



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Panel Perfformiad Craffu - Gwasanaethau Plant a Theuluoedd

Lleoliad: O bell drwy Microsoft Teams

Dyddiad: Dydd Mawrth, 25 Mai 2021

Amser: 4.00 pm

Cynullydd: Y Cynghorydd Paxton Hood-Williams

Aelodaeth:

Cynghorwyr: C Anderson, A M Day, M Durke, K M Griffiths, Y V Jardine, S M Jones, E T Kirchner, W G Lewis a/ac D W W Thomas

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb**
- 2 Cadarnhau Cynullydd**
- 3 Datgeliadau o fuddiannau personol a rhagfarnol**
www.abertawe.gov.uk/DatgeluCysylltiadau
- 4 Gwahardd pleidleisiau Chwip a Datgan Chwipiau'r Pleidiau**
- 5 Cofnodion y Cyfarfod(ydd) Blaenorol** **1 - 12**
Derbyn nodiadau'r cyfarfod(ydd) blaenorol a chytuno eu bod yn gofnod cywir.
- 6 Cwestiynau gan y cyhoedd**
Rhaid cyflwyno cwestiynau'n ysgrifenedig, cyn hanner dydd ar y diwrnod gwaith cyn y cyfarfod fan bellaf. Rhaid i gwestiynau ymwneud ag eitemau ar yr agenda. Ymdrinnir â chwestiynau o fewn cyfnod 10 munud.
- 7 Y diweddaraf am gynnydd Gwasanaethau Iechyd Meddwl Plant a Phobl Ifanc** **13 - 38**
Joanne Abbott-Davies, Cyfarwyddwr Cynorthwyol Strategaeth a Phartneriaethau, Bwrdd Iechyd Prifysgol Bae Abertawe
Julie Davies, Pennaeth y Gwasanaethau Plant a Theuluoedd
- 8 Briffio ar Wasanaeth Troseddau Ieuencid** **39 - 127**

9 Amserlen y Rhaglen Waith ar gyfer

Eitemau ar gyfer y cyfarfod nesaf:

- Monitro Perfformiad
- Diweddaraf am y Gwasanaeth Mabwysiadu Rhanbarthol
- Rhaglen Waith Ddrafft 2021/22

Cyfarfod nesaf: Dydd Mawrth, 22 Mehefin 2021 ar 4.00 pm

Huw Evans

**Huw Evans
Pennaeth Gwasanaethau Democrataidd
Dydd Mawrth, 18 Mai 2021**

Cyswllt: Liz Jordan 01792 637314

Agenda Item 5



City and County of Swansea

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

Remotely via Microsoft Teams

Wednesday, 24 March 2021 at 4.00 pm

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

Councillor(s)

C Anderson
Y V Jardine
W G Lewis
D W W Thomas

Councillor(s)

A M Day
S M Jones
H M Morris

Councillor(s)

K M Griffiths
J W Jones
G J Tanner

Other Attendees

Louise Gibbard
Elliott King

Cabinet Member - Supporting Communities
Cabinet Member - Children Services

Officer(s)

Julie Davies
Liz Jordan
Damian Rees
Jane Whitmore
Kelli Richards
Megan Stevens

Head of Child & Family Services
Scrutiny Officer
Safeguarding & Performance Quality
Strategic Lead Commissioner
Principal Officer CFS
Practice Lead (VAWDASV Partnership Development)

Apologies for Absence

Councillor(s): M Durke and E T Kirchner

1 Disclosure of Personal and Prejudicial Interests.

No disclosures of interest were made.

2 Prohibition of Whipped Votes and Declaration of Party Whips

No declarations were made.

3 Minutes of Previous Meeting(s)

No matters arising from Minutes of the Joint Social Services Panel meeting 15 February 2021.

4 Public Question Time

No questions submitted.

5 **WAO Report: Tackling Violence Against Women, Domestic Abuse and Sexual Violence**

Louise Gibbard, Cabinet Member for Supporting Communities, Jane Whitmore, Strategic Lead Partnership and Commissioning, Kelli Richards, Principal Officer CFS and Megan Stevens, Practice Lead (VAWDASV Partnership Development) attended to brief the Panel on this item.

Discussion Points:

- This is a matter of concern to Adult Services and Child and Family Services.
- There is a range of work going on in this area despite the pandemic and there is a cross council approach involving Social Services, Housing, Tackling Poverty and Third Sector organisations.
- Five generic recommendations came out of the WAO report. The Council has met all five recommendations. Swansea's Domestic Abuse Hub also mentioned in the report as an innovative way of working.
- There is an emphasis on developing work with perpetrators.
- All the teams sit under one portfolio in Child and Family Services, making it a much smoother process.
- Report mentions a funding gap for prevention work. We have had additional funding but there is still a gap. Funding is positive but comes with a risk as work is funded by grants that are uncertain going forward. This issue is brought up with Welsh Government continually, as it needs to be mainstreamed.
- Panel queried if there is anything they can do to help with this situation. Officers will come back with any suggestions of how scrutiny can help.
- Lots of support available for everyone affected by domestic abuse. Go online to Council's website www.swansea.gov.uk/youarenotalone if need help or worried about anyone else.
- Panel requested more information on prevention and work being done with children in particular, in respect of educating them as well as making them aware of support. Informed domestic abuse hub is preventative but is secondary. New approach is primary prevention. Welsh Government encourage 'whole school' approach. It has been incorporated into school's new curriculum. Panel felt their role as governor in schools was very important and queried if it was possible to arrange training for all councillors. CM supported this suggestion and agreed, along with officers, to put this in place.
- Panel raised the issue about men suffering from domestic abuse, and queried if we are making it just as easy for them to get support. Informed men have access to services too. Data shows majority are women but numbers have been increasing for men recently.
- Officers believe male victims are under reported due to ego and stigma. The numbers we know are probably far less for men and women.
- Panel very surprised to hear that 4,300 children are affected by domestic violence in Swansea.

Actions:

- Information to be provided on how Panel can assist with lobbying Welsh Government regarding grant funding.
- Training to be put in place for all councillors as governors to raise awareness.

6 Performance Monitoring

Julie Davies, Head of Child and Family Services briefed the Panel on the Performance Monitoring Report for January 2021 and informed the Panel that overall performance across CFS is very good. The main highlights: There are increasing referrals through Early Help Hubs. Average caseloads have gone down but they are more complex, in part due to Covid restrictions. Assessment timelines have improved. Number of children on child protection register have slightly reduced. LAC Reduction Strategy is working well in Swansea. Placement stability very strong during pandemic due to good support provided through foster carers and social workers. Youth Justice Service on improvement journey; targeted plan in place and in January, all assessments required to be achieved in 20 days were. All children and care leavers have a pathway plan.

Discussion Points:

- Children in Need of Care and Support number dropped considerably in last few months. Reduction is due to removing children who do not need to be there or due to stepping down.
- Signs of Safety numbers low, partly due to pandemic but also there is an issue recording on PARIS system. Panel was assured Signs of Safety work is happening and will be much simpler to record when new WCCIS system goes live on 12 April 2021.
- Discussed how relationship between CFS and schools is going and if CFS is getting level of co-operation needed to identify any problems. Informed positive working relationship with some schools and strategically but they could do more. Weekly meetings are held with Education and schools are engaging with CFS on 'Threshold'.
- Supervision figures for Townhill Pod 1 quite low as there is a system recording issue and CFS has records that have not been uploaded yet.

7 Safeguarding Quality Unit Annual Report

Damian Rees, Principal Officer Safeguarding Performance Quality briefed the Panel on the Annual Report, which included an overview of the Service, Child Protection Conferences, and Looked after Children Reviews.

Discussion Points:

- Education are involved in de-escalating child protection cases and their attendance is very good. Panel pleased to hear this.
- On the advocacy issue, Panel pleased to see an increase in number of children knowing what 'advocacy' means.
- Officers do not know why only a small number of children want to take up offer of advocacy. This is something they need to look at. They believe that take up is similar in other regions. Officers keen to hear from children themselves why not taking up advocacy service.

- Panel queried if advocate is a consistent person. Confirmed it should be same person with a child through the whole time.
- Feedback from youngsters who have used advocacy has been positive.
- Officers confirmed there is still work that needs to be done around Personal Education Plans (PEPs). It is not just the social worker involved; have to work with the school. Consistency needs to improve.
- Panel queried if Child and Adolescent Mental Health Services (CAMHS) involved with Health Assessments. Informed it is not incorporated into these plans. However they meet regularly with CAMHS and they are monitoring that children the Council looks after, has access to these services.
- Cabinet Member confirmed not all young children will need the primary help CAMHS provide. Update on CAMHS is scheduled for discussion at May CFS Panel.
- Officers confirmed an increase in completion of life story work to 60% but it needs to improve more. It is at the forefront of the action plan. There are some issues with recording on the system but WCCIS should address these issues.
- Panel queried if the Directorate is satisfied with service they are getting from Barnardos and BAYS+. Informed Directorate is doing a piece of work to look at this service and may make some changes. A paper will be brought to the Panel on this in the future.
- CM felt it was helpful for scrutiny to see this Annual Report and would like to bring it to the Panel again in the future.

Actions:

- Add 'Adolescent Strategy and Action Plan' to future work programme after September 2021.
- Add 'Safeguarding Quality Unit Annual Report 2020-21' to future work programme.

8 Work Programme Timetable 2020-21

The Panel considered the work programme.

Date of next meeting moved from 5 May to 25 May due to Senedd Elections.

9 Letters

Letters received and considered by the Panel.

The meeting ended at 5.50 pm



To:
**Councillor Elliott King, Cabinet Member for
Children Services**

BY EMAIL

Please ask for: Scrutiny
Gofynnwch am:
Scrutiny Office 01792 637314
Line:
Llinell
Uniongyrchol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Date 15 April 2021
Dyddiad:

CC Cabinet Members

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Member for Children Services following the meeting of the Panel on 24 March 2021. It covers Performance Monitoring and Safeguarding Quality Unit Annual Report.

Dear Cllr King,

The Panel met on 24 March to discuss the Performance Monitoring Report for January 2021 and the Safeguarding Quality Unit Annual Report.

We would like to thank you, Julie Davies and Damian Rees for attending for these items and answering the Panel's questions. We appreciate your engagement and input.

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

Performance Monitoring

We heard that overall performance across CFS is very good and that the main highlights were that there are increasing referrals through Early Help Hubs. Average caseloads have gone down but they are more complex, in part due to Covid restrictions. Assessment timelines have improved. The number of children on the child protection register have slightly reduced. The LAC Reduction Strategy is working well in Swansea. Placement stability was very strong during pandemic due to good support provided through foster carers and social workers. The Youth Justice Service is on an improvement journey with a targeted plan in place and in January, all

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assessments required to be achieved in 20 days were. All children and care leavers have a pathway plan.

We noted that the number of Children in Need of Care and Support had dropped considerably in the last few months and asked if this was a concern. Officers confirmed it is not a concern, as the reduction is due to removing children who do not need to be there or due to stepping down.

We queried why the Signs of Safety numbers were low and if it was due to the pandemic. We were informed that it is partly due to this, but also there is an issue with recording on the PARIS system. We were assured that the Signs of Safety work is happening and will be much simpler to record when the new WCCIS system goes live on 12 April 2021. We noted that Health have access to this system but Education do not.

We asked about the relationship between CFS and schools and if the Service is getting the level of co-operation needed to identify any problems. We heard that there is a positive working relationship with some schools and strategically but they could do more. We also heard that weekly meetings are held with Education and schools are engaging with CFS on 'Threshold'.

We queried the supervision figures, as Townhill Pod 1 were quite low. We were informed that this is a system recording issue and that CFS has records that have not been uploaded yet.

Safeguarding Quality Unit Annual Report

Damian Rees, Principal Officer Safeguarding Performance Quality briefed the Panel on the Annual Report, which included an overview of the Service, Child Protection Conferences, and Looked after Children Reviews.

We queried and received confirmation that Education are involved in de-escalating child protection cases and that their attendance is very good. We were pleased to hear this.

On the advocacy issue, we were pleased to see an increase in the number of children knowing what 'advocacy' means.

We were informed by officers that they do not know why only a small number of children want to take up the offer of advocacy. This is something that needs to be looked at. We heard that the take up is similar in other regions. We also heard that you are keen to hear from children themselves why they are not taking up the advocacy service.

We queried if the advocate is a consistent person and heard that it should be the same person with a child through the whole time.

We were pleased to hear that feedback from youngsters who have used advocacy has been positive.

We heard that there is still work that needs to be done around Personal Education Plans (PEPs) and that it is not just the social worker involved; the Service has to work with the school. We agree that consistency needs to improve.

We queried if Child and Adolescent Mental Health Services (CAMHS) are involved with Health Assessments. We were informed that it is not incorporated into these plans, however there are regular meetings with CAMHS and monitoring that the children the Council looks after, has access to these services. We heard that issues have been raised with CAMHS on a number of occasions.

You confirmed that not all young children would need the primary help CAMHS provide, and reminded us that an update on CAMHS is scheduled for discussion at the May CFS Panel meeting.

We heard that there has been an increase in completion of life story work to 60% but it needs to improve more and it is at the forefront of the action plan. We noted that there are some issues with recording of data on the PARIS system but WCCIS should address these issues.

We wanted to know if the Directorate is satisfied with the service it is getting from Barnardos and BAYS+. We heard that the Directorate is doing a piece of work to look at this service and may make some changes and that a paper will be brought to the Panel on this in the future. We will add this to the future work programme.

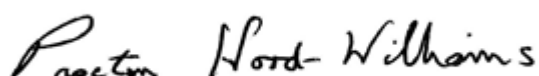
You stated that you felt it was helpful for scrutiny to see this Annual Report and would like to bring it to the Panel again in the future. We will add this to the future work programme.

We also received an update from Cllr Louise Gibbard on the WAO Report on Tackling Violence Against Women, Domestic Abuse and Sexual Violence and we will be writing to her separately on this.

Your Response

We hope you find this letter useful and informative. We would welcome your views and comments on any of the issues raised, but in this instance, we do not require a formal written response.

Yours sincerely



PAXTON HOOD-WILLIAMS
CONVENER, CHILD & FAMILY SERVICES SCRUTINY PANEL
CLLR.PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK



To:
Councillor Louise Gibbard, Cabinet
Member for Supporting Communities

BY EMAIL

Please ask for: Scrutiny
Gofynnwch am:
Scrutiny Office 01792 637314
Line:
Llinell
Uniongyrchol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Date 15 April 2021
Dyddiad:

CC Cabinet Members

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Member for Supporting Communities following the meeting of the Panel on 24 March 2021. It covers Wales Audit Office Report.

Dear Cllr Gibbard,

We would like to thank you, Jane Whitmore, Kelli Richards and Megan Stevens for attending the Panel meeting on 24 March to present an update on the WAO Report on Tackling Violence Against Women, Domestic Abuse and Sexual Violence and for answering the Panel's questions. We appreciate your engagement and input.

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

We noted that this is a matter of concern for Adult Services and Child and Family Services, that there is a range of work going on in this area despite the pandemic, and that there is a cross-council approach involving Social Services, Housing, Tackling Poverty and Third Sector organisations.

We heard that five generic recommendations came out of the WAO Report and that the Council has made good progress and has met all five of them. We also heard that Swansea's work around the Domestic Abuse Hub had a mention in the Report and was found to be an innovative way of working. We were very pleased to hear this.

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To receive this information in alternative format, or in Welsh please contact the above

We noted that all teams sit under one portfolio in Child and Family Services, which makes moving of families in between different teams, as needs escalate and de-escalate, a much smoother process and families do not have to keep repeating their story as their plan goes with them. We were very pleased to hear this.

We were also pleased to hear that there is an emphasis on developing work with perpetrators of these crimes.

We noted that the report mentions a funding gap for prevention work and queried if there is currently enough funding for the work that needs to be done. We heard that there has been additional funding but there is still a gap. We discussed how funding is positive but comes with a risk as the work is funded by grants that are uncertain going forward. This is not helpful for sustainability and the long term. We heard how this issue is brought up with Welsh Government continually, as it needs to be mainstreamed. We asked if there is anything the Panel can do to help with this situation. Officers confirmed they will come back to us with any suggestions of how scrutiny can help.

You informed us that there is a lot of support available for everyone affected by domestic abuse and that people can go online to the Council's website www.swansea.gov.uk/youarenotalone if they need help or are worried about anyone else. We expressed our confidence in the support that was outlined.

We asked you to provide more information on prevention and work being carried out with children in particular, in respect of educating them as well as making them aware of support. We heard that the domestic abuse hub is preventative but is secondary and that the new approach is primary prevention. Welsh Government is encouraging a 'whole school' approach and it has been incorporated into school's new curriculum. You told us you felt it would be useful if schools could have a domestic abuse governor looking out for staff too and that it is all about awareness raising. We agreed that our role as governor in schools is very important and asked if it is possible to arrange training for all councillors. You supported this suggestion and agreed, along with officers, to put this in place.

We raised the issue of men suffering from domestic abuse, and queried if it is just as easy for them to get support. We heard that men have access to services too but that data shows the majority of victims are women, although numbers have been increasing for men recently.

We discussed our belief that male victims are under reported due to ego and stigma. Officers agreed and suggested that the numbers we know are probably far less for men and for women.

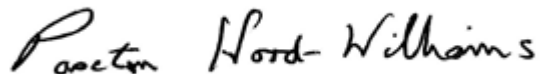
We were very surprised and dismayed to hear that 4,300 children are affected by domestic violence in Swansea.

Your Response

We hope you find this letter useful and informative. We would welcome your views and comments on any of the issues raised, but please provide a formal written response by 06 May 2021 to the following:

- Information on how the Panel can assist with lobbying Welsh Government regarding mainstreaming of grant funding.
- Training to be put in place for all councillors as governors to raise awareness.

Yours sincerely

A handwritten signature in black ink that reads "Paxton Hood-Williams". The signature is written in a cursive style with a large initial 'P'.

PAXTON HOOD-WILLIAMS
CONVENER, CHILD & FAMILY SERVICES SCRUTINY PANEL
CLLR.PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK

Councillor Paxton Hood-Williams
Convener, Child and Family Services
Scrutiny Panel

Please ask for: Councillor Louise Gibbard
Direct Line: 01792 636366
E-Mail: ollr.louise.gibbard@swansea.gov.uk
Our Ref: LG/JW
Your Ref:
Date: 26 April 2021

Dear Councillor Hood-Williams

Child and Family Services Scrutiny Performance Panel

Many thanks for your detailed and constructive feedback to the Child and Family Services Scrutiny Performance Panel report, following the meeting of the Panel on 24 March 2021. Your interest in the topic and the discussions had within the meeting were greatly appreciated by the team, and your comments were noted and will be incorporated into our continued work and planning.

I note that you raised two specific queries, the responses for which are below.

1. Information on how the Panel can assist with lobbying Welsh Government regarding mainstreaming of grant funding

In response to this, I request the permission of the panel to submit your comprehensive letter to the Welsh Government VAWDASV team, and ask for a response as to how we can move this forward.

2. Training to be put in place for all councillors as governors to raise awareness

We will plan and deliver a number of training sessions on 'Awareness and Understanding of Violence Against Women, Domestic Abuse and Sexual Violence', within a Swansea context. These will be held online via Microsoft Teams, and will be available to all councillors. In addition to this, there are a series of videos available, named 'The Strengthening Leadership Series', which was developed by Welsh Government and Welsh Women's Aid. These are aimed at people in public leadership roles, which we will circulate to councillors for viewing. The films offer short bursts of information which can be used to shape strategic direction, and improve knowledge.

