sheet has now been developed and will be used to track all the cases where escalation or referrals to partner agencies are taking place</p> <p>April 2021 - Live tracker to be considered – e.g, YP on protocol, CSE</p> <p>Development of a process chart to identify escalation processes</p>
<b>Develop clear</b>	Review statutory and prevention	Mark Robinson – Interim	Staff time Induction sessions	September 2019	The inspection report highlighted that the	<b>Prevention</b> Updated prevention

<p><b>eligibility criteria for the YJS</b></p>	<p>eligibility criteria – communications to be sent to all agencies and C&amp;F teams/services areas</p> <p>Why are we doing this)</p> <ol style="list-style-type: none"> <li>1) To ensure the right children are identified for the service</li> <li>2) To ensure the resources are directed to the right children and young people</li> <li>3) To ensure that other services understand our core business and what is within our remit</li> <li>4) To ensure</li> </ol>	<p>Practice manager Caroline Williams – Practice lead Richard Henderson – practice lead</p>	<p>and team meetings</p>		<p>service was working with children and young 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"> <li>1) Clear timescales for the work being carried out</li> <li>2) Agencies will have a clear understanding of eligibility and expectations on the service</li> <li>3) The work carried out will be time limited and the right cases will remain open to the service on the basis that there is</li> </ol>	<p>referral forms – schools, feeder schools – resulting in more appropriate referrals</p> <p>Nail down asset plus prevention criteria</p> <p>Roll out visits to C&amp;F teams</p> <p><b>Statutory</b> 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> <p>Leaflets to be devised</p> <p>Wrexham model is</p>
--	---	---	--------------------------	--	---	--

	<p>service boundaries and roles are clear</p>				<p>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>now in place. Refer has to be certain that the risk of offending is clear.</p> <p>April 2021 - Referral form has been review very recently</p> <p>Prevention staff to re-visit schools and teams to discuss the services</p>
<p><b>Develop robust pre assessment</b></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>2) The right young people receive the right level of intervention</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, evidence that this is being achieved</p> <p>1) A robust screening tool and process will</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 Low level out of court will now receive screening tool</p> <p>In the long term – the focus will be on using</p>

	<p>3) The risk, safety and well-being of young people at risk of offending or who have offended are correctly assessed</p>				<p>be developed and in place</p> <p>2) Appropriate referrals receiving the right intervention</p> <p>3) Evidence that all factors have been appropriately assessed on initial screenings</p> <p>4) That plans and interventions are appropriate developed to meet the needs of young people who require YJS services.</p>	<p>asset plus for out of court disposals</p> <p>Further discussions to take place regarding training all non-social work staff to complete asset plus.</p> <p>Staff have bene trained at all levels to use asset plus.</p> <p>Agreed that low level risks can have a proportionate screening, all other matters will be assessed using asset plus.</p> <p>April - Staff who have been trained to use Asset Plus are now completing all assessments on asset</p> <p>Once all the training is completed by June, this will ensure that all staff will be using</p>
--	--	--	--	--	---	--

						asset plus for all prevention cases from that point onwards In the interim screening is being where low risk of safety and wellbeing or
<b>Set national standards</b>	<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</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>	To be set and agreed by board in March 2020	<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</p>	<p>Performance report is now formulated and ready for first board meeting</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>There is a consensus amongst the service that 2013 standards will be the standards we will continue to adopt.</p>

	<p>setting the benchmark to measure itself against</p> <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</p> <p>3) Hold the Youth Justice Service to account for the work it does and ensure it continues to</p>				<p>outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> <li>1) Board members being more accountable for key areas of the national standards</li> <li>2) Examples of good practice being developed when challenges are raised.</li> <li>3) Improved outcomes for the young people in receipt of youth justice services</li> <li>4) Evidence that all board members understand the barriers and are committed to improving outcomes through shared</li> </ol>	<p>To be audited in February 2020 and new standards agreed in March by the board. To be taken to the board for ratification in March 2020</p> <p>Task groups are now set on the 12<sup>th</sup> February 2020 to look at old and new standards and each group will be auditing current cases.</p> <p>Update: April 2020 – completed and new action and improvement plan is in place resulting from internal National standards audit. The service is currently focusing on standard 1 &amp; 2 – this will be presented to the board in October 2020</p> <p>April 2021 – Implementation plans</p>
--	---	--	--	--	---	--

	<p>raise the standards of 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>ownership.</p>	<p>are in place and the work for each standard is being individually reviewed at each consecutive board</p> <p>National standard operational actions under 1&amp; 2 are now implemented.</p>
<p><b>Develop a framework for Quality assurance mechanism.</b></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 interventions</p>	<p>Caroline Williams Richard Henderson – practice lead Caroline Williams – Practice lead Lisa Parker – Information officer Mark Robinson – Interim Practice manager with support from Jay McCabe –</p>	<p>Staffing Meeting space Review meetings</p>	<p>By March 2020</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 will be evidenced by</p>	<p>First meeting took place 31<sup>st</sup> 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 ready by the next</p>

