

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

ANNUAL PLAN

2016/17

INTRODUCTION

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

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

The service has gone through a period of significant change with the Local Government Reorganisation constantly in the background. This level of uncertainty has slowed progress but certainly not stopped it. It is the pace of change coupled with some uncertainty that has resulted in the Western Bay Service continuing to submit annual plans as opposed to choosing the option of a plan covering a longer period with an annual refresh.

The amalgamation has come at a time of financial challenge. The service has managed to continue to deliver services sustaining performance whilst making savings of almost one million pounds when comparing the budget at the beginning of 2015/16 with that of the budget at the beginning of this financial year. The service has been flexible and able to work differently with less staff to achieve these savings. No compulsory redundancies have been made to date.

Efforts have been concentrated on bringing consistent good practice across the region from early intervention and prevention work through to resettlement and reintegration panels. This has not been without difficulty, it has taken staff time to move from one established way of working to another especially when so many areas of their professional life is uncertain. However, the service has reviewed the early intervention work and whilst the statutory caseload may be reducing the early intervention caseloads have steadily risen. For the first year since the introduction of the Youth Inclusion Support Panels and Bureau processes there has been an increase in the number FTEs when comparing January to December 2015 against January to December 2014. This is in comparison with a 0.3% decrease in South Wales. During 2015/16 the service saw 109 children and young people enter the Youth Justice System but diverted 520 away through the use of prevention programmes and non-criminal disposals. Putting this figure into some context the number of FTE's reported for April 2009 to March 2010 were 533 compared to the current 109 figure. Despite an increase of five FTE's (5%) the performance of the WB service remains strong as when the number of FTE's per 100,000 10-17 population is used as a measure as opposed to percentage decrease the region has a lower FTE rate than South Wales and Wales. Western Bay has a 10-17 population of 46,307 (YJB 2014 mid-year estimates).

Resettlement and Reintegration Panels are now in place in all three locality teams. There is slight variation in make-up but this tailored to the individual authority. This has had a positive impact on in particular the ETE and accommodation needs being met for those young people leaving custody. Since the set up of the panels no young person has left custody without suitable accommodation and an ETE placement for immediate access. The development of the Intervention Centre currently based in the Swansea Locality which also holds the Junior Attendance Centre, the roll out across the region of the Building Skills project and concentration on improving work in Courts and partner providers has provided a greater range of sentencing options in the first instance and more robust resettlement packages when needed supported by dedicated members of staff.

Reoffending remains the biggest challenge. The reoffending cohort continues to drop in numbers but the reoffending committed by individuals continues to rise. The reoffending cohort being reported 2015/16 data has 269 in the cohort (young people who have received a substantive outcomes during April 13-March 14), 110 reoffended during the tracked period (40.9%), committing a total of 392 further offences. In order to understand delivery better the Information Officers are developing the use of the YJB reoffending toolkit but also took 12 months statistics July 2013 to June 2014 but included those young people who went through the Bureau (diversion scheme) this resulted in a very different picture. The Bureau and the PNC numbers added together resulted in 668 young people in the cohort, 184 reoffenders which is 28% reoffending. This does not include anyone over 17 who could have reoffended from Bureau. The 40.9% reoffending figure may seem high but is the 8th lowest reoffending rate when comparing across 15 Welsh YOTs. The previous years reoffending rate was 38.2% with 309 young people in the cohort, 118 reoffending committing a further 350 offences. Once again to provide some background the number of young people classed as “offenders” for April 2007 to March 2008 was 1213 compared to 241 sited above in the 2015/16 return.