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I hope the above information is of use, and please do not hesitate to contact me if you require any further information,

Yours sincerely



Cynghorydd / Councillor Louise Gibbard Dyfnant/ Dunvant

Cyd-aelod y Cabinet dros Gefnogi Cymunedau & Cynghorydd Hyrwyddwr dros Menywod

Joint Cabinet Member for Supporting Communities & Council Member Champion for Women

Agenda Item 7



Report of the Cabinet Member for Children's Services

Child and Family Services Scrutiny Performance Panel – 25th May 2021

Update presentation on Emotional Health and Wellbeing for Children and Young People

Purpose	<ul style="list-style-type: none">To provide an overview of the progress being made regarding our partnership work and service delivery.
Content	<p>This presentation includes:</p> <ul style="list-style-type: none">Introduction and backgroundImpact of covidWorking together in partnershipPartnership initiatives and progressCAMHS performance and updatesChild and Family updates and progressEducation updates and progressCollective opportunities and challenges
Councillors are being asked to	<ul style="list-style-type: none">Give their views on the current progress being made
Lead Councillor(s)	<ul style="list-style-type: none">Cabinet Member for Children's Services - Cllr Elliot King
Lead Officer(s)	<ul style="list-style-type: none">Head of Child and Family Service Swansea Council – Julie DaviesAssistant Director of Strategy & Partnerships, Swansea Bay University Health Board - Joanne Abbott-Davies
Report Author	<ul style="list-style-type: none">Gavin Evans PO C&F Swansea Council – gavin.evans@swansea.gov.ukMichelle Davies (Swansea Bay UHB - Strategy) Michelle.L.Davies@wales.nhs.uk



GIG
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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Cyngor **Abertawe**
Swansea Council



Child and Family Services Scrutiny Panel

Emotional Health & Wellbeing update

May 2021

Joanne Abbott-Davies, Assistant Director of Strategy & Partnerships,
Swansea Bay University Health Board

Julie Davies Head of Child & Family Services Swansea Council

Contents

- ▶ Introduction and background
- ▶ Impact of covid
- ▶ Working together in partnership
- ▶ Partnership initiatives and progress
- ▶ CAMHS performance and updates
- ▶ Child and Family updates and progress
- ▶ Education updates and progress
- ▶ Collective opportunities and challenges

Impact of covid

- ▶ Disruption to partnership meetings
- ▶ Slower progress in certain aspects of plan
- ▶ Increasing demand for both emotional and mental health services as the pandemic progressed
- ▶ Still learning about the emerging impact of the pandemic on children and young people's emotional health and wellbeing

Impact of covid

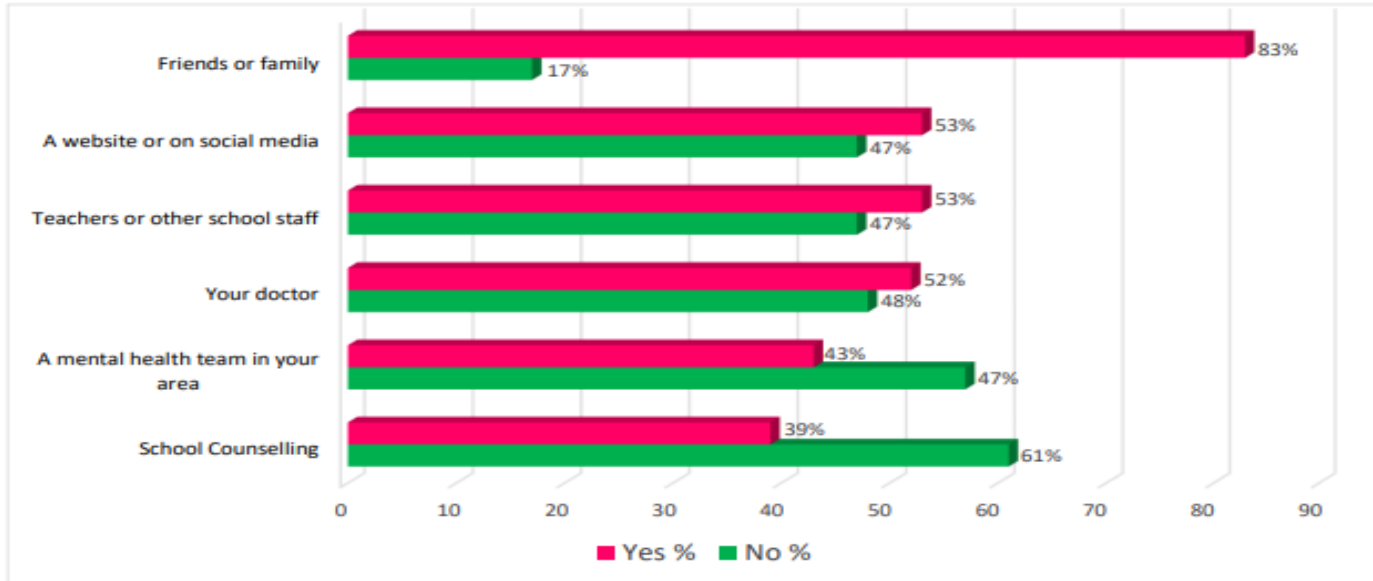
Emotional and Mental Health Support

UNCRC Article 24: a child's right to good quality health care

Many have expressed concerns about the mental health of people of all ages during the crisis. Children and young people were asked about seeking help for this. Younger children and those answering the accessible version were asked whether they knew where to get help if they need support to feel happy and well. 77% of 7-11 year olds said 'yes', 16% were not sure and 7% answered 'no'. Of those answering the accessible survey, 70% said 'yes', 23% were not sure and 8% answered 'no'.

Young people responding to the 12-18 survey were asked about different types of support available:

Table 4: 12-18 Survey. If you need help with your emotional or mental health now, would you be confident to get help from these places? (n= 11,002)



Working together in partnership

- ▶ Emotional Health & Wellbeing for CYP (including CAMHS) agreed as priority for West Glamorgan Regional Partnership Board & acceptance that response needs to be multiagency
- ▶ 3 year delivery plan 2018-21 agreed and implemented
- ▶ Delivery plan for 2020-23 under-development
- ▶ Multi-agency discussions on-going to improve access to ensure children & young people get access to services at the right time, and in the right place
- ▶ Regional model developed during COVID, and discussions on-going to agree as a permanent structure
- ▶ Future plans to map services at each level of the model, and review demand and capacity. This will be a priority in the Emotional & Mental Health Delivery plan for 2021/22, in addition a focus on increased psychological therapies

Progress to Date

- ▶ Establishment of Single Point of Access to CAMHS from March 2020 (ahead of target date of March 2021)
- ▶ Investment by partners to increase support in all settings including school counselling
- ▶ This is not just about specialist CAMHS but having a full range of services available to support children & young people's emotional and mental health
- ▶ Plans being developed to provide support for the emotional health and wellbeing of children and young people, including the joint agency development of tier 1 and 2 interventions to avoid referral into specialist CAMHS where this is not appropriate
- ▶ Pace of implementation of plans slowed due to Covid-19 response

Progress to Date

- ▶ Additional P-CAMHS staff have been recruited utilising Welsh Government Service Improvement monies.
- ▶ NPT Hospital site is now the CAMHS management centre, and Fairfield (Cefn Coed Hospital) is now closed.
- ▶ Children from NPT are being seen in Children's Development Centre at NPTH
- ▶ A new property is opening on the Kingsway - Ty'r Meddwl in June 2021 to allow Trehafod (Cefn Coed Hospital) to close - CYP will then be seen for the Swansea area at this location, adjacent to Infonation
- ▶ The recruitment of emotional health & wellbeing officers to support the liaison model with an increased focus on psychological therapies.

Services to Support the Emotional Health & Wellbeing of Children & Young People 2021-23 Delivery Plan

Strategic Objective	METHOD/ ACTION	WORK STREAM/ GROUP AND LEAD
Improved accessibility to CAMHS and specialist advice & support in all settings including the provision of safe accommodation for CYP	<p>Improve compliance against Welsh Government Targets (CAMHS & NDD)</p> <p>Integration of CAMHS</p> <p>Review the need for increased presence in clinical areas such as A&E and children's services.</p> <p>Monitor and review the changing needs of young people – COVID 19</p>	CAMHS Commissioning - Michelle Davies
Partnership working to improve multi-agency working and support the delivery of the Transforming Complex Care Work Programme	Receive regular updates on the Transforming Complex Care programme in relation to Transition, Continuing Health Care and Safe Accommodation	West Glamorgan Partnership, Transforming Complex Care – Melanie Blake
Further develop and sustain the ND Service in line with recommendations on the All Wales Pathway	Continuously review demand & capacity for the ND Service to develop a sustainable service model and improve performance.	SBUHB Childrens Services – Michelle Mason-Gawne & Katherine Ellis
Develop Plans for CAMHS Prevention & Wellbeing	Mapping of Tier 1/ Universal Services including demand & capacity Review of training needs for professionals	Improving access to support for Emotional Health & Wellbeing – Julie Davies/ Helen Foster
Improved access to Psychological therapies	Multi-agency mapping of therapies aligned with the publication of Matrics Plant and gap analysis	Improving access to psychological interventions including psychological therapies – Vanessa Hammond/
Monitor and review services with regular engagement from children & young people throughout the life of the Delivery Plan	Development of more robust co-production and engagement techniques to inform and test plans	Engagement and experience work stream - tbc

Kooth - launching in May

Need urgent support? Get help from a crisis service →



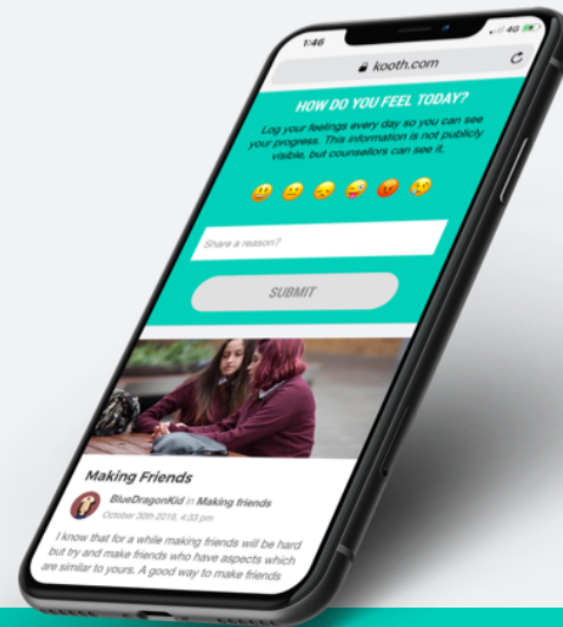
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The target group:

- ▶ Children and Young People with emotional wellbeing and/or emerging mental health problems, many of whom will require a low-level/targeted/short-term intervention
- ▶ CYP who are hard to reach and do not engage with services through traditional routes

Regional Website - launching in June

tidyMinds

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How are you feeling?

Coping with common issues

Getting the support you need

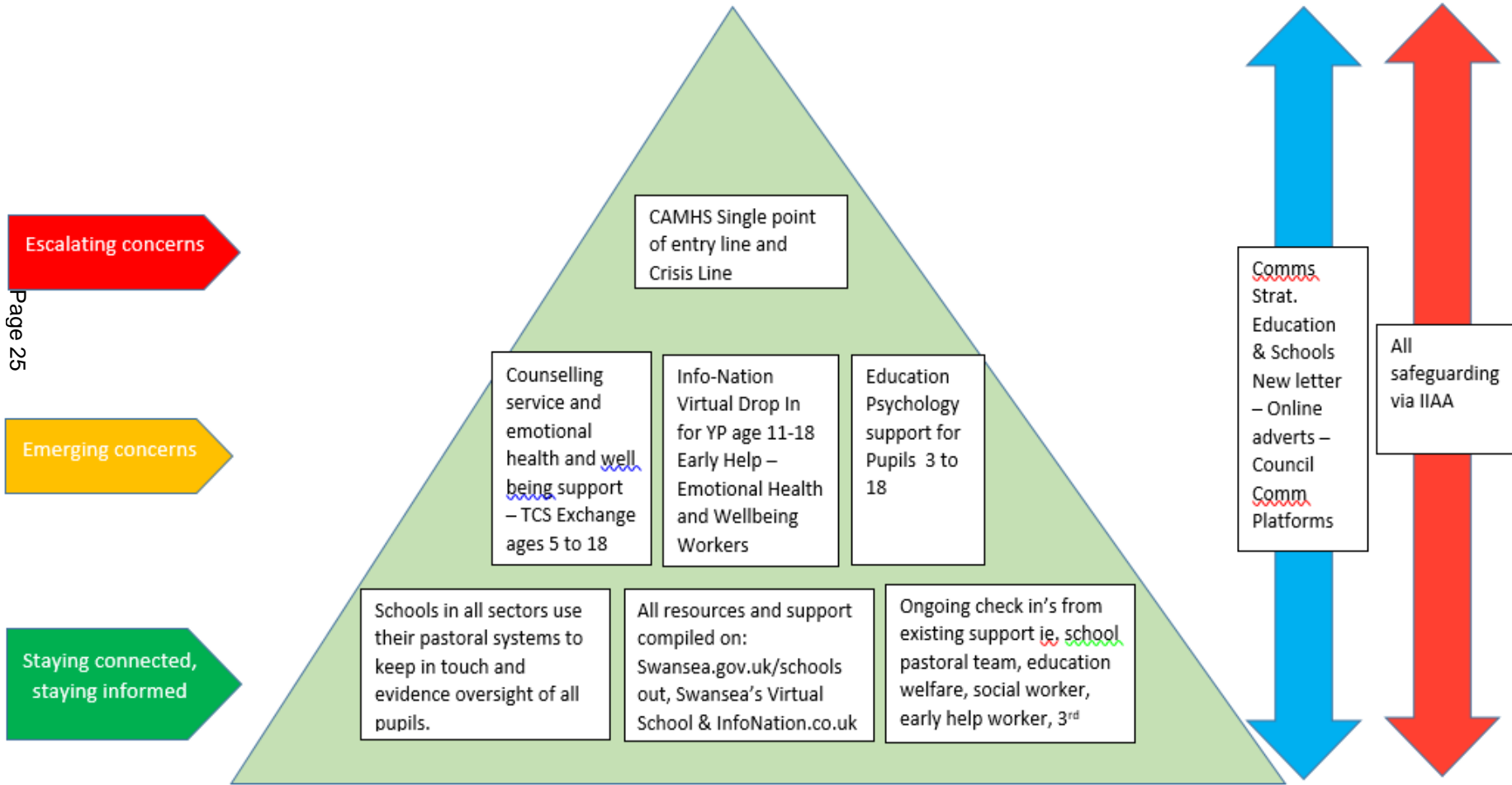
Understanding what's happening to you and why you might be feeling the way you do isn't always simple

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Mapping for Mental and Emotional Health and Wellbeing Concerns during Covid 19 Situation

#staying connected #staying informed #keeping yourself & others safe

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Child & Adolescent Mental Health Service

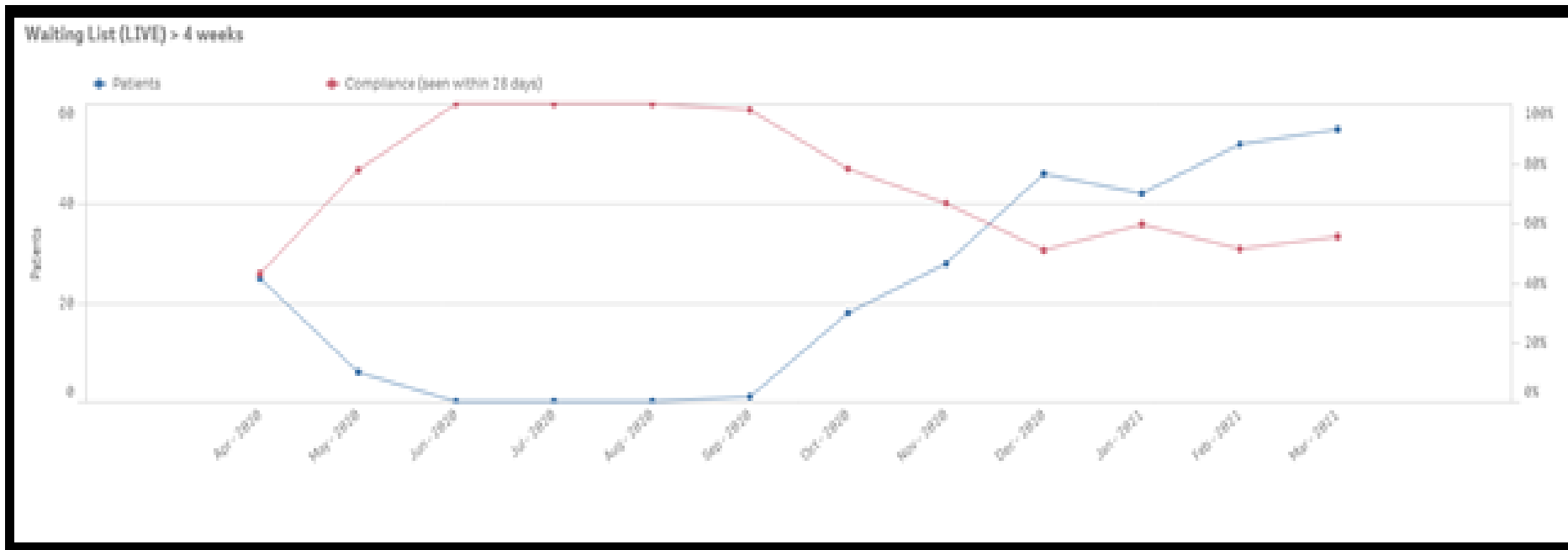
Performance - Welsh Government Targets - CAMHS

The current performance against the 28 day target, as at 17 May 2021

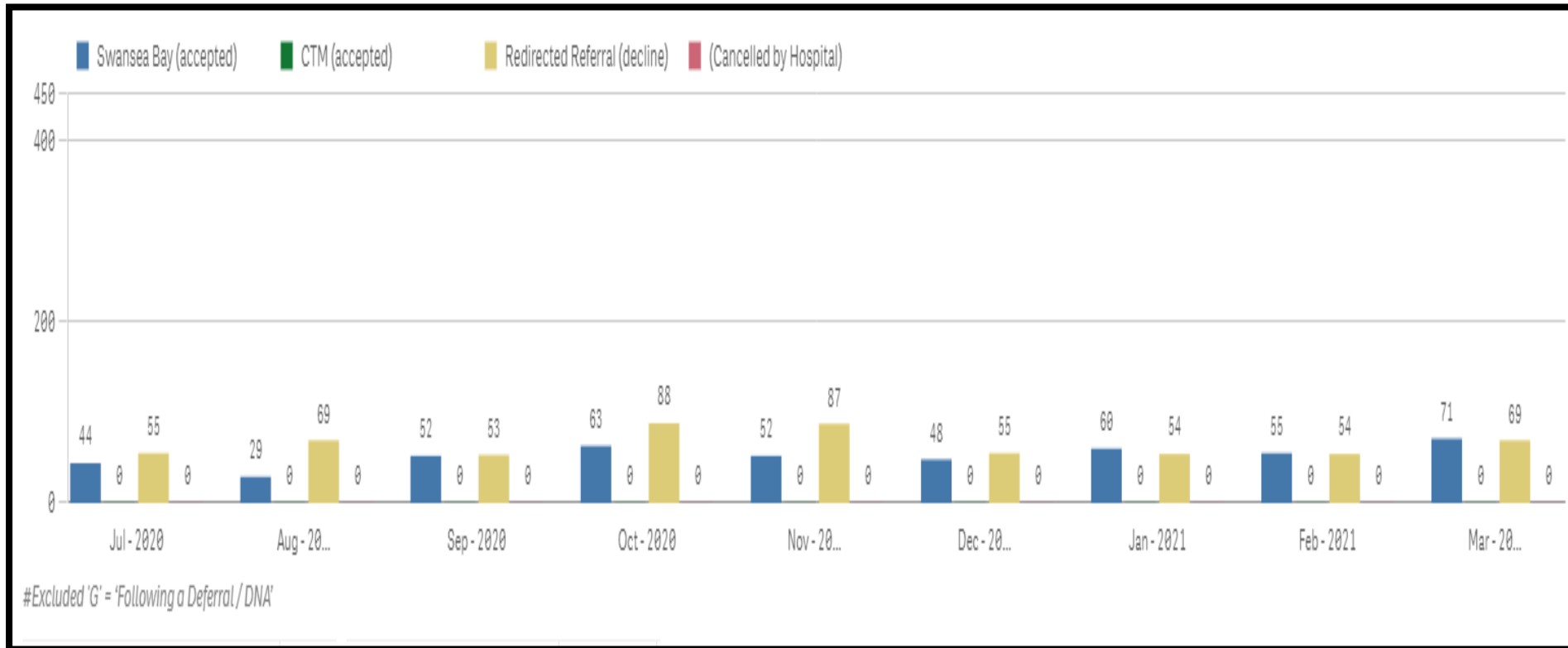
Team	Total waiting	Waiting >28 days	% compliance	Average wait (weeks)
SCAMHS Swansea Bay	156	73	53.5%	5.4
PCAMHS Swansea Bay	105	48	54.3%	4.0