	<p>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 development</p> <p>5) Develop a culture of reflective and honest/constr</p>	principal officer			<p>1) A robust and Q&amp;A process</p> <p>2) Appropriate levels of Q&amp;A at relevant stages</p> <p>3) Evidence of monthly dip sampling of cases to track their</p> <p>4) That assessments/plans and interventions are appropriately Q&amp;A'd with necessary and helpful feedback</p> <p>5) Regular meetings with social workers to support the Q&amp;A process</p> <p>6) Evidence of feedback being given in the right way to promote a culture of</p>	<p>board meeting in November 2019.</p> <p>Practice guidance to be developed</p> <p>Feedback and consultation to take place</p> <p>Update – August 2020 - South Wales s improvement group is in place to also consider providing a peer review process.</p> <p>Audit to take place in November/December to look at quality of plans and interventions</p> <p>Workshops are being delivered in November 2020 to look at assessment skills, report writing and plans. The aim to improve the quality of the work, focus on the skills of analysis and writing effective</p>
--	--	-------------------	--	--	---	--



	<p>uctive feedback (360 degree approach)</p> <p>6) Ensure needs and risks are identified and responded to accordingly</p>				<p>learning whilst promoting safety and well-being at all times.</p>	<p>plans and interventions</p> <p>April 2021 -Review the QA process and audit plan to be developed by all. May 2021. Practice manager is also seeking assurance that the quality of the of the QA is consistent</p>
<p><b>Induction process and training for other departments and new starters</b></p>	<p>Develop and induction plan and training power-point (Why are we doing this)</p> <p>1) To help ensure all new staff understand the processes and practices</p> <p>2) Raise the standard of the service</p> <p>3) Deliver the</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>February 2019</p>	<p>The inspection report highlighted the importance of the service understanding it core business but also its eligibility and purpose. To assist new starters and partner agencies to understanding their expectations of the service, the service need to be clear about its thresholds and share that information appropriately.</p> <p>To ensure better outcomes for children and young people, this</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> <p>Update - induction pack is in place and will continue to reviewed annually.</p> <p>April 2021- Practice manager is meeting with C&amp;F service reps to look at the whole induction process</p>

	<p>service remit to other teams and multi-agency partners to aid their understanding of the service</p>				<p>will be evidenced by</p> <ol style="list-style-type: none"> <li>1) Information available to all partner agencies to understand the work of the YJS</li> <li>2) Workshops and induction training provided on a regular basis as and when needed.</li> <li>3) Staff across C&amp;F services, health, police and education understanding the role of the youth justice service</li> </ol>	
<p><b>Clear lines of supervision of staff to be established</b></p>	<p>All staff to revert to being supervised within their locality teams.  (why are we doing this)</p>	<p>Mark Robinson Interim operational Manager Richard Henderson – Practice lead Caroline Williams –</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</p>	<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>

	<ol style="list-style-type: none"> <li>1) To ensure that staff are supervised appropriately by the right line manager</li> <li>2) That staff receive quality supervision</li> <li>3) Non social work trained staff to receive supervision by qualified senior or practice lead</li> <li>4) The right level of supervision and support is in place for all staff</li> <li>5) Ensure accountability and reduce confusion between staff as to who</li> </ol>	<p>Practice Lead Jay McCabe – Principal officer</p>			<p>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"> <li>1) Staff are supervised by the appropriate line manager</li> <li>2) Staff are able to identify who they report to and seek support from</li> <li>3) Supervisions are taking place and the quality of those supervisions are to a good standard</li> <li>4) Staff report that they feel supported and their well-being is promoted</li> </ol>	<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>New supervision and documentation is in place across C&amp;F service and agreeing in September 2019</p> <p>Training plan devised by workforce development officer</p> <p>Senior staff to be provided with a supervision training workshop to help support them in their</p>
--	---	---	--	--	---	---

	they report to					<p>roles - this will take place in February 2021.</p> <p>April 2021 - Clear lines of supervision continue to be in place. Staff continue to receive supervision on a monthly basis. The quality of supervision continues to be the primary focus and workshops have been delivered to senior staff to assist them to carry out supervision more effectively</p>
<p><b>Follow up actions identified by Duncan Hodgson to be completed.</b></p>	<p>Duncan Hodgson will email follow up actions in the agreed feedback templates to operational manager so that the necessary actions can be completed.</p> <p>1) To ensure</p>	<p>Caroline Williams - Practice lead Richard Henderson – Practice Lead Violet Kerr – Social Worker Josette Wigley – Social worker</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>To ensure better outcomes for children and young people</p>	<p>Feedback has been given to social workers in relation to one case on the asset plus training</p> <p>Executive summary to be shared with the leadership group 6<sup>th</sup> June 2019.</p>