The quality of the work delivered by the service has been subject to a Short Quality Screening Inspection during October 2015. This was a favourable report providing reassurance to the staff, Local Authorities and the Management Board that the service is delivering a good service but most importantly with the skills and capacity in place to grow stronger. The report and recommendations were reported to the Management Board but this report has not been seen in isolation. The thematic Inspections relating to resettlement, transition, and most recently desistance have been of particular interest to Board members as have the Laming Report and naturally the Charlie Taylor review of youth justice services. Recommendations from thematic inspections in particular are presented to the Board with any associated local actions reported upon. The full inspections of other YOT's are not presented to the Board in the same way but are referenced when presenting performance issues or developing areas of practice. The Board has been keen to not only look at Welsh YOT's but also look to English colleagues. A comparison of reoffending data was requested by the Board with inner London YOT's. This was followed by the “Persistent offending by London young people: cohort study findings” April 2016 (YJB) which the Board are keen to have a similar exercise undertaken across Western Bay during 2016/17. The Board will also be receiving a summary of the Referral Order Inspection and key areas for im

Structure and Governance

The production of a Youth Justice Plan is a statutory duty of the Local Authority under Part 3, Section 40 of the Crime and Disorder Act 1998.

The plan sets out:

- a) how youth justice services are to be provided and funded, and
- b) how the Youth Offending Service established by the Local Authority is to be composed and funded, how it will operate and what function it is to carry out.

The Crime and Disorder Act 1998, Section 39(1) placed a duty on each Local Authority, acting with its statutory partners (Police, Probation and Health) to establish Youth Offending Teams in their local area to deliver youth justice services. Section 38(3) of the Act placed a duty on the Local Authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services.

Membership of the Youth Offending Service is prescribed by the legislation. It must include a Probation Officer, Social Worker, Police Officer, Health representative and Education representative.

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

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

The staff group across Western Bay have been through a challenging journey since 2014 but have been committed to being the best service they can be. Last year they produced the following vision;

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

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

The Management Board is relatively new only having formed in 2014 but is keen to be pro-active. An example is the key interest that has been shown in relation to access to services with reports requested by the Board relating to for example, access to ETE focusing in on reduced timetables. The service manager and partners are held to account by not only the Board but through scrutiny processes in all three Local Authorities. Reports are regularly presented on performance but also on eg Looked After Children within the Youth Justice System. The service spanning three local authorities results in it being subject to three audit departments. During the latter part of 2015/16, the Swansea Locality team were part of a local audit specifically on the use of grant money against grant criteria, no concerns were raised. All three locality teams use the grants in the same way since the amalgamation.

The service is represented on all three Community Safety Partnership Boards, the Western Bay Safeguarding Children Board and the Western Bay Area Planning Board. The service manager represents South Wales YOT Managers on the South Wales Criminal Justice and Integrated Offender Management Board, MAPPA Senior Management Board and represents YOT Managers Cymru on the Youth Justice Advisory Panel.

The service itself has a small internal management team with representation from each locality team. This year it is planned that this year the locality managers will take on themed areas of work across the region thus breaking down any possible remaining silos of activity. Having the management team has added considerable value and strength to the management oversight processes eg the Swansea locality manager is currently undertaking the local management report for a Neath Port Talbot domestic homicide case providing a knowledgeable yet independent review. Any serious incident and the learning that follows is reported to the Management Board in addition to any other relevant forum, Safeguarding Childrens Board (SCB), Multi Agency Public Protection Arrangements (MAPPA), Community Safety Partnerships (CSP) etc. The service has also set up an audit group that will oversee not only the quality of assessments and interventions but compliance with National Standards secure estate placement information and the procedures for community safeguarding and public protection incidents for the service. The audit group use the findings of audits to inform good practice workshops.