Performance - Welsh Government Targets - S-CAMHS

- ▶ Compliance has deteriorated due to vacancies, sickness and internal movement
- ▶ Increased demand - demand & capacity modelling ongoing and job plan infrastructure re-introduced



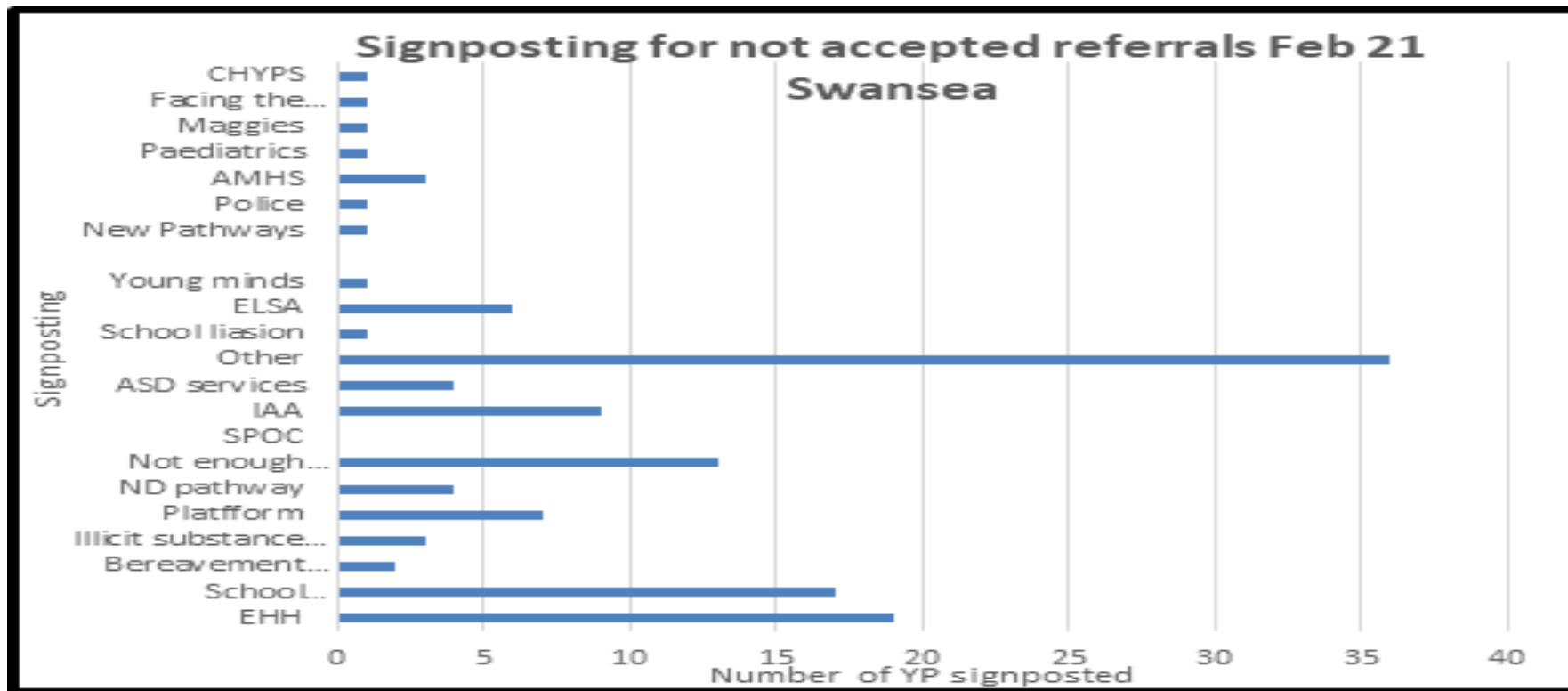
S-CAMHS - referrals



S-CAMHS -referrals not accepted

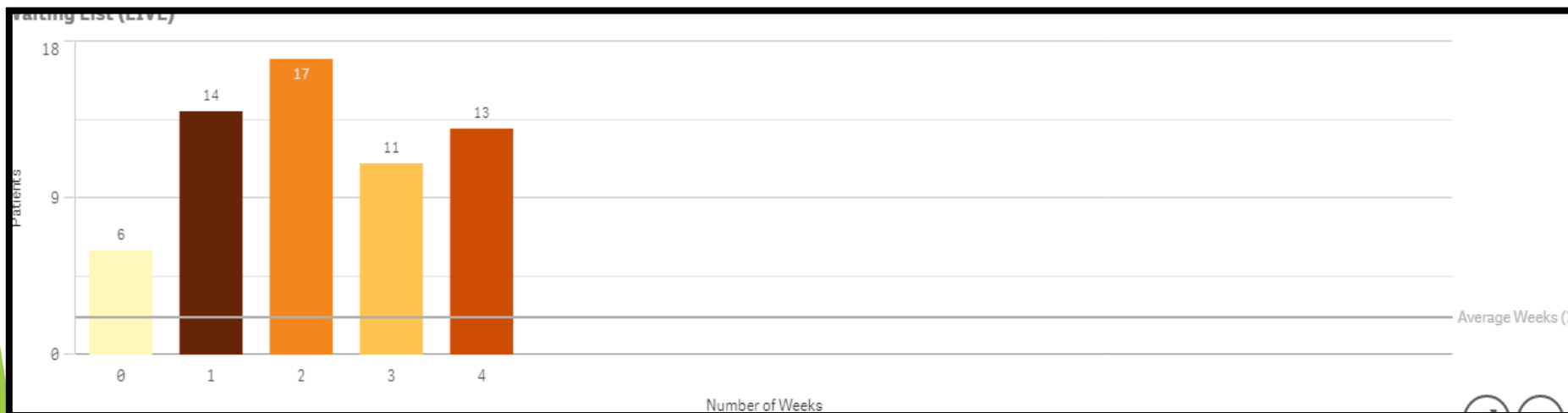
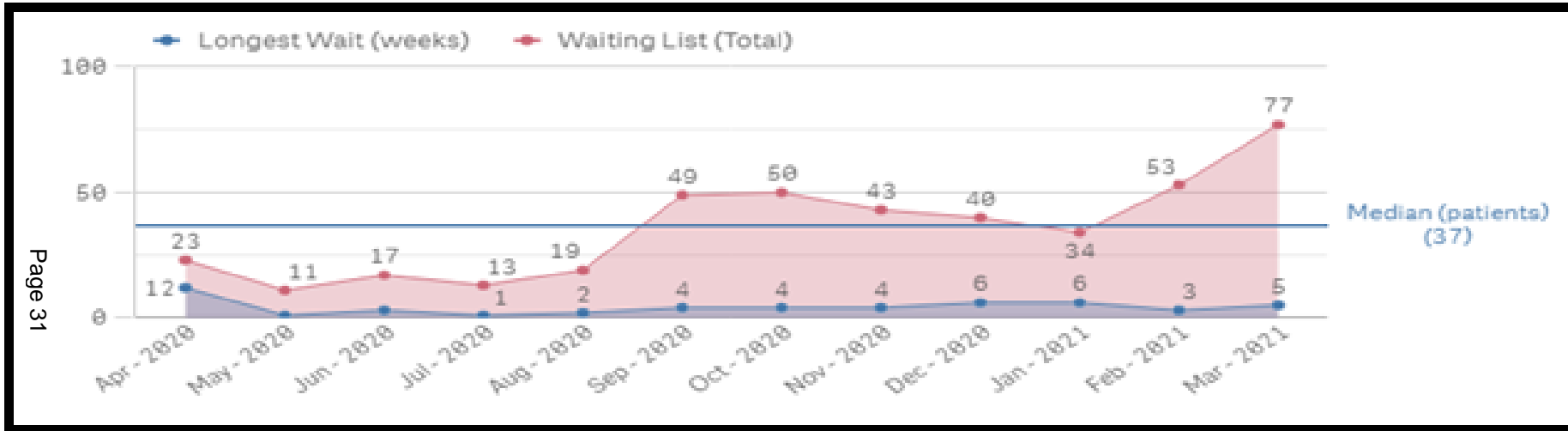
The number of referrals received in recent months has gradually increased, and the number referrals re-directed remains high. The rate of acceptance during 2020/ 21 was 48%.

Below is a detailed report on all referrals which were not accepted/signposted to other services during the month of February 2021.



Performance - Welsh Government Targets - P-CAMHS

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Progress to Date

- ▶ Acknowledged that increased CAMHS liaison is required in schools, and social care;
- ▶ Additional input from CAMHS into schools and resources allocated by Local Authorities to support schools working together to provide appropriate support for individuals in need
- ▶ Monies secured via the Integrated Care Fund for the last three years to increase liaison input into the local authority single point of access teams;
- ▶ A liaison model has now been drafted by CAMHS and is currently under review and discussion with partners. Aim to agree the model to include education and social care by April 2021;
- ▶ This model will see the CAMHS single point of access accept all enquiries with a pathway that allows for dedicated liaison support.

Challenges and Barriers

- ▶ CAMHS Performance has deteriorated in recent months following a period of significant improvement and achievement of the Welsh Government targets for the first time.
- ▶ Demand is increasing, particularly for Eating Disorder Services and is likely to continue to increase in line with COVID projections and modelling;
- ▶ CAMHS continues to be a small service, and reliant on a small specialist team. Recruitment and retention has improved, but still remains a challenge;
- ▶ Multi-agency partnerships are required to ensure children & young people get the right advice at the right time, and this is time consuming to get agreement of the right models going forward.

Future Plans

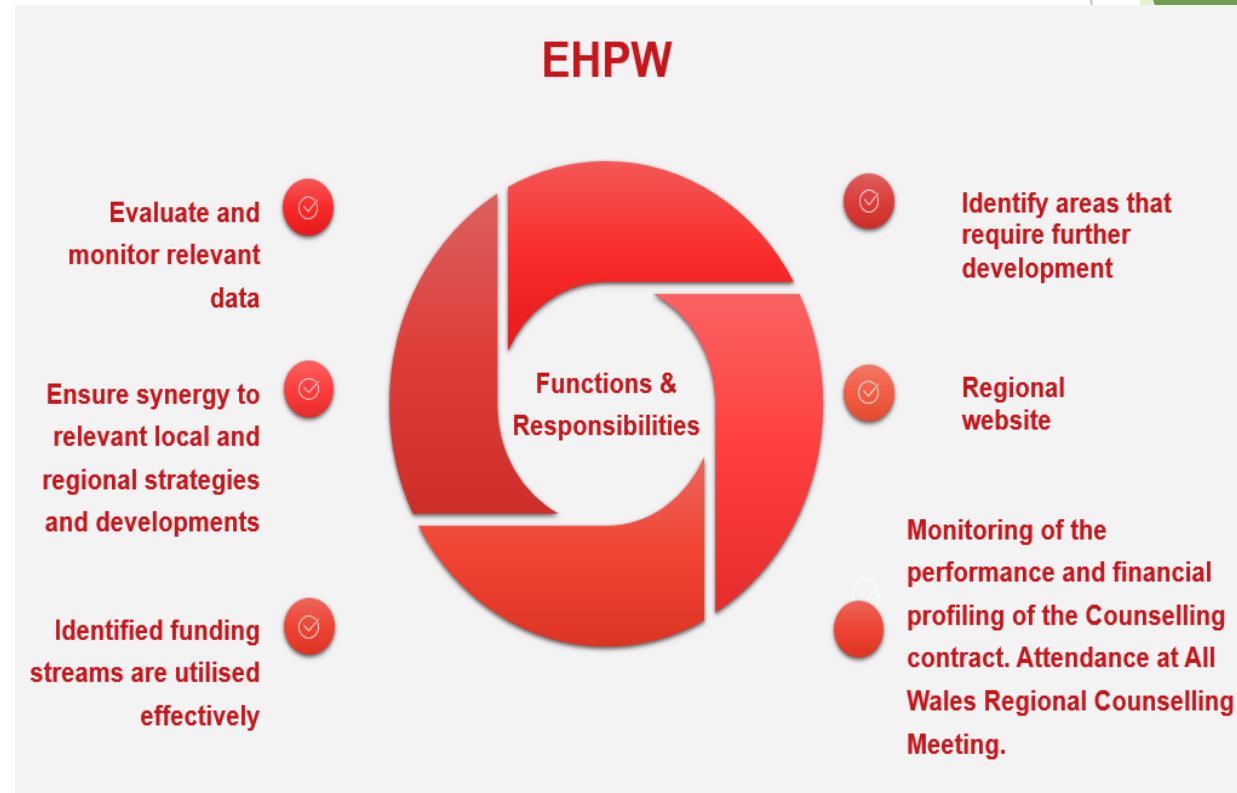
- ▶ Full integration of CAMHS with one single base for staff to be achieved by June 2021
- ▶ Roll-out of low level emotional health and wellbeing support for children and young people to prevent and avoid the need for referral to specialist CAMHS is being implemented with partners
- ▶ Launch of dedicated website for CYP with emotional health and wellbeing issues, signposting to appropriate support, advice and self-help
- ▶ Secure Welsh Government monies to improve access to crisis care out of hours, Eating Disorders and Psychological therapies
- ▶ Development of the CAMHS In-reach service on receipt of WG monies to support the Whole Schools Approach

Child and Family Service updates and progress

- ▶ Joint communication throughout the pandemic focussed on keeping in touch and staying connected - CAMHS, Education and Social Services. Went out across corporate comms, education and social service comms
- ▶ 5 Emotional Health and Wellbeing Workers embedded within a new Early Help Hub structure, group supervision and staff development with CAMHS Emotional Health and Wellbeing Workers to create one cohesive approach.
- ▶ 1 Youth Justice Service (YJS) Emotional Health and Wellbeing lead has been established and link to the support above. CAMHS nurse link worker appointed and in post to provide specific support to YJS
- ▶ Joint training and development opportunities provided for staff from different sectors.
- ▶ All service provision has been adapted to be accessible virtually and a blend of virtual and face to face has operated throughout the various phases of the pandemic.
- ▶ An online drop in in set up Children and Young People to directly access run by the EHWP
- ▶ School nursing referrals from hospital were re-directed via our IAA team to filter through to our emotional health and wellbeing workers due to re-deployment of school nursing staff during phases of the pandemic

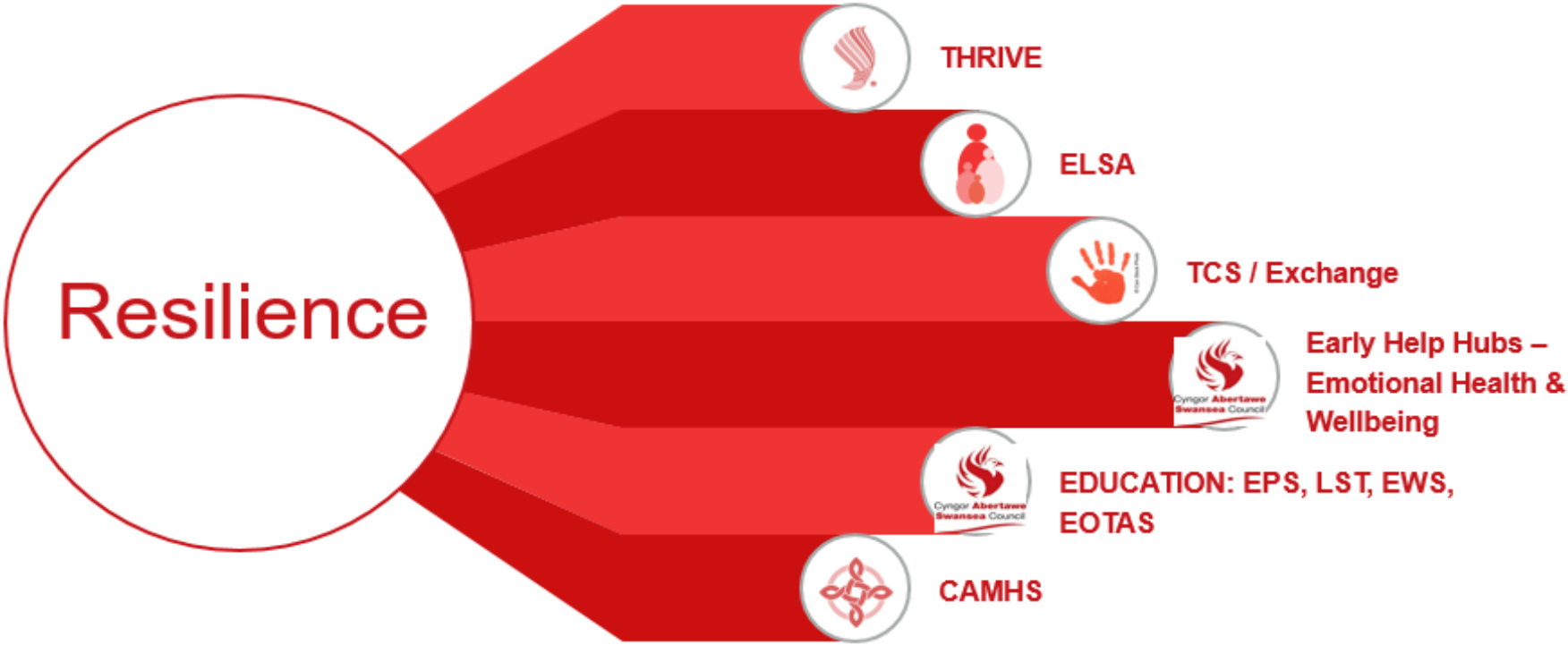
Swansea Emotional Health & Psychological Wellbeing Group (EHPW)

- ▶ Jointly chaired by C&F and Education
- ▶ Sits under the regional sub group for Improving access to support for Emotional Health & Wellbeing
- ▶ Has reps from primary heads, secondary heads, health, education, child and family, 3rd sector



Education updates and progress

Pupil & Staff Wellbeing Key Strategies



Collective Opportunities & Challenges

Collective Opportunities

- ▶ Strong strategic direction -
- ▶ Developing strong a partnership and working relationships
- ▶ Significant funding from WG
- ▶ Numerous collaborative projects taking place

Collective Challenges

- ▶ Understanding the impact and needs of our children and young people in relation to the pandemic
- ▶ Co-ordinating multiple different funding streams in different sectors with very short notice timeframes from WG
- ▶ Ensuring that services meet need, have synergy and that there is no duplication between services
- ▶ Ensuring effective pathways to access provision
- ▶ Ensuring that there are no gaps in provision

Agenda Item 8



Report of the Cabinet Member for Children's Services

Child and Family Services Scrutiny Performance Panel – 25th May 2021

Swansea Youth Justice Services Progress Report and Update

Purpose	To inform scrutiny on the Youth Justice Services development since it was disaggregated in April 2019, including the last quarter's performance data.
Content	<p>This report provides Councillors with an update on the progress of Swansea Youth Justice Team since the HMP inspection report in March 2019.</p> <p>The report includes the revised Improvement and Action Plan and the Swansea Youth Justice Performance Report for quarter 3.</p>
Councillors are being asked to	Consider and comment on progress made towards improvement and in addressing the concerns identified post inspection.
Lead Councillor(s)	Councillor Elliott King
Lead Officer(s)	David Howes (Director of Social Services) Julie Davies (Head of Child and Family Services)
Report Author	Jay McCabe Principal Officer Bays+ and Youth Justice Services

1.0 Background

- 1.1. In April 2019, Swansea Youth Justice Service (SYJS) was formed as a result of the disaggregation of Western Bay Youth Justice Service (WBYJS) in March 2019. Prior to April 2019, Western Bay YJS consisted of three Local Authorities working within a regional partnership. This included Bridgend, Neath Port Talbot and Swansea Youth Offending Teams. The merger occurred on 29 May 2014 with Bridgend CBC being the lead authority. Whilst the spirit of regional working was at the heart of the merger, the oversight of the region proved complex and in effect, the regional service functioned as three distinct teams with separate cultures. The result of the inspection in November 2018 highlighted these challenges and in particular the challenge the regional management board had in terms of oversight of all three regions.
- 1.2. In April 2019, Swansea disaggregated and formed its own service within the larger umbrella of Child and Family Services. It has since set up its own management board which is chaired by Swansea Council's Director of Social Services, Dave Howes and has a membership in line with the requirements of the Crime and Disorder Act 1998 which includes Cabinet Members from Swansea Council – Councillor Elliott King.
- 1.3. Since April 2019, the Youth Justice Service has continued to focus its energies on developing and improving its service in line with the HMIP Inspection and Improvement Plan. Furthermore, to develop its service to deliver improved services for children and young people specifically in Swansea. A copy of the Improvement and Action Plan is attached as **Appendix 1**.
- 1.4. Swansea Youth Justice Service is a statutory multi-agency partnership whose legal duty is to co-operate in order to secure Youth Justice Services appropriate to their area. The service is funded, from a variety of sources including UK Government, Welsh Government (WG) and the statutory partners. (E.g. the Local Authority, Police, the National Probation Service and Health).