	<p>that previous assessments and plans are reviewed and improved upon</p> <p>2) To promote good practice in future</p> <p>3) Ensure social workers understand what needed to be improved upon and</p>	<p>Caroline Gittens – Social worker</p> <p>Steve Poulton – Social worker</p> <p>Alison Martin – Social worker</p> <p>Duncan Hodgson – trainer - for him to review the changes that have been made.</p>			<p>The improvement will be evidenced by</p> <ol style="list-style-type: none"> <li>1) Previous assessments and plans have been update to reflect the changes required</li> <li>2) Future and ongoing assessments will evidence the correct assessment of risk safety and wellbeing</li> <li>3) Social work staff will be able to carry out the assessment correctly and to the right standard</li> <li>4) Social workers will follow the appropriate format</li> </ol>	<p>Duncan will be feeding back the summary of his findings to the new management board on the 5<sup>th</sup> July 2019.</p>
<p><b>In all cases</b></p>	<p>Joint meeting to be set up to review the</p>	<p>Mark Robinson – Interim</p>	<p>Staff Meeting space</p>	<p>Historic cases –</p>	<p>The inspection reports highlighted in the</p>	<p>Mark Robinson has met with IRO</p>

<p><b>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.</b></p>	<p>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 be clear what the CE/CSE escalation process – Escalation process to be formulated</p> <ol style="list-style-type: none"> <li>1) To ensure concerns are escalated</li> <li>2) To ensure the right services are being</li> </ol>	<p>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>Ongoing meetings to review</p>	<p>checked by June 2019</p>	<p>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> <ol style="list-style-type: none"> <li>1) Regular review meetings of CSE cases are taking place between the CSE co-ordinator and YJS Interim manager.</li> <li>2) Previous and current cases have been reviewed and risks assessed, identified and closed appropriately.</li> <li>3) CSE concerns are being</li> </ol>	<p>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 – quarterly – how many SPOCK referrals PASM</p> <p>All cases were identified and a suitable plan/recommendation took place.</p> <p>April 2021 - New processes developed – monthly meeting to look at and review all</p>
---	---	--	-----------------------------------	-----------------------------	--	--

	<p>accessed to support young people</p> <p>3) To safeguard young people and promote their safety and well-being</p> <p>4) Ensure when cases are closed the risks have reduced and cases are closed appropriately</p>				<p>escalated through the correct channels and concerns are being raised at the right time.</p>	<p>protocol, CE and CSE related cases – monthly report will be produced to share with safeguarding board (PPMG)</p>
<p><b>Review of out of court assessments.</b></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>Jay McCabe – principal officer Mark Robinson – Interim practice manager Caroline Williams – practice lead Richard Henderson –</p>	<p>Staffing Meetings Space Time</p>	<p>Starting beginning of September 2019 and ongoing</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>	<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</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 taken place</p> <ol style="list-style-type: none"> <li>1) To ensure referrals are appropriate</li> <li>2) The right young people receive the right level of intervention</li> <li>3) The risk, safety and well-being of young people at risk of offending or</li> </ol>	<p>practice lead Lisa Parker – Information officer</p>			<ol style="list-style-type: none"> <li>1) Asset plus assessments will be carried out on all out of court disposals</li> <li>2) Evidence that all factors have been appropriately assessed.</li> <li>3) That plans and interventions are appropriate developed to meet the needs of young people who require YJS services.</li> <li>4) Regular Q&amp;A's of out of court disposals</li> </ol>	<p>reviewing previous out of court disposal, we will only be looking at the last quarter.</p> <p>As part of the National Standards audit – this piece of work is ongoing and Caroline Williams is doing an audit of the some cases in November 2020.</p> <p>April – 2021 -Audit still needs to take place Asset plus assessments are taking place for out of court disposals</p>
--	--	--	--	--	--	--