2.0 Youth Justice Plan

- 2.1. Due to the impact of Covid in 2020-2021, the Youth Justice Service was required to submit two plans to the Youth Justice board during that time. The first plan was the business continuity plan and the second was the business recovery plan. These plans were ratified and approved at previous Swansea Youth Justice Board meetings prior to submission and approved by the Youth Justice Board.
- 2.2. The Annual Youth Justice Plan for 2021-2022 is due to be approved at the next board meeting in June 2021. The plan will be submitted to the

Youth Justice Board for England and Wales which oversees the Youth Justice System. The production of a Youth Justice Plan is a statutory duty of the Local Authority under Part 3, Section 40 of the Crime and Disorder Act 1998. The plan sets out how Youth Justice Services are to be provided and funded; how the Youth Justice Service, established by the local authority, is to be composed and funded; how it will operate and what function it is to carry out. The plan is the medium term business plan for the Swansea Youth Justice Service and sets out its aims of quality service delivery and continuous improvement.

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

3.0 Performance of Swansea Youth Justice Service

- 3.1 Since the formation of Swansea Youth Justice Service from April 2019, the service has continued to collate its own performance data over the last two years and this provides a picture both locally and in comparison to national trends. Previously this was part of the Western Bay region. Please see **Appendix 2** for a copy of the last quarter's performance data report which the management board had sight of in January 2021. This is the first time Swansea has had sufficient local data to analyse and make comparisons against. Therefore, a more accurate picture is continuing to be provided in future data performance reports.

5.0 Financial Implications

- 5.1 Since our last report, the service has continued to move in a positive direction. The service now has an operational manager in place and they have been in post for 16 months. Furthermore, with a small uplift in Youth Justice Board grant funding, the service developed the additional Senior Practitioner role to become a Practice Lead in the service. This has continued to create additionality within the service by driving practice quality throughout, particularly in the arena of safeguarding. Also, the planned investment of Asset Plus training has now taken place and we recently secured some additional funding from YOS Cymru to invest in further training around assessing and working with sexualised risk (AIM3). This will strengthen the services ability to offer assessments and work programmes around sexualised risks for young people. As the funding is already in place, this will mean there are no additional financial implications to the Local Authority to deliver this.

A further investment is the mobilisation of a regional Speech and Language service which will be led by Swansea. This investment is going to be provided by additional Community and Children's Grant funding which specifically comes under the 'Promoting Positive Engagement' grant. This will mean grant funding will be used to invest in this service and won't impact the Local Authority's core budget.

5.2 The levels of grant funding available to Youth Justice Services like many other grant funded services are uncertain for the coming years. However, Swansea Youth Justice Service has continued to secure Youth Justice Board funding and over the two year period, there has been a small increase in the funding, and we have continued to secure Promoting Positive Engagement (Welsh Government) and Police Crime Commissioner funding for a further year.

6.0 Conclusion

6.1 The focus of the service since the last report to scrutiny has been around implementing the actions of the HMIP inspection and improvement plan. The plan is continually reviewed every 6 months to ensure the service continues to raise the standards and ensure we are compliant with the improvement plan actions. A number of key improvements are detailed below:

- The service has consistently ensured that assessments are being completed within timescales over the last quarter. We continue to focus on the quality of assessments, reports and plans to ensure the service consistently delivers improved outcomes for children and young people. Please refer to **Appendix 3** for case studies.
- Supervisions are being completed consistently with all staff every month. We continue to focus on the quality of supervision with a focus on developing staff and building confidence.
- All policies and procedures are up to date and reviewed and in place.
- Closer working links are in place with education colleagues which has recently resulted in the development of a local policy for literacy and numeracy.
- A part time CAMHS nurse is in post which enables us to provide children and young people with appropriate mental health services and a pathway when required.
- The service continues to focus on improving the quality of service to children and young people concentrating on developing robust assessments, quality assurance processes and reviewing interventions.
- The completion of the National Standards Audit 2019. The service was given feedback by the Youth Justice Board that they were pleased with the detailed action plan in relation to this piece of work and this meant the Youth Justice Board did not need to carry out any checks in relation to this piece of work.

6.2 Moving forward, the service has set itself a realistic and achievable plan for service delivery over the next twelve months; however, the risks that come with grant-funded posts are always present. The focus for this period (2021-2022) will be:-

- The mobilisation of the Speech and Language Service as of the end of April 2021.
- The transfer of all grade 7 staff (non-qualified) over to asset plus system. This will ensure that all future assessments from July 2021 will be carried out using this assessment format as we move away from any screening tools previously used. This is to enhance and improve the quality of assessments carried out by any non-qualified staff in the service.
- The alignment of all grade 7 staff under one standardised job description. This will enable the service to develop improved resilience amongst this cohort and broaden the range of skills and expertise across the workforce.
- The development of a quality assurance framework and audit plan. This piece of work will be completed by the end of May and will evidence the ongoing quality assurance sampling of all aspects of the service to continue to ensure the service improves and develops

6.3 As raised in the last scrutiny, the disaggregation of the service into Swansea highlighted the need to develop increased resilience within the service by promoting skills and expertise where previously staff had specialised roles which left the service vulnerable. This is part of our ongoing journey; phase 1 of the journey has resulted in all social workers within the service being engaged in activities. Phase 2 is the alignment of the project workers within the service to be able to adopt the same approach. This process will take place by July 2021. Two thirds of our non-qualified staff are already upskilled and completing prevention asset plus assessments. The move towards a generic and multi-skilled workforce has already resulted in the reduction of risks to service delivery particularly when sickness can be an issue. This has already strengthened the workforce within the service. We continue to monitor and review this process regularly.

6.4 Since the appointment of the operational manager from December 2019, both the Principal Officer and Operational Manager have continued to drive the improvement of quality throughout the service. Both roles are well integrated within Child & Family services and take part in a number of forums including contextual safeguarding,

6.5 The Youth Justice Board continues to oversee and assist Swansea to prepare for the next HMIP inspection. The service will also undertake its own mock inspection preparation in September 2021 to ensure its inspection readiness. This will include reviewing the work of the service but also preparing the board and its members in the coming months.



SWANSEA YOUTH JUSTICE SERVICE

PERFORMANCE REPORTING 2020-21

Quarter 3

October – December 2020

SERVICE PERFORMANCE

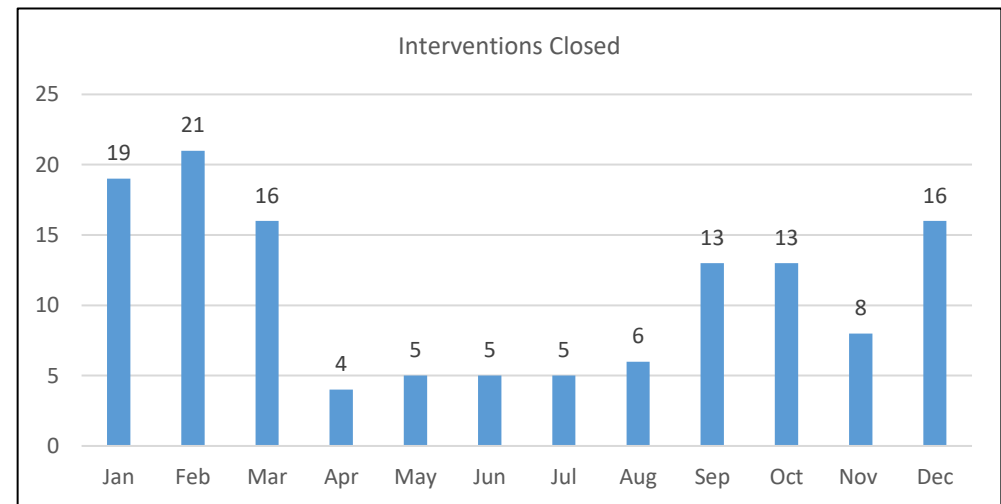
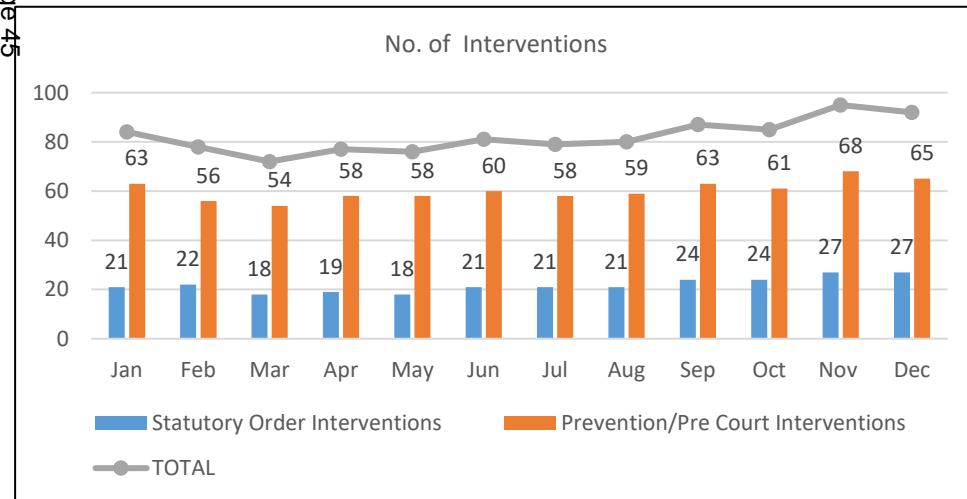
This table shows the number of interventions ongoing within the quarter.

No of Interventions	Jan - Mar 19	Apr - Jun 19	Jul - Sep 19	Oct - Dec 19	Jan - Mar 20	Apr - Jun 20	Jul - Sept 20	Oct - Dec 20
Prevention	67	85	82	74	67	55	60	41
Pre Court (Bureau)	38	33	33	29	28	15	23	20
Court	39	31	33	35	32	28	30	25
TOTAL	144	149	148	138	127	98	113	86

Comments

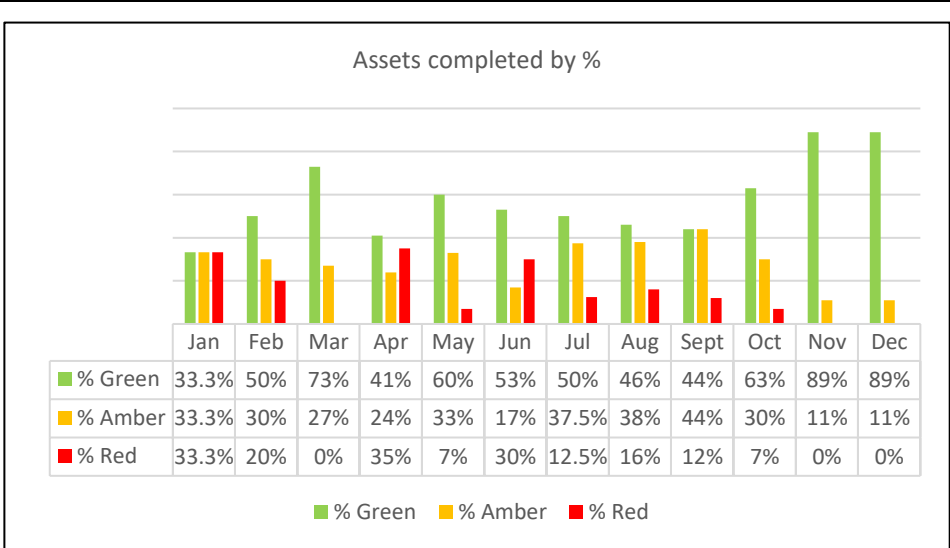
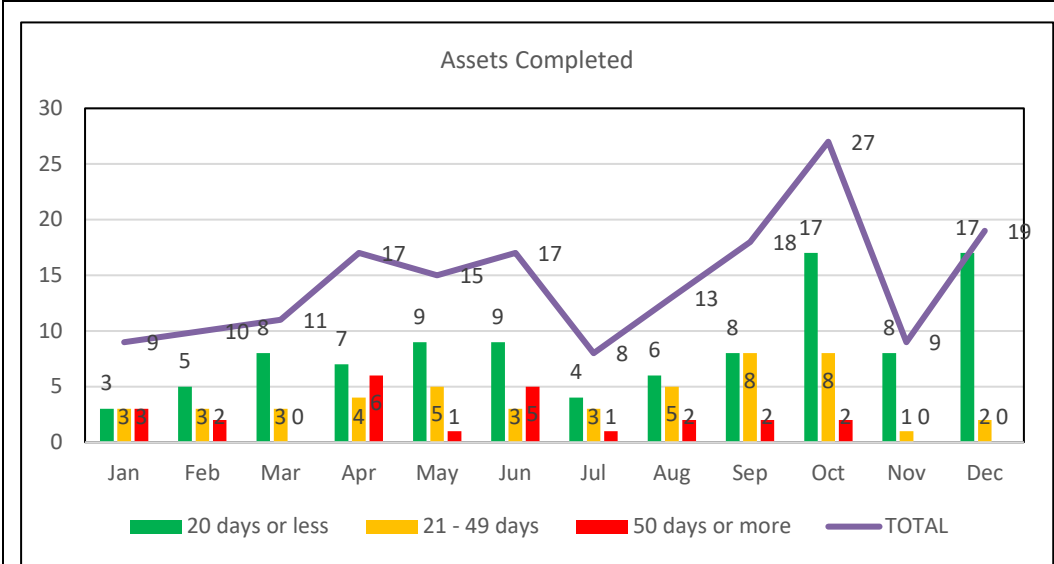
- The quarter (Oct – Dec) shows a decrease in Prevention interventions to 41.
- Pre- Court interventions are also showing a decrease to 20 from 23 in the previous quarter.
- Court interventions have also decreased to 25.
- Custodial sentences (including Licence) have decreased by 2 to 3 in total.
- Youth Rehabilitation Orders have decreased by 2 from 11 to 9 for the quarter.
- Referral Orders have also decreased by 1 to 13 open in this quarter.

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Comments

The numbers of interventions open to the service remains consistent across statutory and prevention/early intervention.



Comments

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- During Oct - Dec there were 55 completed Asset Plus assessments.
- These were completed in the timescales shown in the graph with the column showing the according RAG rating.
- 76% of assessments were completed in the 20 day target timescale.

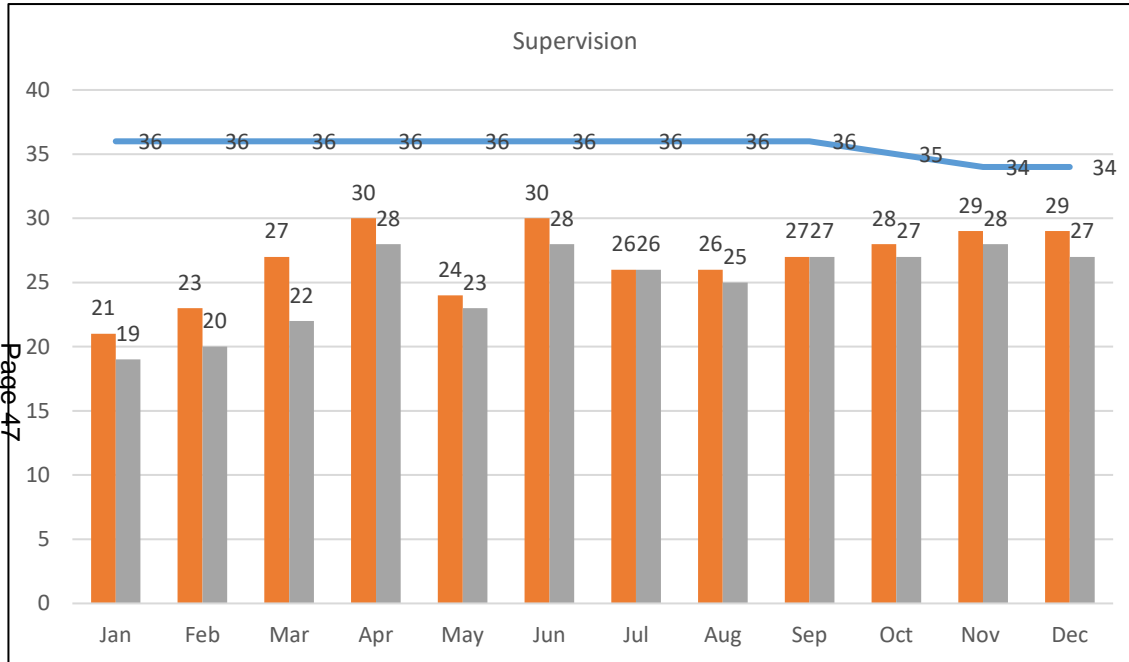
In the last quarter, there has been an increase in the number of assessments completed. October saw the highest number of assessments being completed on a monthly basis within the last 12 month period. This increase can be attributed to the need for all open assessments to be signed off by the end of that month in preparation for an upgrade of our case management system. Two assessments fell into the red during October, in one case this was due to a system error. The assessment had gone beyond the 20 days at point of sign off however the error had not been picked up until beyond the 50 days. The other assessment had not been signed off due to no request for the report to be countersigned.

The data evidences an improving picture in this quarter, with no assessments entering the red and only three entering amber in the last two months. In relation to these, one in November was signed off at 30 days, the delay related to a system error. The other two, in December, were both signed off within 25 days. In one case the delay related to the case manager being on sick leave and unable to complete necessary amendments within the timeframe. The other required some additional information gathering by the case manager before the assessment could be accurately signed off.

In order to maintain focus on this area of work, there is continued management oversight of assessment timeframes. Weekly checks are undertaken by the manager and case managers are reminded when their assessments are over the half way point, with a view of these pieces of work being prioritised. Where assessments go over the timeframe, case managers and seniors are asked to discuss the issues with the Manager and Principal Officer in order that

we can identify any patterns/trends that need to be addressed in terms of performance. Over the past two months case managers have been working hard to focus on this areas of their role and have been responding positively to the oversight.

In addition, on the 9th and 24th November 2020, two half day workshops were provided to all case managing staff in the team. These workshops focused on assessments and report writing respectively. A further workshop focusing on intervention planning and management was due to take place in January 2021 however, this has been slightly delayed and will now take place in February 2021.



Comments

Supervisions continues to be completed regularly, with high numbers of supervisions taking place each month

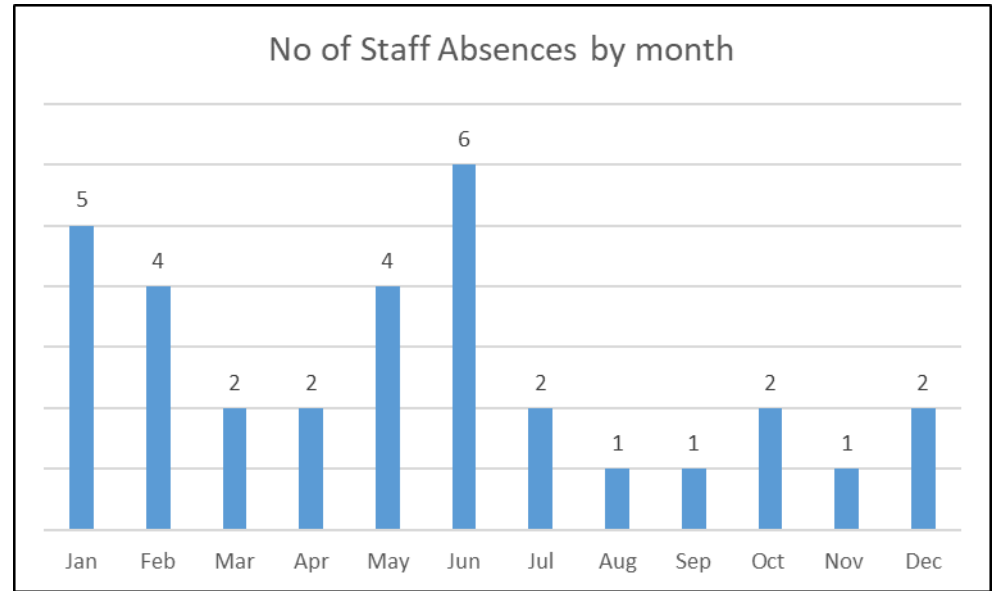
Raising the quality of supervision is the next phase for this area of work. A workshop is due to take place in February 2021 with all senior staff responsible for undertaking supervision. This has been slightly delayed due to staff leave in December 2020 and January 2021 and seniors focusing on the preparation of workshops for the staff around assessments and report writing in November 2020.