	who have offended are correctly					
<b>New data set to be developed to report to the management board to allow for the effective oversight of the services work and provide highlight areas of unmet need to partners</b>	<p>Partner in practice to share their good practice model in how they inform their management board of the work they do via a formal report.</p> <p>Data reporting to include:</p> <ul style="list-style-type: none"> <li>• Social Services referrals and follow up.</li> <li>• Mental &amp; emotional health referrals.</li> <li>• CSE cases</li> <li>• MAPPA cases</li> <li>• Absence &amp; sickness</li> </ul>	<p>Mark Robinson – Interim Practice and Jay McCabe – Principal Officer</p> <p>Lisa Parker – Information officer</p> <p>Richard Henderson – Practice Lead</p> <p>Caroline Williams – Practice Lead</p>	<p>Board meetings</p> <p>Report writing time</p> <p>Q&amp;A of report</p> <p>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 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"> <li>1) High quality qualitative and quantitative data report will be provided</li> <li>2) The board will have the right data it needs to make the necessary strategic decisions</li> </ol>	<p>First meeting with Mark Cox on 7<sup>th</sup> May 2019 took place to look at new data set reporting used for Wrexham as our good partner in practice.</p> <p>Using Bleanau Gwent/Caerphilly performance report.</p> <p>Update – September 2020 - Performance reporting continues to be reviewed at every board and practice manager now provides a summary report to CMT and a summary at document at the board.</p> <p>Local data sets are now being produced and the opportunity to</p>

	<p>impact on the service.</p> <ul style="list-style-type: none"> <li>• YP not in receipt of a full education entitlement.</li> <li>• Where safety and wellbeing issues have been highlighted, evidence to is provided around the referrals to other services (section 9 of the report)</li> <li>• Staff sickness and its impact on operational capacity.</li> </ul> <p>1) To share best practice and develop Swansea'</p>				<p>3) The board will be better informed of the challenges and areas of needs</p> <p>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</p>	<p>review these over the last two years is now possible and will enable to consider patterns, trends and any unmet need</p> <p>April 2021 - Reviewing of the data from the performance reports over the last two years since disaggregating in April 2019.</p> <p>Vanguard review taking place in May/June will enable us to consider PI's and meaningful measures once the review of the service has taken place.</p>
--	---	--	--	--	---	--

	<p>s practice</p> <p>2) To develop data reporting which provides the Youth Justice Board with the information it needs to make the most informed decisions</p> <p>3) To help identify trends, areas of need and inform future planning</p>					
<p><b>Ongoing monitoring of the action plan.</b></p>	<p>Swansea YJS Strategic Lead and Operational Manager will meet with the YJB on a frequent basis to</p>	<p>Mark Cox – YJB advisor Mark Robinson Interim practice manager</p>	<p>Staff time Regular meetings and touch points Meeting space</p>	<p>Frequent and ongoing until the re-inspection unless otherwise</p>	<p>The inspection report resulted in the need for an improvement plan to be developed to address the inspection.</p>	<p>Meeting with Mark Cox on a fortnightly basis and management board meetings are taking place regularly.</p>

	<p>review progress against the action plan. Furthermore, the management board will also act as a review point for the improvement plan</p> <ol style="list-style-type: none"> <li>1) To ensure that the plan is continually being developed</li> <li>2) To provide regular review points</li> <li>3) To provide opportunities to share good practice across partners in practice</li> <li>4) To see guidance and advice where necessary from the YJB</li> </ol>	<p>Jay McCabe Richard Henderson – Practice Lead Caroline Williams – Practice Lead</p>		<p>agreed with the YJB.</p>	<p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> <li>1) Regular meetings taking place to review the plan</li> <li>2) Feedback from the YJB regarding the improvement journey</li> <li>3) Evidence on the improvement plan that improvement is taking place.</li> </ol>	<p>Update – August 2020 – this evolved and Jay McCabe set up the south wales improvement group to help continue to provide peer support as part of our ongoing improvement journey.</p> <p>April 2021 - Continues to be in place</p>
<b>New</b>	Senior managers to	All Board	Board members	First board	The inspection highlight	First management

<p><b>management board to created and formed – to oversee the work of the YJS</b></p>	<p>make the necessary 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> <ol style="list-style-type: none"> <li>1) To ensure that all multiagency partners have oversight of the risks,</li> </ol>	<p>members David Howes – Director of Social Services Julie Thomas – Head of C&amp;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 Sian Rees – police and Crime</p>	<p>time Meeting space Board reports</p>	<p>meeting by July 2019</p> <p>The rest will commence on a bi monthly basis from October 2019.</p>	<p>the need for the board 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> <ol style="list-style-type: none"> <li>1) The board will have oversight of all the work taking place in the youth justice service to make strategic decisions</li> <li>2) The board will be better informed of the challenges and areas of needs</li> <li>3) The board will make decisions which will directly impact and</li> </ol>	<p>board meeting 5<sup>th</sup> July 2019.</p> <p>Next Board meeting dates</p> <p>7<sup>th</sup> November 2019</p> <p>14<sup>th</sup> January 2020</p> <p>3<sup>rd</sup> March 2020</p> <p>Further board meetings have now been set up for the remaining year up until the end of 2020.</p> <p>Update – Board meetings are now set up continuously</p> <p>April 2021 - Dates continue to be arranged and regular board meetings are taking place.</p>
---	---	---	---	--	--	---