In preparation for this workshop, feedback will be sought from the team about their experience of supervision. The workshop will focus on improving any identified areas from this feedback.

In order to monitor progress in supervision quality, an audit of supervisions will take place three months following the workshop. Regular dip sampling will take place following this to ensure that quality is maintained.

Comments

Within this period, 5 staff members have had periods of sickness absence with only one requiring medical sign off for a two week period. All other staff self-certified for a few days, due to minor illness. Sickness levels have been significantly lower in the past 6 month period than the previous 6 month period and this is the first quarter, over the past 12 month period, we have not had staff off work in relation to work related stress. This indicates an improving picture.



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**NATIONAL KEY PERFORMANCE INDICATORS
Local Data Only**

First Time Entrants

Using local data there were 12 first time entrants into the youth justice system in this quarter. There were also 12 in the quarter before, Quarter 3 of the previous year (2019 -20) showed 6 first time entrants showing an increase from the same time last year but remaining the same as the previous quarter this year.

Breakdown of First Time Entrants;

Gender	
Male	11
Female	1

Ethnicity	
White	10
Asian	1
Mixed	1

Age							
10	11	12	13	14	15	16	17
0	0	0	0	1	3	5	3

Comments:

Of the 12 young people, 11 were in the higher age range. On analysis of first time entrants over the past 12 month period, this would appear to be a trend and consequently the Youth Justice Service intend on undertaking some work with young people known to the service, within this age range, to identify the most appropriate interventions/ways of working with them.

Our data has been used to inform the Adolescent Strategy and more recently the Serious Youth Violence Strategy and from these pieces of work we hope to be able to ensure we are targeting our interventions appropriately with this age group.

5 of the 12 young people were previously known to our service.

Of the 12 first time entrants, 6 appeared before the Youth Bureau:

- It is important to note that of these, 4 young people were involved in the same offence of Non–Domestic Burglary. One aged 15 and the others aged 16, all received a Youth Caution. None of these young people had any previous involvement with the service.
- Of the other two, one received a Caution for an offence of violence against the person and one received a Conditional Caution for Public Order offences. This young person has previously been before the Bureau and had received a Youth Restorative disposal and has since received a conditional discharge for Public Order offences, we know that in this case the young person has issues with the Police and this has been a factor in his offending.
- The imposition of Youth Cautions and a Youth Conditional Caution is representative of the context of the offences committed and the fact that one young person had previously been through the Bureau process.

4 young people were given Referral Orders ranging from 6 to 9 months in length. Of these, 3 had been previously known to the service, 2 had Youth Restorative Disposals from Bureau and one had been known under prevention.

- Of these young people, one had been previously known to us through a prevention referral. Two had previously been through the Bureau process. There does not appear to be any correlation between the current offending of these young people and their previous offending.
- The offences for which these young people received their Referral Order ranged from drug offences, Violence, Criminal Damage, sending offensive messaging, domestic burglary and Theft.
- One young person was responsible for a number of offences. He was a 16 yr old White, Male, who was given a 9 month Referral Order for 3 x Violence offences, a Criminal Damage offence and another offence relating to sending by public communication network an offensive / indecent / obscene / menacing message / matter. This young person became known to the service via prevention, unfortunately he declined to engage. The Referral Order has recently been imposed and the Service are attempting to support him to engage in the process, this is currently proving difficult. This young person is also currently known to MARAC due to there being restraining orders in place relating to two females.

One Young person received a Youth rehabilitation Order as a first time entrant.

- This was a 17 yr old, White, Female who appeared before the Court for an offence of violence against the person. She pleaded not guilty and was found guilty at trial. As a result she was not eligible for a Referral Order and received a 2 year Youth Rehabilitation Order. She had no previous involvement with the service.

One 17 yr old, White, Male, had a Fine for motoring offences and was also disqualified from driving. He was not previously known to the service. Due to the disposals he was given, there was no requirement for him to work with the service.

Use of Custody and Remand

Custody and Licence

There were no new custodial sentences given in this quarter. On analysis of the data, there were no young people appearing before the Court in this quarter who had committed offences which crossed the custody threshold.

In this quarter, one young person reached the end of their licence period. This is a significant outcome as this was her second custodial sentence in short succession after she re-offended within a day of her previous release from custody. In order to prevent a repeat of this, there was robust multi-agency working, throughout the custodial element of her Order. To effectively manage the complexities, this young person was resettled into a residential placement where the support was well suited to meet her needs. In addition, there was ongoing support from CAMHS and positive partnership working between the Youth Justice Service and Supported Care Planning. Weekly meetings were held during the custodial element of her Order, to plan for her resettlement and other licence conditions were agreed by all agencies, prior to her return to the community. These meetings were ongoing throughout her licence period and have continued since the licence period ended. The Youth Justice Service has continued to attend these meetings in order to provide ongoing support if required.

During this quarter there is one ongoing custodial sentence. This young person is now 18 and is subject to the Youth to Adult (Y2A) transition arrangements, a partnership between YJS and Probation to improve the experiences of young people going into the adult provision. Another young person, in custody during this period, has already been successfully transitioned to Probation for the remainder of his Custodial Sentence.

The Youth Justice Service, Probation Officer and Post Court Practice Lead are focusing on transition cases. This is any young person aged 17 and 6 months who is and will be, subject to a Court Order over their 18th birthday. Planning will begin for the formal transition process at 17 years and 9 months. There is positive partnership working between the Youth Justice Service and Probation, with monthly meetings taking place with Probation and Youth Justice Management, to agree which cases meet the criteria and plan to transition where appropriate.

Remand

There was no new remands in this quarter and no ongoing remands. However, the service was working with one young person who was remanded to Local Authority Care. This young person had been missing since the 4th December and turned 18 in January 2021. During this period, the Youth Justice Service provided the Crown Court, hearing the case, with a robust bail plan to avoid a remand to custody. This was accepted in principal by the Court.

Very recently this young person was arrested, outside of the local area, for additional offences and is now being dealt with through the Court process as an adult.

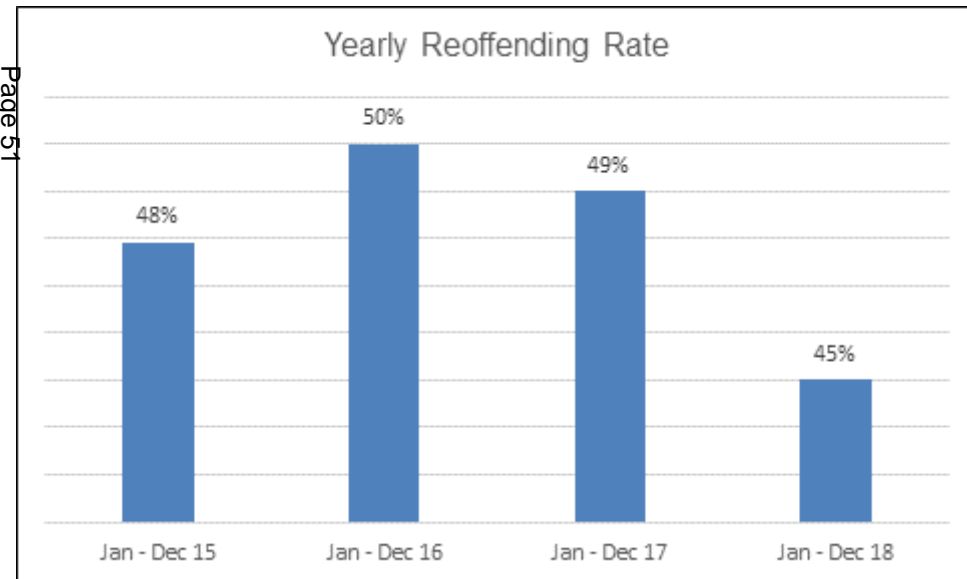
Reoffending

This measure tracks a cohort of young people who have received a youth caution, youth conditional caution or court outcome, known as substantive outcomes, within the period to see if they commit a further offence that also receives a further substantive outcome.

The way this is calculated has recently been changed and it now tracks a three month cohort instead of a 12 month cohort. The cohort is tracked for 12 months and then an extra 6 months is allowed for the conclusion of any court proceedings. This is why this data will always be reported sometime after the initial outcome has been given. The last data is from 2018.

The 4 quarterly figures are then added together to give a yearly figure.

The graph below shows the yearly percentage rates.



This table shows the breakdown by quarter for the latest reported year (Jan – Dec 18), which does show that there is some fluctuation by quarter.

Quarterly %	
Oct - Dec 18	50%
Jul - Sept 18	56.30%
Apr - Jun 18	36.40%
Jan - Mar 18	43.80%

This information is all produced using PNC data and no local data is available. It has not been available in previous reports as the YJB have not had access to the data.

The data shows that although the 2018 yearly figures show a decrease, this is a minimal change and our figures across the 4 year period from 2015-2018 appear to be relatively consistent.

WELSH PERFORMANCE INDICATORS (WDI's)

The Welsh performance data for the period October to December 2020 measures closed statutory cases only.

During this quarter (Q3), 4 young people had a statutory intervention that closed.

These were 3 community orders, all of which were Referral Orders and 1 Custodial Licence. The cohort was made up of 2 males and 2 females, all White. One young person was in the 10-15 yr bracket but the others were 16-17 yrs old.

Education Training and Employment

For the School Age cohort there was only 1 young person who was attending 25 hours at the start and 25 hours at the end. This is a 0% change in the average hours attended. The target number of average hours for this group is 25. This young person was subject to a Detention and Training Order during the first half of her sentence she attended education within the secure estate. During the licence element of her Order she was residing in a residential setting and was in receipt of education through this provision.

The Above School age cohort included 2 young people who were both NEET for the duration of their Orders. The target number of average hours attended for this cohort is 16.

One young person expressed an interest in doing the CSCS and was referred to the Early Hub NEET Team in order to progress this. Unfortunately he did not engage with the team and consequently they ended their involvement. This young person has turned 18 and due to a further offence is now being supported by Probation.

The other young person has a long history of substance use. During his Order he engaged with Careers Wales as he wanted to attend Inspire training (engagement level). Unfortunately they refused him a place as they felt it wasn't appropriate due to his use of substances. His Careers Advisor has since made efforts to contact him to explain the outcome and consider alternative options but hasn't been able to get in contact with him. Work with this young person is ongoing and ways of supporting him to communicate successfully with Careers Wales are being explored.

There was also one young person who was school age at the start of the intervention and above school age at the end. She was being offered 25 hours but attending 0 at the start but by the end was being offered and attending 25 hours. This is 100% increase.

This YP was refusing to attend school at the start of her order as her school was out of county. There were also ongoing family issues which were affecting her emotional health, attendance and behaviour. The Youth justice Service made links with the Career's Advisor attached to her school in order to ensure a transition plan was in place. This young person was keen to explore Health and Social care at College. Due to her offence this option was explored with the College and post-16 she engaged with the People Plus engagement programme.

As is evidenced in the above examples, it can often be more challenging to support young people to engage in education, training and employment when there are other factors in their lives, such as the use of substances. As a service, we work closely with local colleges and training providers in order to

support engagement, however, in situations where the risks are considered too high for the young person to safely access training, this can result in options becoming limited.

This is an area that needs further exploration and it is our intention to look back at the data over the past two years to identify where there have been challenges in accessing employment, training and education, what the barriers have been and consider in what ways we may have been able to do things differently. It is hoped that this will support our learning and enable us to consider how we approach this area of work moving forwards.

Access to Suitable Accommodation

All 3 young people on community orders were in suitable accommodation at the start and at the end of their orders, the 1 young person with a custodial order was in suitable accommodation at the start, at the time of release and at the end of her intervention.

Access to Substance Misuse Services

2 of the young people in this cohort were identified as requiring a substance misuse assessment however both of those young people were already in receipt of a service. One young person was open to the Choices Service and the other continues to engage with the Youth Justice, Substance Misuse Worker as part of his Youth Rehabilitation Order. This young person has been engaging with substance misuse support for a long period of time and was referred to our Substance Misuse Worker during a previous Order.

Access to Mental Health Services

All 4 of the young people were identified as requiring a mental health assessment, of those 3 were already in receipt of a service and 1 young person refused to access support.

Given that the service now has data over a two year period since disaggregation, we intend on looking back over our Welsh Performance indicators to establish if there are any trends or areas we need to focus on or develop. The data informs us of the situation at the start and end of the Order. However, we would like to review how some challenges within these areas have been overcome during the course of our involvement and identify where personal outcomes have or have not been achieved.

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PREVENTION AND PRE COURT

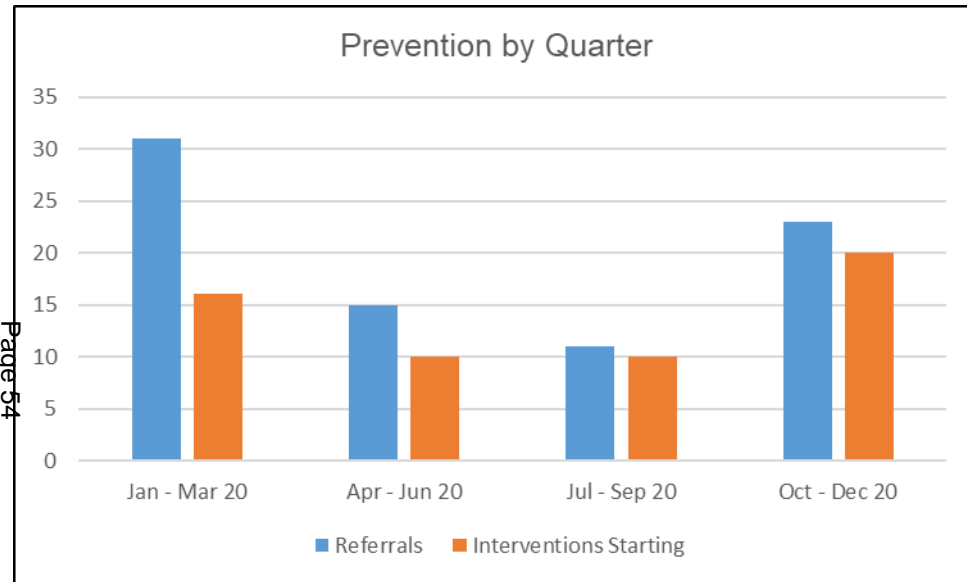
PREVENTION

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

During Quarter 3 (Oct -Dec) there were 23 referrals made for a Prevention Intervention.

The referrals for the this quarter were received from the following agencies:

- Child & Family Services – 7
- PCSO- 1
- IIAA-1
- Barod-1
- Bays+- 2
- School-4
- Safeguarding Hub- 2
- Early Help Hub-2
- PRU (KS4) – 2
- Home Tuition Service- 1



20 new prevention interventions started (some of these will have been referred in the previous quarter). This cohort was made up of:

Gender	
Male	15
Female	5

Ethnicity	
White	19
Other	1

Age								
10	11	12	13	14	15	16	17	
0	3	1	1	3	7	3	2	

Comments:

On analysis of the data, between January and March 2020 the number of referrals received was 31. Of these, 10 were declined as they didn't meet the criteria. 5 were accepted by other services and the remaining 16 received a prevention intervention. Of the cases we declined, all had support in place to

meet their needs. This support included school pastoral care, counselling services and Channel prevent. Two young people had been arrested for offences and were being supported by the Youth Justice Service under Voluntary Support.

Between April and June 2020: The number of referrals received was 17. This was significantly less than the previous quarter. This drop can be attributed to the Covid- 19 pandemic. Of those referrals, 4 young people requested that support be put on hold until face to face contact was possible. Two were declined on the basis of not meeting our criteria and 1 young person did not give consent to support. The remaining 10 received a prevention intervention.

Between July and September 2020, 11 referrals were received. The low number of referrals received in this quarter also appeared to relate to Covid -19, however, we often see a reduction in referrals during this period due to the school holidays. Of these referrals, all were eligible and accepted with the exception of 1 young person who did not consent to the referral being made. All 10 received prevention support. It is worth noting that in this quarter, we amended and improved our referral form, supporting information and referral guidance. This appeared to have the desired effect of improved quality of referral information and all but one were eligible and accepted for prevention support.

During the current quarter, October to December 2020, there was a significant increase in the number of referrals received. There are also some notable trends in the types of support being requested in this period. There was an increase in referrals asking for support around domestic abuse (7 referrals) with the young person being the perpetrator and the parent the victim. It appears that this may relate to the Covid/lockdown situation with parents struggling to manage behaviour and trying to implement 'curfews' to avoid Covid breaches. By comparison, Quarter 3 Data for 2019 shows a comparable number of referrals of 32 with a higher number (26) being offered interventions, only 3 of those referrals requested support specifically around healthy relationships and issues relating to domestic abuse.

Referrals requesting anger management/ emotional wellbeing support also increased (8 referrals) and ranged from anger and aggression towards peers and property along with low mood, social isolation and difficulty with sleep patterns. Information elicited from screening assessments and conversations with our young people and their parents/carers in this quarter seems to indicate that family tensions, social isolation, lack of normality and routine, loss of peer networks face to face and home schooling may have contributed to the presenting behaviours and reasons for referral to our service.

Referrals for young people subject to the MISPER/ Risky Behaviour protocol totalled 4 and all were fast-tracked to the service as a result of the attendance of the Youth Justice Service at multi-agency meetings where concerns are discussed.

During this period we also received 3 referrals for substance misuse support and 1 referral for a knife/weapon concern.

Staff members have continued to work hard to develop creative ways to engage young people virtually during the lockdown periods. For example, in order to continue the Adventure Service Challenge Group, staff members were able to deliver group-work sessions to year group bubbles via Microsoft Teams which the school helped facilitate. Where it has been considered essential for face to face contact to take place this has been completed in line with the guidance. This has enabled the service to maintain voluntary contact with young people during a challenging period for all families.

In relation to some of the barriers we have faced, having to work within covid restrictions has meant that it has been more challenging to undertake sessions that allow young people the privacy they require. Many sessions have taken place on doorsteps or in the community or via virtual means where it has not been possible to ensure privacy from other family members. Needing to limit the number of young people who have access the Youth Justice Centre has also presented some barriers to full engagement. Those accessing the centre have had to be prioritised according to need and this has often meant that young people requiring essential sessions under Statutory Orders have had to be prioritised over young people accessing prevention support.

Work has also been undertaken to streamline the prevention referral process. We are now offering potential referrers a consultation with the Prevention Coordinator to ensure our eligibility criteria is met and to support the referrer to think about what specific support they want from our service. This should not only improve the quality of the information we receive but will also streamline and simplify the process for busy referrers and avoid ineligible referrals.

The Service has also been focusing on developing programmes of work to undertake with young people during this period. Some of the intervention are: The Consequences of Anti- Social Behaviour on individuals and Communities; Knife and Weapon Awareness, Criminal Exploitation and County Lines and Substance Misuse Awareness. These interactive workshops have been piloted with young people individually using WhatsApp video and Teams and we have received valuable, honest feedback from our young people, which has allowed improvements to be made.

The service is currently looking to develop programmes of work relating to Healthy Relationship and Domestic Abuse, building on the Respect Toolkit along with developing provision around Internet Safety and "Sexting".

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Contextual Safeguarding:

In this last quarter, the new CMET panel was developed to discuss contextual safeguarding issues in relation to some of our most vulnerable young people. Since its introduction, a total 7 young people open to our service have been discussed, and as a result, we have been able to focus our work with these young people to address existing/emerging concerns. In addition, where specific groups or places have been discussed, we have been able to identify young people open to our service who may be at risk, and have been able to target and tailor support to these young people. From these meetings, there are preliminary discussions ongoing between the Pre-Court Practice Lead and partner agencies around providing an out of hours community work provision, this is being looked at done to consider how to disrupt the activities of young people and adults in certain areas that have been identified as areas of concern.

As a service we continue to be involved in all contextual safeguarding processes, sharing information and offering targeted support where possible. We have received 2 prevention referrals in the last quarter as a result of our attendance at these meetings. These referrals were made as a result of a joint visit between the Youth Justice Service and the Safeguarding Hub. A good practice example demonstrating the benefits of these joint visits/working, can be evidenced by the support provided to a young person who was arrested alongside an adult offender, for drug related offences. The initial visit evidenced that this young person was in fear of the adults who were believed to be coercing them to supply drugs. The young person was referred to the National Referral Mechanism, and the trusting relationships developed with this person and their family encouraged the family to open up about their experiences,

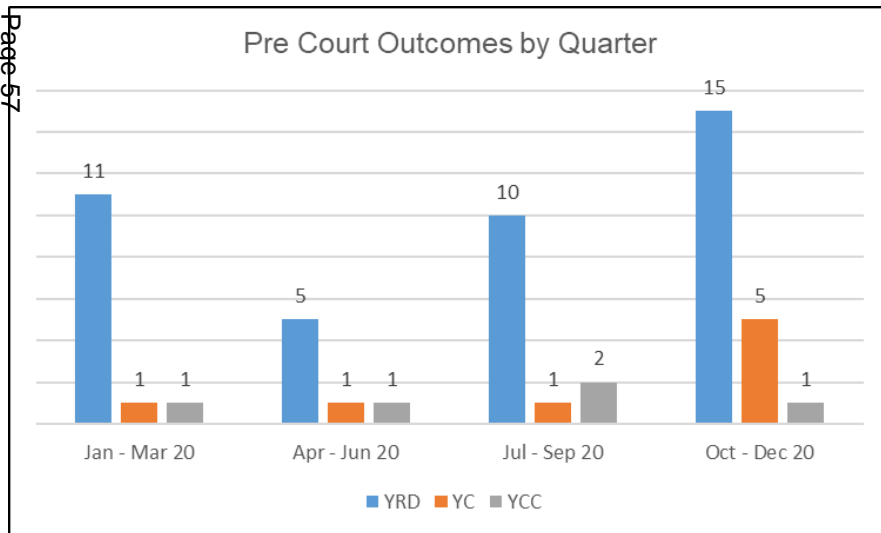
and has allowed agencies to develop a safety plan around them. Information gained was shared with the NRM process, and has resulted in a 'conclusive grounds' decision being made, which defines this young person as a victim of modern day slavery. This will be presented at Crown Court and should be taken into consideration when sentencing takes place, which will hopefully result in the young person receiving a better outcome.

We would hope that the number of referrals received in the future, increase. As a service we aim to look at our current available interventions, and through consultation with the young people, we aim to develop new interventions that tackle current issues.

PRE-COURT OUTCOMES

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

During Oct - Dec there were 21 outcomes given at bureau, see breakdown below.



Comments:

This cohort for this quarter was made up of 14 males and 7 females, 15 were of a White ethnicity and 2 young people were Chinese or Other ethnic group, 3 were of a Mixed ethnicity and 1 was Asian.

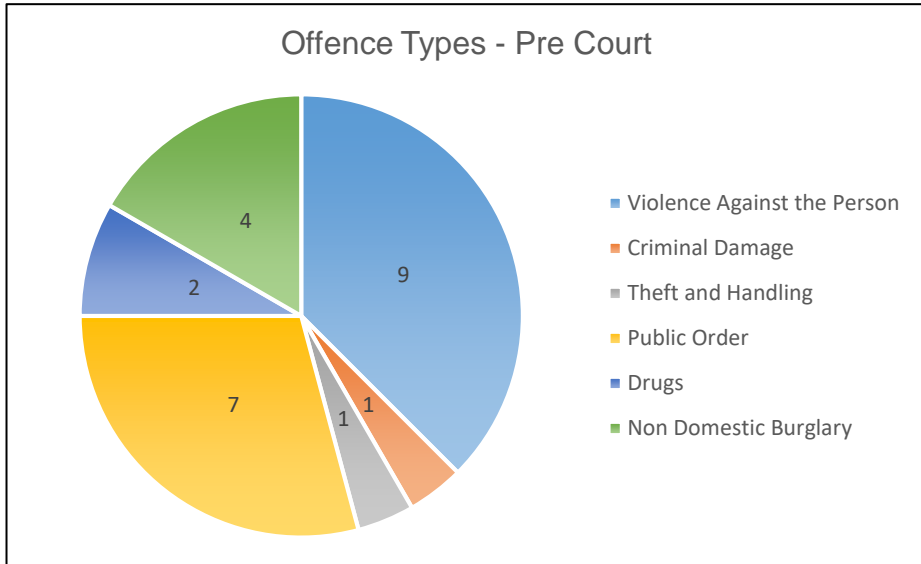
The age breakdown was

- 11 yrs – 0
- 12 yrs – 0
- 13 yrs – 1
- 14 yrs – 5
- 15 yrs – 3
- 16 yrs – 5
- 17 yrs – 7

Across all quarters over the past 12 months the Youth Restorative Disposal has been the main outcome from Bureau. There has however been an increase in Youth

Cautions during this period. This increase can be attributed to 4 young people receiving such a disposal for their involvement in one offence of Non-Domestic Burglary.

The 21 young people in the cohort committed 24 offences, broken down by type in the chart.



Comments:

The 9 offences classed as Violence against the Person break down to these specific offences

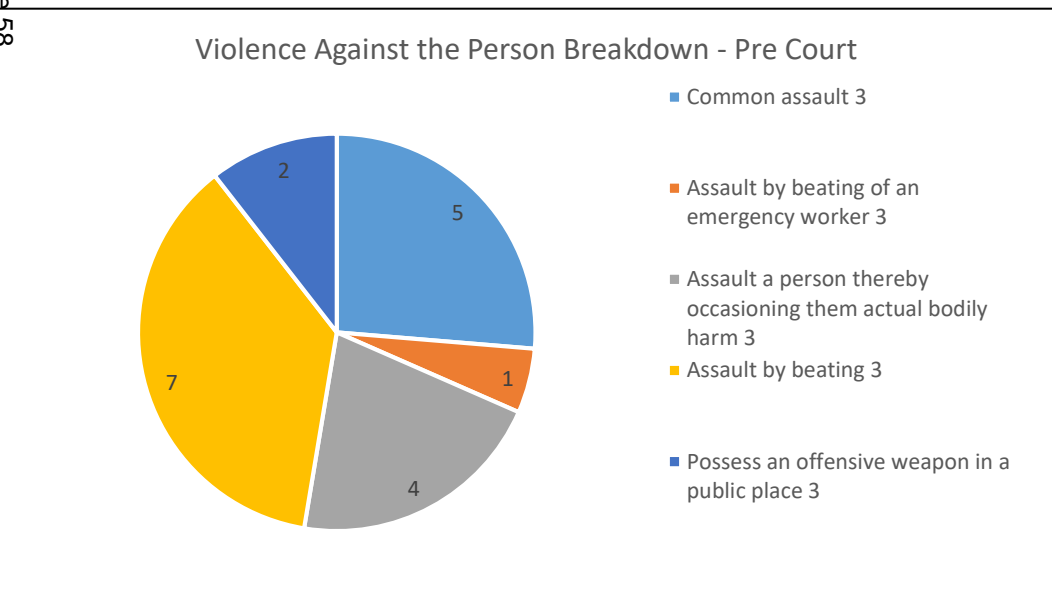
- 3 x Assault by Beating
- 3 x Assault thereby occasioning Actual Bodily Harm
- 2 x Possession of an Offence Weapon
- 1 x Assault by Beating of an Emergency Worker

These offences were committed by 9 different young people, 8 received a Youth Restorative Disposal and 1 received a Youth Caution.

The cohort committing these offences was made up of 3 Females and 6 Males, 7 of a White ethnicity, 1 Asian and 1 Mixed ethnicity. The age breakdown was

- 14 yrs – 4
- 15 yrs – 2
- 16 yrs – 1
- 17 yrs – 2

This chart shows a breakdown from **Jan 20 – Dec 20** of all the offences that were classified as Violence against the Person. These have all received a pre-court outcome.



Comments:

There were 19 offences that received an outcome at Bureau in this time period. The highest number of offences was Assault by Beating, accounting for 7 of the 19 offences (37%) closely followed by Common Assault which accounts for 26% of this offence type. This is lower than the previous rolling 12 month period (Oct 19 - Sept 20) when Assault by beating accounted for 43%.

These offences were committed by 15 young people who were given the outcomes as shown,

Youth Restorative Disposal	13
Youth Caution	1
Youth Conditional Caution	1

One young person had committed 5 of the violent offences in this time period.

The cohort of the 15 young people was made up of;

Gender	
Male	9
Female	6

Ethnicity	
White	13
Asian	1
Mixed	1

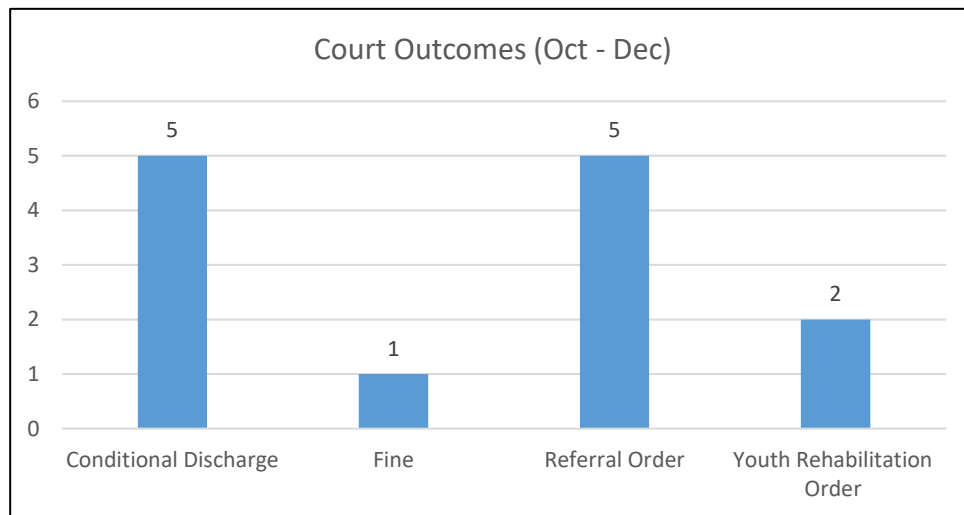
Age							
10	11	12	13	14	15	16	17
0	0	0	2	4	5	2	2

Having considered the data we recognise that violent offending is an issue amongst the young people we are working with. Given this, the next piece of work we need to concentrate on is an audit of these cases in order to analyse the findings and to consider how we are effectively targeting our interventions to address this behaviour. This will also enable us to consider if there are any gaps in our intervention offer and enable us to plan how we are going to ensure we best meet the need.

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POST COURT OUTCOMES

During the quarter 3 period there were 13 outcomes given at Court to 12 young people, broken down as shown below.

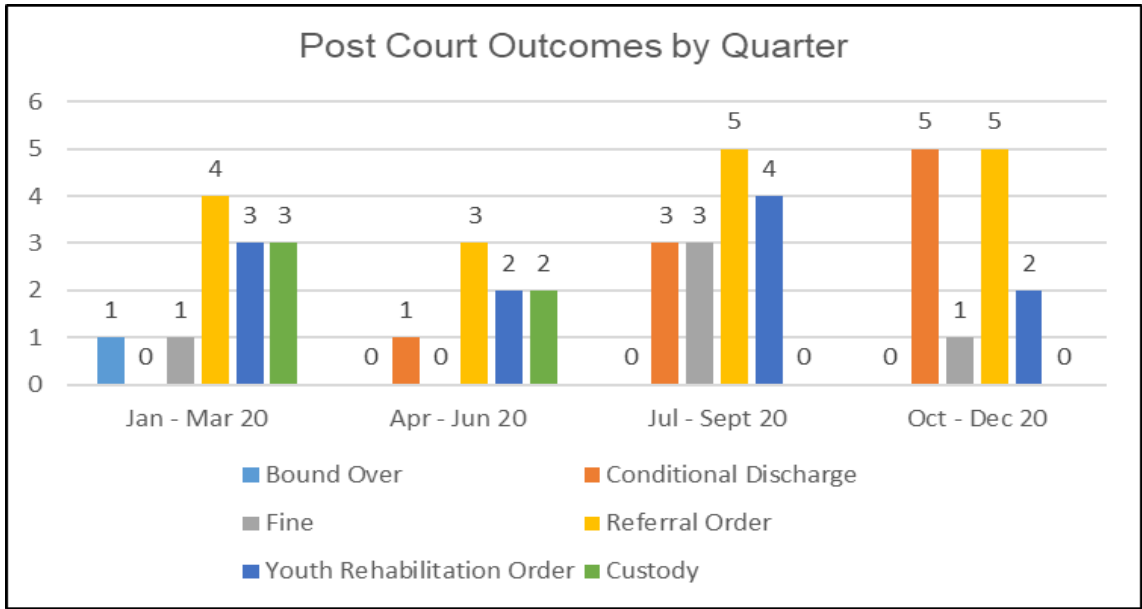


Comments:

The cohort was made up 11 males and 1 female of which their ethnicities are 1 Asian and 11 White.

The age breakdown was

- 11 yrs – 0
- 12 yrs – 0
- 13 yrs – 0
- 14 yrs – 0
- 15 yrs – 1
- 16 yrs – 6
- 17+ yrs – 5

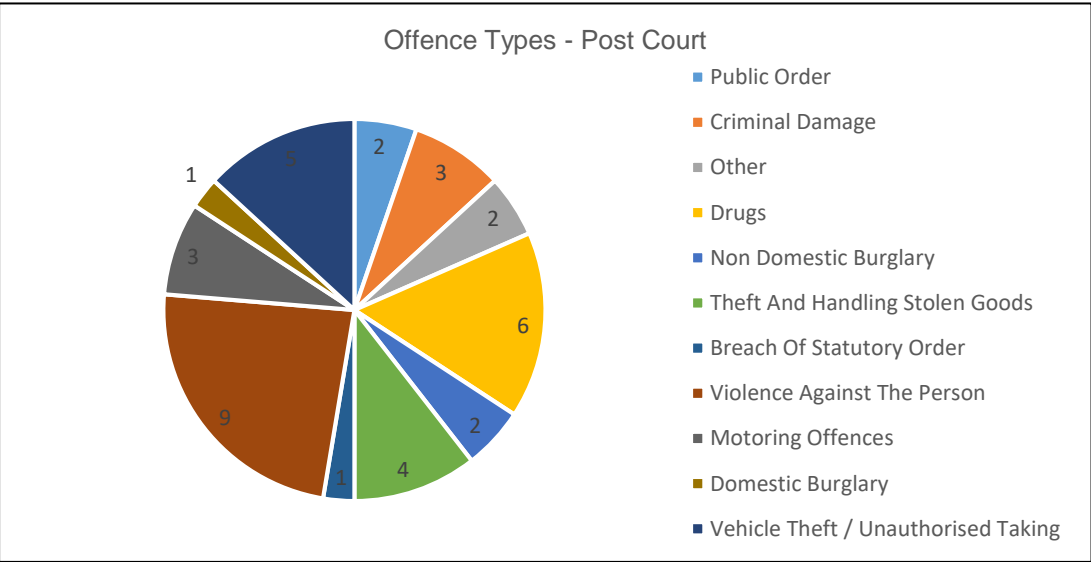


As is evidenced by this chart, across each quarter over the past 12 months, Referral Orders have been the most imposed outcome. In the current quarter the numbers of conditional discharges imposed by the Court has increased and the number of Youth Rehabilitation Orders has halved since the last quarter.

It is likely that the increased use of Conditional Discharge in Court is due to the increase in RUI offences that pre-date existing court orders. It is sensible to address the court as a 'stand down' and deal with the matter on the day rather than adjourn for reports and look to resentence. We can add a Conditional Discharge running alongside the existing Order, in some case the duration of which extends beyond the existing Order and acts as an additional punishment.

It is possible that the high levels of Referral Orders in Court are due to the number of offences that are above the gravity/seriousness for Bureau or the young person has not accepted responsibility at Bureau but pleaded guilty in court.

The decrease in YRO during the period is consistent with the lower levels of 'all options' reports and the higher proportion of medium/low ROSH in the period.



The 12 young people committed offences broken down by type in the chart.

Comments:

There were 9 Violence against the Person offences that received outcomes in this period. These breakdown to

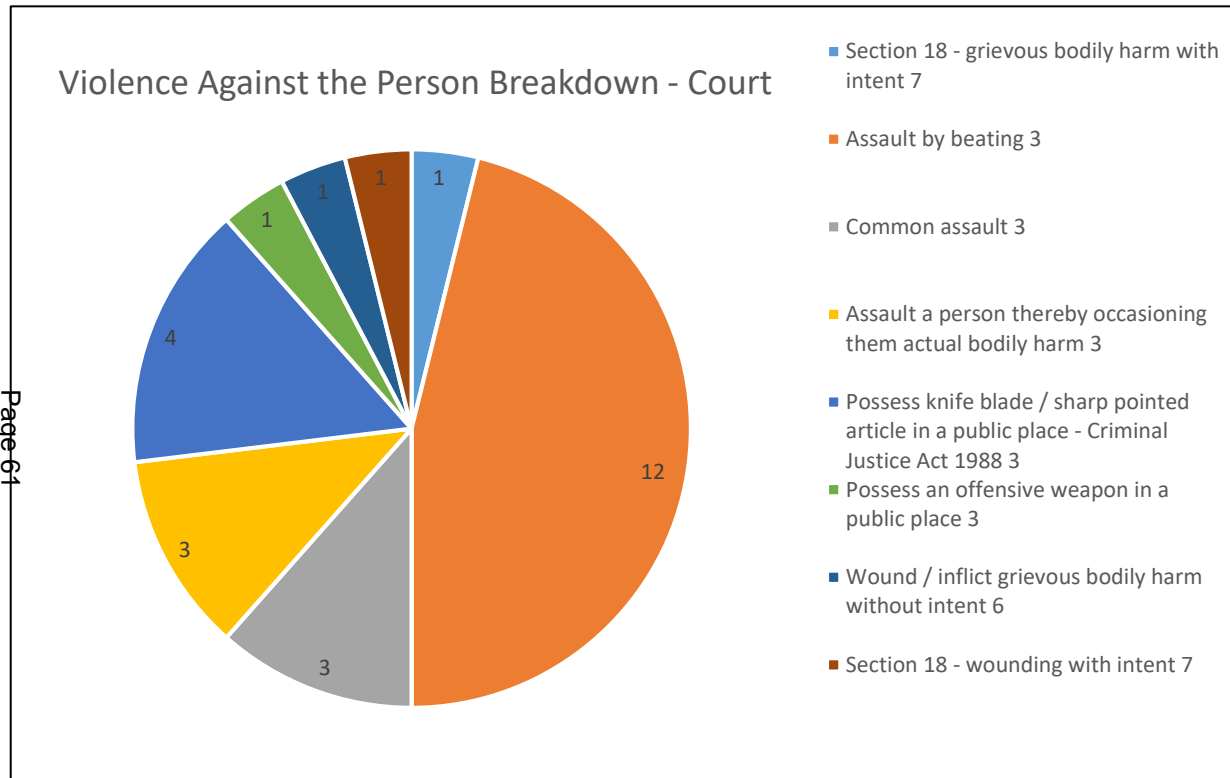
- Assault a person thereby occasioning them actual bodily harm
- Assault by Beating x 5
- Common Assault x 2
- Possess knife blade / sharp pointed article in a public place

These offences were committed by 4 young people, 3 males and 1 female, all of a White ethnicity, aged 16yrs x 2 and 17yrs x 2.

These offences resulted in one Conditional Discharge, 2 x Referral Orders, and a Youth Rehabilitation Order.

We are aware that we need to ensure that there are specific programmes available to address violent offending and we are undertaking an audit of the existing programmes we use and how effective they are. We are also considering alternative programmes and need to look at effective practice through the Youth Justice Board and how other Youth Justice Services are having success and whether this would apply to us in Swansea.