	<p>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 Justice Service</p>	<p>commissioner Declan Cahill – Police</p> <p>Jamie Harris – Barod</p> <p>Eirian Evans – Probation</p> <p>Joanne Abott-Davies – Health strategic lead</p> <p>Susan Jones – Health</p>			<p>improve the quality and outcomes for children and young people known to the youth justice service</p>	
<p><b>YJB to provide training to the new</b></p>	<p>Once the new management boards have been formed the YJB will</p>	<p>Mark Cox – YJB</p> <p>All Board members</p>	<p>Board members time</p> <p>Meeting room</p>	<p>July 5<sup>th</sup> 2019</p> <p>Follow up</p>	<p>The inspection highlight the need for the newly formed Swansea management board to</p>	<p>First introduction session was provided on the 5<sup>th</sup> July 2019</p>

<p><b>Management Board</b></p>	<p>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> <ol style="list-style-type: none"> <li>1) To ensure the management board feel confident in their roles and responsibilities</li> <li>2) To provide board members with a clear understanding of the expectations within these roles</li> <li>3) To make</li> </ol>	<p>David Howes – Director of Social Services  Julie Thomas – Head of C&amp;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  Sian Rees – police and Crime commissioner</p>		<p>half day session 24<sup>th</sup> October 2019</p>	<p>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"> <li>1) The board will have knowledge and oversight of all the work taking place in the youth justice service to make strategic decisions</li> <li>2) The board will be better informed of the challenges and areas of needs</li> <li>3) The board will make decisions which will directly impact and improve the quality and outcomes for children and</li> </ol>	<p>A further half day was provided on the 24<sup>th</sup> October 2019 – this was completed.</p> <p>April – currently the service has a rating of medium support from the YJB  Mark Cox continues to provide advice and attends our board meetings</p>
--------------------------------	---	---	--	--	--	--

	<p>board members accountable</p> <p>4) To assist board member to identify areas of developmental need</p>	<p>Declan Cahill – Police          Jamie Harris – Barod          Eirian Evans – Probation          Joanne Abbott-Davies – Health strategic lead          Susan Jones – Health</p>			<p>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 scrutiny will take place in management board meetings</p>	
<p><b>Review the role</b></p>	<p>Swansea YJS management board</p>	<p>All management</p>	<p>Meeting space Board members</p>	<p>Next Board meeting</p>	<p>The inspection highlights the need for</p>	<p>Agenda'd for further discussions at</p>



<p><b>and function of the prevention service</b></p>	<p>will address concerns raised by the inspectors in relation to age criteria for prevention cases.</p> <p>Why are we doing this</p> <ol style="list-style-type: none"> <li>1) To ensure that all multiagency partners have oversight of the risks, needs/barrier</li> <li>2) To provide active and constructive challenge to the Youth Justice management team</li> <li>3) To promote the effective strategic operations of the Youth Justice Service</li> </ol>	<p>board members</p>	<p>times</p>	<p>dates</p> <p>7<sup>th</sup> November 2019</p> <p>14<sup>th</sup> January 2020</p> <p>3<sup>rd</sup> March 2020</p>	<p>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> <ol style="list-style-type: none"> <li>1) The board will have knowledge and oversight of all the work taking place in the youth justice service to make strategic decisions</li> <li>2) The board will be better informed of the challenges and areas of needs</li> <li>3) The board will make decisions which will directly impact and improve the quality and</li> </ol>	<p>the next management board on the 7<sup>th</sup> November 2019. Agreed that the age criteria is for prevention services is 10-18</p> <p>April 2021 - No change</p>
--	---	----------------------	--------------	---	---	--

					<p>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 scrutiny will take place in management board meetings</p>	
<b>Improve the quality and awareness from staff of the referral</b>	<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</p>	<p>Mark Robinson – Interim Practice Manager</p> <p>Jay McCabe – Principal officer</p> <p>Caroline Williams –</p>	Staff time Meeting space	August 2019	<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</p>	<p>First meeting took place 31<sup>st</sup> 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><b>systems, so that children and families receive the services they need</b></p>	<p>this)</p> <ol style="list-style-type: none"> <li>1) To ensure that referrals are appropriately made to the relevant departments/agencies</li> <li>2) YJS staff understand what is expected of them and how to refer into services correctly</li> <li>3) Develop appropriate escalation processes and accountability</li> <li>4) Ensure staff across multiagency partners understands the role and function of</li> </ol>	<p>Practice Lead Richard Henderson - Practice Lead</p>			<p>children and young people.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> <li>1) Process are in place to support staff to escalate concerns</li> <li>2) Staff are able to follow the right processes to escalate risk, needs and access support</li> <li>3) The line management support is in place to raise issues where staff aren't satisfied that the referral process needs to be challenged</li> <li>4) Staff will be able to report that their concerns have</li> </ol>	<p>A central spreadsheet has been formulated to be shared with Head of service outside of board meetings to aid in escalation process.</p> <p>April 2021 - Live tracker to be considered – e.g, YP on protocol, CSE</p> <p>Development of a process chart to identify escalation processes</p>
---	---	--	--	--	---	--

	YJS staff in relation to its safeguarding responsibilities				been responded to appropriately.	
<b>All YJS policies and procedures to be reviewed to reflect the needs of the newly formed YJS's</b>	<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"> <li>1) To ensure that staff are supported to carry out their roles effectively</li> <li>2) Staff understand what is expected of them in their roles</li> <li>3) To be able to refer to guidance as</li> </ol>	<p>Mark Robinson – Interim Practice Manager</p> <p>Jay McCabe – Principal officer</p> <p>Lisa Parker – Information officer</p>	<p>Staffing Meeting space</p> <p>The need to review this regularly</p>	<p>Regional working group started October 2019</p> <p>Ongoing as policies and procedures will need to be reviewed regularly</p> <p>The plan is to make sure that the priority policies are in place and these will be taken to the board for sign off.</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"> <li>1) The formation of a practice manual which contains all the relevant policies and procedures specific to the youth justice team</li> </ol>	<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>The Swansea Management board will then provide the oversight and approval/ratification of these policies and procedures.</p>

	and when needed			By end of March 2020	<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>Update: recent mock inspection 12/13<sup>th</sup> December 2019 by YJB helped to identify the policies and procedures that the Youth Justice Service needed to specifically review or develop.</p> <p>Update – all policies and procedures have been reviewed and are now in place. There are two under review due to the need to share these with wider C&amp;F service partners</p> <p>April 2021 – all policies remain reviewed in timescale</p>
<b>Review effectiveness of information sharing protocols to ensure all schools</b>	<p>Head of Education Services</p> <p>Director/Head of the Swansea YJB board to progress this matter via Head Education</p>	<p>Mark Robinson – Interim Practice Lead</p> <p>Jay McCabe - Principal officer</p> <p>Helen Morgan Rees – Head of Education</p>	<p>Staffing</p> <p>Regular meeting space</p> <p>Time</p>	By end of March 2020	<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</p>	<p>TOR developed and sent out. First working group to take place on the 17<sup>th</sup> January 2020 – delay due to everyone’s availability.</p> <p>Working group is</p>

<p><b>and workers involved have the information they need to provide support tailored to children and young people's individual needs</b></p>	<p>(why are we doing this)</p> <ol style="list-style-type: none"> <li>1) To ensure that the children and young people known to the YJS are getting the right support from education links</li> <li>2) To reduce any barrier to accessing education</li> <li>3) To ensure education partners are aware of the children and young people known to the YJS</li> <li>4) Provide timely and effective communication and</li> </ol>	<p>and partnerships Julie Thomas – Head of Child and Family Services</p>			<p>YJS.</p> <p>To ensure better outcomes for children and young people ,this be evidenced by</p> <ol style="list-style-type: none"> <li>1) Information sharing protocols in place</li> <li>2) The relevant school staff have the necessary information they need to provide the service that the child or young person needs</li> <li>3) That there is evidence of improved outcomes and the child and or young person is getting the right support or achieving better outcomes</li> <li>4) Evidence that regular communication is</li> </ol>	<p>being re set up in November 2020 due to movements within education. Task and finish group is in place and positive relationships have been developed with education partners.</p> <p>PO sits on educations PRU committee and Harder to place operational working group.</p> <p>April 2021 – PO for YJS continues to sit on Harder to Place Operational Group with Education Partners</p> <p>Communication flowchart is being developed to ensure all staff know who and where to escalate any Education related worries or concerns.</p>
---	---	--	--	--	--	---

	resolution where barriers have been identified				taking place between the YJS and education divisions/services	
<b>Develop effective strategies to encourage children and young people who speak Welsh, to access services in their preferred language</b>	<p>Swansea Local Authority review the current arrangements in place regarding promoting the</p> <p>(why are we doing this)</p> <p>To ensure that</p> <ol style="list-style-type: none"> <li>1) Children and young people who speak Welsh have the right to access Youth Justice services through their medium of choice</li> <li>2) That services are planned for this cohort for children</li> </ol>	<p>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</p>	Meetings Staff Time	By end of December 2020	<p>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.</p> <p>To ensure better outcomes for children and young people, this will be evidenced by</p> <ol style="list-style-type: none"> <li>1) The development of a strategy that addresses the needs of this cohort</li> <li>2) Evidence that children and young people who speak</li> </ol>	<p>Update - Audit of Welsh language offer has taken place and an action plan has been developed to address what needs to be implemented.</p> <p>April 2021 –Welsh Audit Action plan in place and reviewed annually.</p>