This chart shows a breakdown from **Jan 20 – Dec 20** of all the offences that are classified as Violence against the Person. These have all received an outcome at court.



Comments:

Within this time period there were 26 offences overall that were categorised as Violence against the Person, of these the highest number of offences was Assault by Beating which account for 12 of the 26 offences (46%). This lower with the previous rolling 12 month period (Oct 19 – Sept 20) when this was 53%.

These offences were committed by 14 young people and resulted in 15 outcomes at court. 1 young person had more than one outcome in the period.

The outcomes received are broken down below,

Conditional Discharge	1
Referral Order	4
Youth Rehabilitation Order	8
Custody	2

The cohort of the 15 young people was made up of;

Gender	Count
Male	12
Female	2

Ethnicity	Count
White	11
Black	2
Asian	1

Age	10	11	12	13	14	15	16	17
	0	0	0	1	1	3	5	4

NB if the young person had more than one outcome then the age was counted at the time of their latest outcome.

If we look at the most serious, violent offences committed over the last year, which have included Arson, Aggravated Robbery and Grievous Bodily Harm with possession of weapons where in two cases victims were stabbed. In all cases the young people were at high risk of custody and it would be fair to say that the confidence that the Courts in Swansea have with the Youth Justice Service have enabled the young people to have community based alternatives. These have included Intensive Supervision and Surveillance (ISS) programmes and similar intensive programmes where young people have been under age 15. We are pleased to report that in all these cases that there have been no further offences which is significant given the seriousness of the original offences. We could surmise that if they had gone to custody, all the positive connections and progress made in the community with these young people would not have been achieved. Being able to deliver 25 hours a week intensive provision, whilst significantly impacted by Covid, has required the team to be creative in terms of programme delivery. The commitment, creativity and persistence of the staff group and the relationships that have been built with some of the most difficult to engage young people has been the reason we are able to report these outcomes.

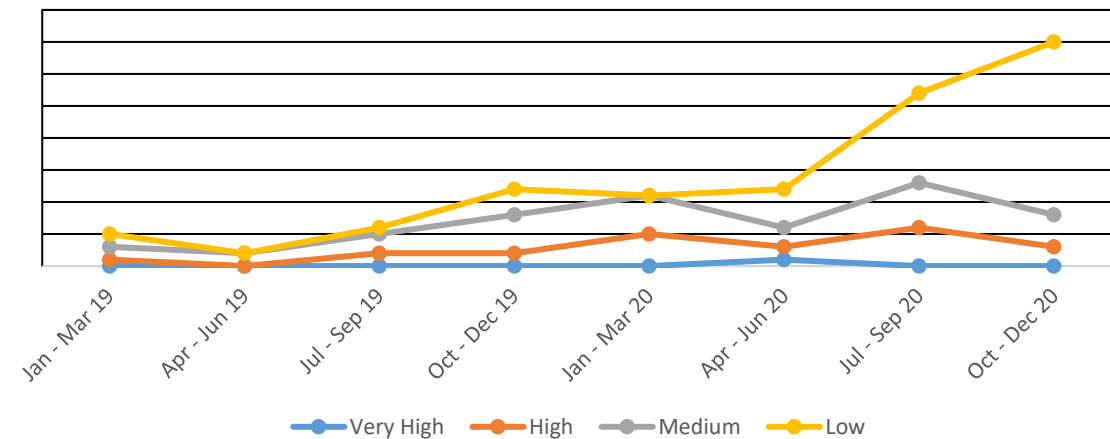
The Youth Justice Service intends on using the live tracker in relation to the cohort of young people who have been involved in violent offending. This will enable us to track progress and identify any trends or patterns in the behaviour. We are hoping to be able to provide a more detailed analysis through this process. The Youth Justice Board have offered to support us to understand how best to use the tracker and we intend on taking up this offer and starting this work in February 2021.

SAFEGUARDING

Risk Levels

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ROSH Judgement



Comments

- Since Jan 19 there has been 1 initial assessment where the ROSH level was judged to be Very High.
- As the graph shows most of the initial assessments are judged to be of a Low ROSH level.
- In this quarter, there were 35 initial assessments completed, of these

Very High = 0
 High = 3
 Medium = 5
 Low = 27

No Asset plus assessments were scored 'Very High' during the last quarter.

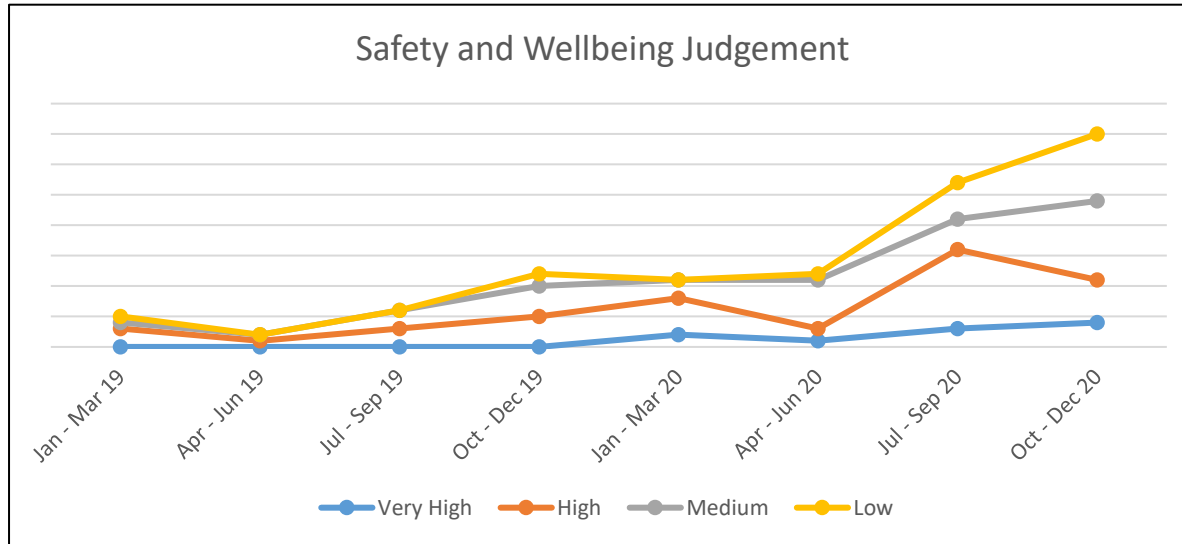
During this quarter, no assessments were undertaken on young people whose offending met the custody threshold. It is therefore understandable that we had no one meeting the very High ROSH level.

Of the three young people who were assessed as High ROSH, two were subject to being 'Released Under Investigation' by the Police for serious offences and these behaviours were reflected in the ROSH scoring as other behaviours of concern in addition to the known offences.

- One young person is open to us under voluntary support. A prevention element of our work with higher risk young people. This young person is also under the risky behaviour protocol. He was assessed as high ROSH due to being released under investigation for alleged involvement in a robbery with knife with two other young people known to Youth Justice Service. This young person had no previous involvement with the service. Should this young person be convicted of the outstanding offence it is hoped that his engagement with the service will support a recommendation for a community disposal.
- One young person has over 30 previous offences and been known to the Youth Justice Service since the age of 11. At the time of assessment he was scored as High ROSH having been released under investigation for Possession with Intent to Supply Class A and Robbery with a knife (co-defendant with young person above). This young person was previously convicted for an arson offence in 2017. This young person is currently on Remand to Youth Detention Accommodation YDA for offending on bail. Prior to this, he was subject to a Civil Secure Order due to concerns relating to potential involvement in county lines and criminal exploitation.
- One young person has been involved with the service for 2 years. He has been involved in 18 offences during this time, including theft, burglary and possession of drugs. His high ROSH assessment included reflections on his significant substance use including opiate dependence and his involvement with older seasoned adult offenders and drug users. There are additional concerns relating to his behaviour, around the potential for him to be involved in the supply of substances and concerns that he may be carrying a weapon. Recently he has been arrested in possession of a knife. This young person is also under the Risky Behaviour Protocol and is currently subject to the Youth to Adult transition process as he is 18 years old in March.

The above data highlights a peak during this quarter, of young people assessed as low ROSH. This may relate to a higher number of pre-court disposals within the quarter where ROSH levels are lower. It is also possible that it is related to a group of young people who have higher safety and wellbeing needs rather than the concerns being associated with the risk of harm they pose to others. Given the peak, an audit of the ROSH scoring in this quarter will take place to ensure that we are confident our assessments are accurate.

Safety and Wellbeing Levels



Comments

- Since Jan 19 there have been 10 initial Asset Plus assessments that have been judged to have a Very High Level of Safety and Wellbeing concerns.
- Generally most assessments have a judgement of High or Medium
- In this quarter, there were 35 initial assessments completed, of these
 Very High = 4
 High = 7
 Medium = 13
 Low = 11

This last quarter has seen a significant increase in the number of assessments completed with a 'very high' safety and wellbeing rating. Of the four young people scored at this level, three are Looked After Children. There are significant safeguarding concerns with all four, one is being discussed under Child Sexual Exploitation protocol and two in Risky Behaviour meetings. One of these young people are currently on a s.25 Secure Welfare Order, an Order made subsequent to concerns that this young person was being criminally exploited in the community and running a County Line. Three of these young people have substance misuse issues, one of which is known to use Heroin and Spice. Three of these young people experience mental health issues. One of these young people's mental health issues have led to a number of hospital admissions due to multiple overdose attempts. Two of these young people are on a statutory Court ordered Youth Rehabilitation Order, and two are on a youth bureau disposal.

Of the young people who scored 'high' in Safety and Wellbeing, three were first-time entrants to the system, entering via the youth bureau process. Whilst a service addressing the issues relating to the high score was offered to two, one of these young people was considered to have sufficient support in place via specialist therapeutic means, and is no longer open to the service. Two of these young people are Looked After Children, one of which is being discussed via Risky Behaviour Protocol; the concerns of which relate to criminal exploitation and gang involvement. Two of these young people are open on a prevention basis, however their needs are complex, and both are being discussed at Risky Behaviour meetings, one is due to be transferred to Child Sexual Exploitation Protocol.

MANAGER OVERVIEW

Key areas of work:

- **Assessments**

At the last board there was a focus on our assessment figures and the challenges we were facing in meeting our targets. Over the last quarter we have maintained focus on this area of work and are able to share data with the Board today that shows this as an area of improvement. Management oversight of assessments in progress continues, with an expectation that where assessments are likely to go over timescale, case managers provide a rationale for this beforehand so that any support they require can be put in place. In addition, there has been a focus on staff workshops focusing on assessments and report writing which has provided a valuable opportunity to revisit the purpose and importance of timeliness.

- **Transitions**

During this quarter the service has been focusing on transitions, specifically the Youth to Adult (Y2A) transition. There has been positive progress in this area of work with regular meetings between the YJS and Probation Service. Our seconded Probation Officer and Post Court, Practice Lead are leading on this area of work. During this quarter one young person serving a lengthy custodial sentence over his 18th birthday has been successfully transferred to Probation with clear planning and handover taking place. Another is in the process of being transferred in time for his licence period to be managed by Probation.

- **Prevention**

We have seen an increase in referrals during this quarter. It is possible that the impact of Covid made a difference to referrals in previous quarters. We have been focusing on improving the referral process and providing the opportunity for potential referrers to discuss referrals beforehand. Although early days, it appears that this may be having a positive impact in appropriate referrals being made. The next development for prevention is ensuring that all prevention assessments are completed using ASSET plus rather than the screening tool currently used in some cases. By making this change we will be able to provide clearer data in relation to our prevention cohorts.

- **Patterns and trends**

We can see from the data in this quarter, as with previous quarters, that violence against the person is a prevalent offence type amongst our young people. We recognise the importance of understanding this apparent trend better, especially in relation to the effectiveness of the interventions we are undertaking to address this behaviour. It is possible that there may be an association with this type of offending and other risks such as substance use and criminal exploitation. In order to understand patterns/correlations better we intend on looking more closely at this cohort. Given we now have two years' worth of data since disaggregation we hope to be able to look back at past data to identify if we are seeing an escalation in violent offending.

- **Interventions and participation**

During this quarter staff have been reviewing the interventions we have been using to support young people and have been developing new interventions that can be undertaken virtually, given the current restrictions on the way we are able to work with young people. These are currently being piloted and feedback is being sought from young people to enable us to improve the way we are working.

We are also conscious that from our data it is evident that the majority of young people who are accessing our service are in the higher age bracket (15-17yrs). As part of the development of participation in the service we intend on speaking to young people in this age range to gain their views on how we can work more effectively with them.

Impact of Covid 19:

Under the current lockdown restrictions the team have needed to return to virtual contact and remain working from home. While all staff are working really hard to maintain contact this can prove challenging and frustrating for both staff and the young people we work with:

- We have some staff members who are currently shielding. This is currently impacting on case management responsibilities especially regarding assessments where virtual contact is not possible. Staff who are able to undertake essential visits are working alongside case managers to support this process.
- Court processes have not changed during this lockdown and we are continuing to provide face to face appropriate adult duties when young people are arrested.
- Young people are reporting that they miss having the opportunity to attend the Youth Justice Centre and staff are also finding it challenging to have to adapt their work in the community without the current use of the Centre. Particularly for young people who require regular contact as part of their Court Orders. To address this, we are in the process of considering how we can safely use the Centre for essential contacts.
- Staff are also responding to any crisis situations or any concerns about a young person's emotional and mental health by undertaking doorstep contact where essential.
- The team as a whole are continuing to find it hard to work in isolation from their colleagues. Developmental work can also be harder over a virtual platform. We have weekly team meetings, daily check ins and check outs each week to provide staff with opportunities to be together and talk through any issues.
- Staff have been working hard to develop creative ways of working with young people and keeping them engaged and a number of the young people have been involved in the development of these pieces of work.

Next steps:

- Developing an audit plan for the next 12 months
- Continued work around the development of interventions that meet the needs of our young people
- Continued focus on maintaining the positive progress on assessment timeliness and quality.

Disclaimer: Due to the sensitive nature of the details contained within the case information, which could potentially identify a young person, the contents of this report cannot be shared outside of the Management Board.

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.

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

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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
Summative analysis across all actions	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
Key opportunities	Management board	Team meetings	Leadership meeting	Management board	Management board	Team meeting	Management board	Team meeting	Management board

to monitor the plan	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)
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Priority area	Action (Why are we doing this)	Who is responsible	Resource implications (what are the costs in terms of time and staffing resources) Is this sustainable and how can we make this sustainable	Target Date	Outcome (How do we know we have achieved what we wanted to)	Progress update (How have evidenced that the team have been made aware, have ownership of the plan and can evidence that they have taken RAG rating
Identify a Partner in practice to assist with improvem	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 th visited Wrexham Jay and Mark have

<p>ent Journey.</p> <p>Identify – what was wrong – demonstrate how this links in with the improvement</p>	<p>improvement journey</p> <ol style="list-style-type: none"> 2) Welsh YOT – guided by same duties 3) Responded to a poor inspection 4) Recently showed a good inspection 5) We wanted to seek their guidance relating 	<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> <ol style="list-style-type: none"> 1) All staff will have a clear understanding of the risk management process 2) The leadership team will have oversight, appropriate mechanisms to quality assure 3) Staff will feel confident in their assessment of risk and safety/well-being 4) This will result in improved risk management and overall safeguarding 	<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>
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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	
Develop internal systems to help improvement journey	<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"> 1) Staff are appropriately supervised by the appropriate line of supervision 2) To provide a mechanism for quality assurance 	<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</p> <p>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"> 1) The outcome will be that staff will feel supported 2) That regular supervision takes place 3) That the leadership team understand the teams cases and workload 	<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>

	<ul style="list-style-type: none"> 3) Mechanism for managing wellbeing of staff 4) Mechanism for escalating concerns relating to young people 5) Training and development needs are identified to support and promote staff's well-being 				<p>4) Workload is managed effectively</p> <p>We will know we've achieved by</p> <ul style="list-style-type: none"> 1) Dip sampling will be provided – once per quarter 2) Evidence that all staff have monthly supervision 3) Evidence that staff are being supervised by the appropriate lead 	<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>Develop team identity and well-being</p>	<p>Development day to be set up, to look at quality and what that means. Also to address change management for the service.</p>	<p>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"> 1) To help the team understand where they are in terms of change management process 2) To engage the team in the improvement plan and seek their voice and contribution 3) Providing the team with time to explore and develop an understanding around the importance of quality. 4) Develop team cohesiveness 	<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"> 1) The team can identify where they feel their barriers are in terms of changing 2) To contribute to and develop a shared understanding of quality and what that looks like 3) For the team to take ownership and the improvement journey 4) Staff to feel motivated to change 5) For the services to experience a dynamic and dynamic and motivated 	<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 7th 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>
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					<p>workforce</p> <p>We will know that we've achieved this by</p> <ol style="list-style-type: none">1) Feedback from the development day2) Direct evaluation and feedback during supervision3) Increased level of engagement by staff who will want to contribute to service development4) Reduction in staff sickness and stress5) Fewer changes in case management	<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>
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<p>Develop YJS Training Plan</p>	<p>Develop training plan to specifically support YJS staff</p> <p>The training will deliver a number of themed courses to address the training gaps within staff practice to ensure they are trained to:-</p> <p>Identify safeguarding issues</p> <p>Completing asset plus assessments</p> <p>Identify CSE</p> <p>Planning and delivery of intervention programs</p> <p>Delivering effective supervision</p> <p>(why are we doing this)</p> <p>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"> - Assessment - Intervention - Planning <p>To ensure the quality of assessment are improved</p> <p>The staff feel confident and understand what is required of the to carry out their role</p> <p>That children and young people receive the right service</p> <p>To ensure better outcomes for children and young people</p> <p>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"> • Asset plus • Workshops on quality – Assessments, reports and interventions • SOS • Contextual safeguarding • Level 2 safeguarding • County Lines • NRM trg • Workshop around CE <p>Staff training is available</p> <p>Further asset plus trg identified in June 2021 for new staff</p>
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	<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>Develop profiles of</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>service users and identify interventions to meet their needs</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"> 1) To better understand our cohort in order to respond to them 2) To target our resources more effectively 3) To develop the service in line with the ever changing needs of young people 	<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"> 1) The development of a new range of programmes of intervention which reflect the changing needs of our cohort 2) Young people feeding back that they are happy with the local offer as part of ongoing consultation 	<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>
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					<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>Develop YJS participation group</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"> 1) To improve the offer of support 2) Work out what children and young people think are the gaps in the service 3) Have a better understanding of what young people need from the YJS 4) To plan for future service delivery 5) To work out what interventions work for young people 	<p>Morgan Parkin</p>			<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"> 1) Regular consultation and feedback being sought from young people 2) Evidence of the interventions evolving to reflect the needs and preferences of young people 3) Evidence of them engaging in the service 	<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>
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<p>Develop relationships with education partners</p>	<p>To review our relationships with our education partners –</p> <p>To develop joint education models ensuring children and young people are receiving an education offer.</p> <p>(Why are we doing this)</p> <ol style="list-style-type: none"> 1) Ensure the young people at risk of becoming NEET are identified and highlighted earlier 2) Track and monitor the journey for 	<p>Jay McCabe – Principal officer Julie Thomas – head of child and family services Helen Morgan Rees – Head of Education Mark Robinson – Interim Operational manager Sam Goulding – ETE worker</p>	<p>Staff time 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 To evidence that this will be achieved:-</p> <ol style="list-style-type: none"> 1) Evidence of the young people who are at risk have an appropriate intervention being provided 2) Communication links are in place and an escalation pathway is in 	<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>

young people who are at risk of being NEET

- 3) To help identify interventions to help prevent the risk from occurring and offer the relevant interventions at the right time.

place

- 3) Young people who are at risk of becoming or are NEET have a pathway identified to prevent the, becoming NEET or reengage in education/training
- 4) A reduction in the number of young people who are NEET

developed.

Update: TOR sent around and first working group to be started in December 2019.

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 –

April 2021 -no change, this remains the same

April 2021 -PO leads on Traineeships and Apprenticeships task and finish group and sits on the NEET board

Task and finish group to be set back up due to movements within education in terms of chair of the group.