	<p>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>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>	
<p><b>To develop a literacy and numeracy strategy to support children and</b></p>	<p>Education leads to review and update their strategy in relation to literacy and numeracy</p> <p>(why are we doing)</p>	<p>Swansea Education leads</p> <p>Dave Howes and Julie Thomas to take forward</p>		<p>By end of March 2020</p>	<p>The inspection report highlighted the importance of developing a strategy that encourages children and young people who speak Welsh to access services in their</p>	<p>Jay McCabe recently attended YOS manager Cymru on the 27<sup>th</sup> June and it was agreed that a national approach to this would be beneficial.</p>



<p><b>young people to develop these skills to improve the chances of a future free of offending</b></p>	<p>To ensure that</p> <ol style="list-style-type: none"> <li>1) Children and young people who have literacy and numeracy needs and known to YJS are able to access the right support.</li> <li>2) That services are planned for this cohort for children and young people</li> <li>3) That the development of literacy and numeracy is promoted in all areas of Youth Justice Services</li> <li>4) Youth Justice Services are incorporated into the wider</li> </ol>				<p>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"> <li>1) The development of a strategy that addresses the needs of this cohort</li> <li>2) Evidence that children and young people who have additional literacy and numeracy support that need</li> <li>3) A pathway is in place which supports</li> </ol>	<p>Links have been made with the relevant strategic lead to help begin the process of developing a strategy</p> <p>TOR developed and sent out. First working group to take place on the 17<sup>th</sup> January 2020 – delay due to everyone’s availability.</p> <p>Update - Literacy and Numeracy policy has been developed in conjunction with education and will be shared at the next task and finish group in November 2020 (this was postponed due to covid).</p> <p>April 2021 – Literacy and Numeracy Policy has been finalised and is going to be shared and ratified with Education partners in May 2021.</p>
---	--	--	--	--	--	---

	council strategies in relation to promoting the development of a literacy and numeracy strategy				staff and children and young people to access the right support  4) Staff understand and know how to access these services	
<b>To provide relevant and timely physical, sexual, emotional and mental health services</b>	<p>The Swansea Bay University Health to regularly attend the 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> <p>1) To ensure that the children and young people who require physical,</p>	<p>All Board members</p> <p>Mark Robinson – Interim Practice manager Jay McCabe – Principal officer Joanne Abbot Davies – Strategic health lead</p>	Staff Meeting space Time	Ongoing  Initially started in April 2019	<p>The inspection report highlighted the need for Children and Young 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> <p>1) Evidence of referrals to these services are being made by Swansea YJS</p>	<p>Dr Isobel Davey from CAMHS has agreed to provide a once monthly clinic for half a day which NPT and Swansea are currently sharing this resource. The first clinic session started Monday 13<sup>th</sup> 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 9<sup>th</sup></p>

	<p>sexual, emotional and mental health services are receiving them and at the right time</p> <p>2) To ensure that communication and 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</p>				<p>2) That staff in Swansea YJS staff are chasing up referrals</p> <p>3) Concerns are being appropriately escalated 'outside' and 'within' the board as and when 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</p>	<p>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 to support the development of the SALT service- this has been agreed in principle.</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> <p>Working group is now in place to address this area. First meeting took place 28.10.2019 – this</p>
--	---	--	--	--	---	---

	<p>of this cohort of young people due to their level of vulnerability</p>				<p>being recorded clearly with the reasons why</p>	<p>continues on a quarterly basis.</p> <p>CAMHS nurse identified to offer post for 2.5 days a week. Post has been recruited to and we are awaiting the final start date</p> <p>April 2021 – CAMHS nurse is now in post and started as of March 2021.</p> <p>SALT service is due to begin at the beginning of May 2021</p>
<p><b>To ensure the Board is adequately represented by all partner agencies</b></p>	<p>Management Board to keep an attendance log of every board meeting held.</p> <p>(why are we doing this)</p> <p>1) To ensure the right representation at the</p>	<p>All Board members David Howes – Director of Social Services Julie Thomas – Head of C&amp;F services Jay McCabe – Principal officer</p>	<p>Board members time Meeting space</p>	<p>30<sup>th</sup> May 2019 onwards.</p>	<p>The inspection report highlighted the need for 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</p>	<p>First management meeting was on 5<sup>th</sup> 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</p>

	<p>management board meetings</p> <p>2) To ensure that the right level of decision making is at the board</p> <p>3) To ensure where there are specific needs/issues that need working through, all the 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</p>	<p>Sam Pritchard – Counsellor (recently changed to Counsellor Elliot King)</p> <p>Mark Robinson – Interim Practice Manager</p> <p>Gavin Evans – Young people’s Service manager</p> <p>Helen Morgan-Rees – Head of Education and Partnerships</p> <p>Gareth Prosser – Police</p> <p>Sian Rees – police and Crime commissioner</p> <p>Declan Cahill – Police</p> <p>Jamie Harris – Barod</p> <p>Eirian Evans – Probation</p> <p>Joanne Abott-</p>			<p>will be evidenced by</p> <ol style="list-style-type: none"> <li>1) All identified board members will attend or a suitable representative for that agency</li> <li>2) A register will be collected</li> <li>3) The right level strategic decision makers will attend the meetings</li> <li>4) Decisions made will result in prompt outcomes</li> <li>5) Improved outcomes will be evidenced by having the right representatives for each agency</li> </ol>	<p>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 December 2021.</p> <p>April 2021 – Board representation has been consistently and attendance has been good. A register is taken and reminders are sent to board members if they don’t attend.</p>
--	---	---	--	--	--	--

	<p>roles and responsibilities</p> <p>6) To share practice and information</p>	<p>Davies – Health strategic lead</p> <p>Susan Jones – Health</p>				
<p><b>Management of staff sickness levels both short and long term</b></p>	<p>The Board and operational manager to monitor staff sickness on an ongoing basis to ensure it is aware of how staff sickness may be impacting on operational capabilities.</p> <p>(why are we doing this)</p> <p>1) Ensure that pressures and risks to the service delivery are identified and board members are aware of these</p> <p>2) Management team and</p>	<p>Mark Robinson – Interim Practice Manager</p> <p>Jay McCabe – Principal officer</p> <p>Caroline Williams – Practice Lead</p> <p>Richard Henderson – Practice Lead</p> <p>All management board members</p>	<p>Staffing</p> <p>Board members time</p> <p>Meeting space</p>	<p>Ongoing</p>	<p>Inspection report highlighted the need for the management and oversight of sickness levels in Swansea Youth Justice Service</p> <p>To ensure better outcomes for children and young people , this will be evidenced by</p> <p>1) The board have regular reports on sickness and staff well-being</p> <p>2) The practice manger is managing sickness appropriately</p> <p>3) Workload is being managed and cases are</p>	<p>Recent service meeting on 7<sup>th</sup> May to address the culture and gave clear direction moving forward.</p> <p>Also discussed sickness and procedures.</p> <p>HR will be attending YJS meetings shortly to support operational manager.</p> <p>Practice manager will be providing the board with a summary of the last quarter at each board meeting.</p> <p>Practice manger continues to provide the board with a highlight report which focuses on the</p>

	<p>board understand where the staffing challenges are, and have identified next steps and are managing the demands appropriately</p> <p>3) To enable management team to respond appropriately</p>				<p>being covered when staff are poorly</p> <p>4) Any risks to service delivery are being highlighted to board members through management board meetings.</p>	<p>management of staffing and sickness.</p> <p>April 2021 – No change in the sickness monitoring processes.</p>
<p><b>To create a culture that supports learning and continuous improvement</b></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>All team members</p>	<p>Commitment and staff time to their ongoing learning and development</p>	<p>Ongoing work/To be started in October – ongoing 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> <p>1) Staff will be able access relevant training to</p>	<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 was booked for a date in February 2020.</p>

	<p>In addition, a staff learning resources library to be created containing resources from internal and external training courses and any research that may help inform practice and support staff with their continued professional development (CPD).</p> <ol style="list-style-type: none"> <li>1) To ensure that staff are continually developing their knowledge and understanding within their field.</li> <li>2) To promote a culture of continuous learning and development</li> <li>3) For the staff to be able to</li> </ol>				<p>improve their performance within their roles</p> <ol style="list-style-type: none"> <li>2) Staff will be able to access appropriate materials research and support them in their role</li> <li>3) Evidence that staff are committed to a culture of continuous improvement</li> <li>4) Improved wellbeing of staff evidenced in team meetings and direct feedback through self-evaluation</li> <li>5) An improved experience for Children and Young People as they directly benefit from new learning and</li> </ol>	<p>Further training and development took place</p> <p>Team attended a virtual Signs of Safety workshop</p> <p>Assessments, report writing and plans workshops are being rolled out in November 2020, December and January 2021.</p> <p>Staff have also been expected to completed data protection modules and child protection modules on line.</p> <p>April 2021 - Recent training analysis was completed and additional training has been identified for the team. This includes county lines, criminal exploitation, AIM 3 and supervision skills.</p>
--	--	--	--	--	---	---