YJS attend EOTAS

						<p>and represents the service in this forum</p> <p>Operational manager to set up joint monthly meetings with Education and YJS – Helen Howells, David Bawden and Ryland Phillips</p>
<p>Develop and improve Swansea YJS internal systems</p> <p>(how is this relating to back to improved outcomes for young people)</p>	<p>Review polices/escalation processes:-</p> <p>Pathways to escalation</p> <p>CSE CP High Risk cases Mental Health County lines/Modern Day Slavery MAPPA Education exclusion</p> <p>(why are we doing this)</p> <p>1) To ensure children and</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 22nd 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>
Develop clear	Review statutory and prevention	Mark Robinson – Interim	Staff time Induction sessions	September 2019	The inspection report highlighted that the	Prevention Updated prevention

<p>eligibility criteria for the YJS</p>	<p>eligibility criteria – communications to be sent to all agencies and C&F teams/services areas</p> <p>Why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure the right children are identified for the service 2) To ensure the resources are directed to the right children and young people 3) To ensure that other services understand our core business and what is within our remit 4) To ensure 	<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"> 1) Clear timescales for the work being carried out 2) Agencies will have a clear understanding of eligibility and expectations on the service 3) The work carried out will be time limited and the right cases will remain open to the service on the basis that there is 	<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&F teams</p> <p>Statutory Work to be carried out to provide an overview of orders</p> <p>Mapping areas of need and where criminal activity and prevention referrals are taking place</p> <p>Andrea Rees – meetings with heads/primary and secondary.</p> <p>Leaflets to be devised</p> <p>Wrexham model is</p>
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	<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>Develop robust pre assessment</p>	<p>Review our screening process and how that looks (Why are we doing this)</p> <p>1) To ensure referrals are appropriate</p> <p>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>

3) The risk, safety and well-being of young people at risk of offending or who have offended are correctly assessed

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

asset plus for out of court disposals

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

Staff have been trained at all levels to use asset plus.

Agreed that low level risks can have a proportionate screening, all other matters will be assessed using asset plus.

April - Staff who have been trained to use Asset Plus are now completing all assessments on asset

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</p>
<p>Set national standards</p>	<p>Exploring thematic board reporting</p> <p>Measuring outputs and outcomes – reporting on hard and soft outcome</p> <p>Setting targets – Assessments timescales</p> <p>No’s referrals</p> <p>Case closure meetings</p> <p>(why are we doing this)</p> <p>1) Ensure that the service is</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 Meeting time and space</p> <p>Review meetings</p> <p>Out of count visit the YMC quarterly</p>	<p>To be set and agreed by board in March 2020</p>	<p>The inspection report highlighted the need for the management board to have greater awareness and responsibility for quality assuring and offering challenge/oversight both of the service and its operations. Also, to ensure that where young people were experiencing challenges, the board would use its function t address these and actively promote development and change.</p> <p>To ensure better</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"> 1) Board members being more accountable for key areas of the national standards 2) Examples of good practice being developed when challenges are raised. 3) Improved outcomes for the young people in receipt of youth justice services 4) Evidence that all board members understand the barriers and are committed to improving outcomes through shared 	<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 12th 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 & 2 – this will be presented to the board in October 2020</p> <p>April 2021 – Implementation plans</p>
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	<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& 2 are now implemented.</p>
<p>Develop a framework for Quality assurance mechanism.</p>	<p>Checklists need to be developed and in place</p> <p>Explore CFS audit tools and adapt the QA framework</p> <p>Dip sampling</p> <p>(Why are we doing this)</p> <p>1) Ensure all assessments/ plans and 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 31st May to agree process map for all staff to understand the work flow</p> <p>Agreed to develop templates for a good quality assessment, report and plan. These will be used to benchmark as the minimum standard for social workers to follow. These will be 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>	<p>principal officer</p>			<ol style="list-style-type: none"> 1) A robust and Q&A process 2) Appropriate levels of Q&A at relevant stages 3) Evidence of monthly dip sampling of cases to track their 4) That assessments/plans and interventions are appropriately Q&A'd with necessary and helpful feedback 5) Regular meetings with social workers to support the Q&A process 6) Evidence of feedback being given in the right way to promote a culture of 	<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>
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	<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>Induction process and training for other departments and new starters</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&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"> 1) Information available to all partner agencies to understand the work of the YJS 2) Workshops and induction training provided on a regular basis as and when needed. 3) Staff across C&F services, health, police and education understanding the role of the youth justice service 	
<p>Clear lines of supervision of staff to be established</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"> 1) To ensure that staff are supervised appropriately by the right line manager 2) That staff receive quality supervision 3) Non social work trained staff to receive supervision by qualified senior or practice lead 4) The right level of supervision and support is in place for all staff 5) Ensure accountability and reduce confusion between staff as to who 	<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"> 1) Staff are supervised by the appropriate line manager 2) Staff are able to identify who they report to and seek support from 3) Supervisions are taking place and the quality of those supervisions are to a good standard 4) Staff report that they feel supported and their well-being is promoted 	<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&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>
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	<p>they report to</p>					<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>Follow up actions identified by Duncan Hodgson to be completed.</p>	<p>Duncan Hodgson will email follow up actions in the agreed feedback templates to operational manager so that the 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 6th 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 Steve Poulton – Social worker Alison Martin – Social worker 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"> 1) Previous assessments and plans have been update to reflect the changes required 2) Future and ongoing assessments will evidence the correct assessment of risk safety and wellbeing 3) Social work staff will be able to carry out the assessment correctly and to the right standard 4) Social workers will follow the appropriate format 	<p>Duncan will be feeding back the summary of his findings to the new management board on the 5th July 2019.</p>
<p>In all cases</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>where there are concerns that children are vulnerable to, or are victims of child sexual exploitation, there are plans in place to ensure the safety of these children.</p>	<p>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"> 1) To ensure concerns are escalated 2) To ensure the right services are being 	<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"> 1) Regular review meetings of CSE cases are taking place between the CSE co-ordinator and YJS Interim manager. 2) Previous and current cases have been reviewed and risks assessed, identified and closed appropriately. 3) CSE concerns are being 	<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>
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	<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>Review of out of court assessments.</p>	<p>Review the assessment of safety and well-being in relation to out of court cases.</p> <p>Review previous out of court assessments – inspection window</p>	<p>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>

Review a particular quarter of the screenings to assess safety and well-being

Identify the out of court cases to look at quality assuring the cases

Only the assessment of risk or where screenings have or haven't taken place

- 1) To ensure referrals are appropriate
- 2) The right young people receive the right level of intervention
- 3) The risk, safety and well-being of young people at risk of offending or

practice lead
Lisa Parker –
Information
officer

- 1) Asset plus assessments will be carried out on all out of court disposals
- 2) Evidence that all factors have been appropriately assessed.
- 3) That plans and interventions are appropriate developed to meet the needs of young people who require YJS services.
- 4) Regular Q&A's of out of court disposals

reviewing previous out of court disposal, we will only be looking at the last quarter.

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.

April – 2021 -Audit still needs to take place
Asset plus assessments are taking place for out of court disposals

	who have offended are correctly					
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	<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"> • Social Services referrals and follow up. • Mental & emotional health referrals. • CSE cases • MAPPA cases • Absence & sickness 	<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&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"> 1) High quality qualitative and quantitative data report will be provided 2) The board will have the right data it needs to make the necessary strategic decisions 	<p>First meeting with Mark Cox on 7th 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>

impact on the service.

- YP not in receipt of a full education entitlement.
- Where safety and wellbeing issues have been highlighted, evidence to is provided around the referrals to other services (section 9 of the report)
- Staff sickness and its impact on operational capacity.
 - 1) To share best practice and develop Swansea'

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

review these over the last two years is now possible and will enable to consider patterns, trends and any unmet need

April 2021 - Reviewing of the data from the performance reports over the last two years since disaggregating in April 2019.

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>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>Ongoing monitoring of the action plan.</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"> 1) To ensure that the plan is continually being developed 2) To provide regular review points 3) To provide opportunities to share good practice across partners in practice 4) To see guidance and advice where necessary from the YJB 	<p>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"> 1) Regular meetings taking place to review the plan 2) Feedback from the YJB regarding the improvement journey 3) Evidence on the improvement plan that improvement is taking place. 	<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>
New	Senior managers to	All Board	Board members	First board	The inspection highlight	First management

<p>management board to created and formed – to oversee the work of the YJS</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"> 1) To ensure that all multiagency partners have oversight of the risks, 	<p>members David Howes – Director of Social Services Julie Thomas – Head of C&F services Jay McCabe – Principal officer</p> <p>Sam Pritchard – Counsellor Mark Robinson – Interim Practice Manager Gavin Evans – Young people’s Service manager 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"> 1) The board will have oversight of all the work taking place in the youth justice service to make strategic decisions 2) The board will be better informed of the challenges and areas of needs 3) The board will make decisions which will directly impact and 	<p>board meeting 5th July 2019.</p> <p>Next Board meeting dates</p> <p>7th November 2019</p> <p>14th January 2020</p> <p>3rd 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>
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	<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>YJB to provide training to the new</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 5th 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 5th July 2019</p>

<p>Management Board</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"> 1) To ensure the management board feel confident in their roles and responsibilities 2) To provide board members with a clear understanding of the expectations within these roles 3) To make 	<p>David Howes – Director of Social Services Julie Thomas – Head of C&F services Jay McCabe – Principal officer</p> <p>Sam Pritchard – Counsellor Mark Robinson – Interim Practice Manager Gavin Evans – Young people’s Service manager Helen Morgan-Rees – Head of Education and Partnerships Gareth Prosser – Police Sian Rees – police and Crime commissioner</p>		<p>half day session 24th 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"> 1) The board will have knowledge and oversight of all the work taking place in the youth justice service to make strategic decisions 2) The board will be better informed of the challenges and areas of needs 3) The board will make decisions which will directly impact and improve the quality and outcomes for children and 	<p>A further half day was provided on the 24th 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>
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	<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>Review the role</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>and function of the prevention service</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"> 1) To ensure that all multiagency partners have oversight of the risks, needs/barrier 2) To provide active and constructive challenge to the Youth Justice management team 3) To promote the effective strategic operations of the Youth Justice Service 	<p>board members</p>	<p>times</p>	<p>dates</p> <p>7th November 2019</p> <p>14th January 2020</p> <p>3rd 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"> 1) The board will have knowledge and oversight of all the work taking place in the youth justice service to make strategic decisions 2) The board will be better informed of the challenges and areas of needs 3) The board will make decisions which will directly impact and improve the quality and 	<p>the next management board on the 7th November 2019. Agreed that the age criteria is for prevention services is 10-18</p> <p>April 2021 - No change</p>
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					<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>	
Improve the quality and awareness from staff of the referral	<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 31st May to agree process map for all staff to understand the work flow and how ensure all staff understand the referral process into other services.</p>

<p>systems, so that children and families receive the services they need</p>	<p>this)</p> <ol style="list-style-type: none"> 1) To ensure that referrals are appropriately made to the relevant departments/agencies 2) YJS staff understand what is expected of them and how to refer into services correctly 3) Develop appropriate escalation processes and accountability 4) Ensure staff across multiagency partners understands the role and function of 	<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"> 1) Process are in place to support staff to escalate concerns 2) Staff are able to follow the right processes to escalate risk, needs and access support 3) The line management support is in place to raise issues where staff aren't satisfied that the referral process needs to be challenged 4) Staff will be able to report that their concerns have 	<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>
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	YJS staff in relation to its safeguarding responsibilities				been responded to appropriately.	
All YJS policies and procedures to be reviewed to reflect the needs of the newly formed YJS's	<p>All YJS policies /procedures and case management guidance to be reviewed.</p> <p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure that staff are supported to carry out their roles effectively 2) Staff understand what is expected of them in their roles 3) To be able to refer to guidance as 	<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"> 1) The formation of a practice manual which contains all the relevant policies and procedures specific to the youth justice team 	<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 4) To provide the fundamental standards which are expected			By end of March 2020	2) A joint working group which meets regularly (Monthly) to look at developing policies and procedures 3) Staff feeling clear and able to refer to these policies and procedures	Update: recent mock inspection 12/13 th December 2019 by YJB helped to identify the policies and procedures that the Youth Justice Service needed to specifically review or develop. 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&F service partners April 2021 – all policies remain reviewed in timescale
Review effectiveness of information sharing protocols to ensure all schools	Head of Education Services Director/Head of the Swansea YJB board to progress this matter via Head Education	Mark Robinson – Interim Practice Lead Jay McCabe - Principal officer Helen Morgan Rees – Head of Education	Staffing Regular meeting space Time	By end of March 2020	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	TOR developed and sent out. First working group to take place on the 17 th January 2020 – delay due to everyone's availability. Working group is

<p>and workers involved have the information they need to provide support tailored to children and young people's individual needs</p>	<p>(why are we doing this)</p> <ol style="list-style-type: none"> 1) To ensure that the children and young people known to the YJS are getting the right support from education links 2) To reduce any barrier to accessing education 3) To ensure education partners are aware of the children and young people known to the YJS 4) Provide timely and effective communication and 	<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"> 1) Information sharing protocols in place 2) The relevant school staff have the necessary information they need to provide the service that the child or young person needs 3) That there is evidence of improved outcomes and the child and or young person is getting the right support or achieving better outcomes 4) Evidence that regular communication is 	<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>
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	resolution where barriers have been identified				taking place between the YJS and education divisions/services	
Develop effective strategies to encourage children and young people who speak Welsh, to access services in their preferred language	<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"> 1) Children and young people who speak Welsh have the right to access Youth Justice services through their medium of choice 2) That services are planned for this cohort for children 	<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"> 1) The development of a strategy that addresses the needs of this cohort 2) Evidence that children and young people who speak 	<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>To develop a literacy and numeracy strategy to support children and</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 27th June and it was agreed that a national approach to this would be beneficial.</p>

<p>young people to develop these skills to improve the chances of a future free of offending</p>	<p>To ensure that</p> <ol style="list-style-type: none"> 1) Children and young people who have literacy and numeracy needs and known to YJS are able to access the right support. 2) That services are planned for this cohort for children and young people 3) That the development of literacy and numeracy is promoted in all areas of Youth Justice Services 4) Youth Justice Services are incorporated into the wider 				<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"> 1) The development of a strategy that addresses the needs of this cohort 2) Evidence that children and young people who have additional literacy and numeracy support that need 3) A pathway is in place which supports 	<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 17th 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>
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	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	
To provide relevant and timely physical, sexual, emotional and mental health services	<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 13th May.</p> <p>Discussions are underway to look to secure a CAMHS nurse which could be shared between Swansea and NPT.</p> <p>Recent meeting with Health (SALT) on 9th</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 principal.</p> <p>Joanne Abbot Davies has proposed a working group between health and NPT and Swansea YJS to look at this particular area of strategic development.</p> <p>Working group is now in place to address this area. First meeting took place 28.10.2019 – this</p>
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	<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>To ensure the Board is adequately represented by all partner agencies</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&F services Jay McCabe – Principal officer</p>	<p>Board members time Meeting space</p>	<p>30th 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 5th 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"> 1) All identified board members will attend or a suitable representative for that agency 2) A register will be collected 3) The right level strategic decision makers will attend the meetings 4) Decisions made will result in prompt outcomes 5) Improved outcomes will be evidenced by having the right representatives for each agency 	<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>
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	<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>Management of staff sickness levels both short and long term</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 7th 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>To create a culture that supports learning and continuous improvement</p>	<p>In addition to the Youth Justice Information Learning Service (YJILS) a Learning Resource Library to be developed identifying all intervention packages that are used by staff with children and young people.</p>	<p>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>				<p>improve their performance within their roles</p>	<p>Further training and development took place</p>
<p>1) To ensure that staff are continually developing their knowledge and understanding within their field.</p>				<p>2) Staff will be able to access appropriate materials research and support them in their role</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>2) To promote a culture of continuous learning and development</p>				<p>3) Evidence that staff are committed to a culture of continuous improvement</p>	<p>Staff have also been expected to completed data protection modules and child protection modules on line.</p>
<p>3) For the staff to be able to</p>				<p>4) Improved wellbeing of staff evidenced in team meetings and direct feedback through self-evaluation</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>
				<p>5) An improved experience for Children and Young People as they directly benefit from new learning and</p>	



Case Study One

We have observed an increased use of 'Released Under Investigation' (RUI) for serious offences (arson, rape, supply class A) and the possibility that they may be at risk of custody should they be charged and listed in Court. To reduce the risk of custody, we have offered prevention interventions to RUI cases encouraging them to engage with us voluntarily to address the factors that increase the risk of reoffending and to demonstrate that they are able to work with the Youth Justice Service (YJS).

An example of this was when a sixteen year old male was referred to the service following his arrest and 'Released Under Investigation' for possession with intent to supply and concerned in the supply of class A and B drugs in October 2020. He agreed to engage with YJS on a voluntary prevention intervention until sentencing in February 2021. As a first time entrant to the Court system, he was only able to receive a Referral Order or custody and as such, the YJS needed a robust community alternative to custody given the seriousness of the offences. His positive engagement in this voluntary intervention provided the YJS with evidence of his willingness to engage and gave us the confidence to recommend a community alternative to custody as his engagement suggested to the Court that he would be capable of complying with a community court order and our proposal was accepted.

Case Study Two

The YJS is proactive and creative with dealing with non-compliance and to outline work the YJS undertake to promote compliance is as follows.

There has been ongoing issues with compliance with a young person made subject to a Youth Rehabilitation Order with Intensive Supervision Surveillance in September 2021. He has been returned to Court and dealt with by the sentencing Judge who has recognised the young person's significant trauma as a refugee from Sudan and adjourned the case on three occasions to try to encourage him to engage fully. Throughout the Order, the YJS was responsive to his needs, for example putting in place an online English Language course and construction skills, hoping that this would promote engagement. Multi-agency working between YJS and Bays Plus and the young person's housing provider and other agencies was key to offer an effective provision that enabled the young person a chance to re-engage. Our interventions can sometimes just be simply a text message to remind him that he has an appointment the following day which can have a significant impact on a young person's compliance, particularly when they do not have parents or carers.

Unfortunately, the young person continued to miss sessions and after a two week and two month long adjournments with the young person failing to comply, the Judge decided that he would remand the young person for 6 days before sentencing him in the hope that this would allow him to experience custody and return to Court with a different perspective. This was an effective strategy and having experienced custody, the young person was motivated to comply. At the

last hearing, rather than resentence the young person to custody, the Judge amended his existing Youth Rehabilitation Order to include 30 hours Unpaid Work Requirement as a direct sanction for his non-engagement and allowed the order to continue.

The commitment of YJS staff who developed a trusting working relationship with the young person who, due to his adverse childhood experiences was unable to trust professionals, ensured that the young person had daily support in place, emotional and mental health and substance misuse support and a range of engagement opportunities has been impressive as they have strived to offer any flexibility and creativity in order to support compliance and the Judge recognised the efforts of the YJS and praised our work.

OFFICIAL



To: Jay McCabe, Principal Officer Bays Plus and Youth Justice Service

30th April 2021

Dear Jay

As you will be aware, as part of the Youth Justice Board's statutory responsibility to oversee the operation of the Youth Justice System, the YJB has been engaging with Swansea's Youth Justice Service as a priority YOT since January 2018. This was as a result of the HM Inspectorate of Probation inspection in the previous year. At the time Swansea was part of Western Bay YOT, which was rated inadequate. Swansea has since become a service in its own right, following the disaggregation of Western Bay, and continued to address the performance issues raised in the inspection.

Since then we have seen evidence of practice improvement from a variety of sources: data presented, discussion with managers and staff, effective leadership, and in addressing staffing and performance concerns. We have progressively reduced our formal involvement and frequency of meeting to review progress against the post-inspection action plan. Whilst it is acknowledged that some challenges remain, at our internal Performance Oversight Board (POB) a review of the progress made by Bridgend and YJB engagement to date was undertaken, as a result the Board agreed that Swansea would be more appropriately supported as a stage one priority YOT.

This change is in recognition of the progress that has been made, the commitment to performance improvement, the changes we have seen as a result and the establishment of a management board to support the process. The YJB are reducing their formal engagement with Swansea due to the assurances we have received from the progress made to date and your continued commitment to your improvement journey.

Mark Cox will continue to liaise with you and agree the timing and frequency of any formal support, be available for ad hoc advice and assistance and continue to attend your management board. The YJB would like to thank and commend you, your leadership team and staff for meeting the challenges you faced post-inspection, the progress you have made and the way in which you have approached your improvement journey and focused on the needs of the children, families and the communities you serve.

Yours Sincerely,

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