RESOURCES AND VALUE FOR MONEY – YJB return tables B7 and B8 to be inserted when submitted in

July

	2016/2017
	<i>Actual members of Staff – Hours can vary. The staffing structure is constantly under review and subject to change.</i>
Strategic Manager	1
Operational Managers	3
Senior Practitioners	5
Restorative Approaches worker	1
Intervention centre manager	1
Social Workers	12 (1 vacant)
Probation Officers	1 (reduced from 4)
Police Officers	4
Health Workers	1 (currently on long term sick)
Education Workers (including tutors)	9 (various hours)
Substance Misuse Workers	3.5
Parenting	1
ISS, stat bail and remand, Resettlement/Transition Worker	5.5 (remaining flexible in relation to duties)
Referral Coordinators – including court and vols	2
Business Support	8 (various hours)
Prevention and Early Intervention Workers (not SW)	9 (1 vacancy)
Information Officer	3 (including one seconded)
Victim Workers	3
Reparation and unpaid work Officers	3 (1 vacancy)
Speech and Language	.5

Intervention Centre eg emotional wellbeing, CAIS Junior Attendance Centre	6
Volunteer Co-ordinator	1
Referral Order support workers (flexible duties)	3
Other including secure estate posts	3 plus sessionals and volunteers

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

FINANCE - partner contributions still to be confirmed – will be replaced by tables B7 and B8 as above.

	Budget 2016/17	
		Income £,000
Agency		
Partner combined cash contributions		54,935
Local Authority		1,469,090
Grant		
Youth Justice Board		791,029
Welsh Government (Promoting Positive Engagement of children and young people at risk of offending)		718,201
Police and Crime Commissioner		130,800
YJB - JAC		18,000

Big Lottery (Invisible Walls) HMPYOI Parc		123,224	
Total		3,326,822	

Delivery specific to grant allocation

Grant	Service delivery	WB Allocation
Police and crime commissioner	Substance Misuse services and diversionary activities	130,800
Welsh Government (Promoting Positive Engagement of children and young people at risk of offending)	Pre Court and Early Intervention including Bureau Restorative Practises in schools, residential settings and the wider community. Transition and Resettlement and Reintegration Services	718,201
Invisible Walls Big Lottery	Breaking the Cycle of offending through the supporting children of prisoners held within HMIP Parc – one support worker. For sentenced and remanded young people – one social worker and one YOT officer	123,224
Youth Justice Good Practise Grant	Delivery of the YJB and Welsh Government Priorities through the ongoing redesign of the service, sharing good practice and developing new ways of working. The focus will be on Growth of the Building Skills project, extending the use and services available within the Intervention Centre, Embedding Asset Plus, Y2A, develop the use of data currently held including the use of the reoffending toolkit and listening to the views of service users more effectively, improve the quality and range of alternatives to custody and remand, increase ROTL linked to HMPYOI Parc and Hillside LASCH, concentrate staff learning on desistance and the trauma recovery model. There is also a need to review the solution focused approaches of service delivery. Through the senior management team deliver robust management oversight and QA.	791,029

The desired outcomes contribute directly to meeting local authority priorities held within corporate plans across the three local authorities. The priorities and outcomes mirror those of the YJB business plan 2016/17 and the YJB and WG joint strategy Children and Young People First July 2014.

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

Partnership arrangements and Risks to future delivery against the youth justice outcome measures

	Reduction in first time entrants
Who is better off and what does success look like?	<ul style="list-style-type: none"> -Increased opportunities for young people to reach potential -Reduction in victims -Safer communities -Reduced pressure on higher tier services -Fewer young people entering the youth justice system -Reduced levels of youth crime. -Early access to services

	<ul style="list-style-type: none"> -Increased parental responsibilities -Increased restorative practises -Increased community reassurance
What are the Funding/ Financial Implications?	This area of work has been brought together and funded by Welsh Government grant money for the majority of delivery across the region for the last four years. However this area is not delivered in isolation of the wider service provision of the service including that funded by the Police & Crime Commissioner (PCC), local authority and cross cutting posts funded through all key partner contributions and YJB.
Who are our partners?	The Bureau is a pre-court disposal process developed and implemented within South Wales in collaboration between Police and Western Bay Youth Justice and Early Intervention Service as well as Cwm Taf Youth Offending Service. Following the review of the Bureau process commissioned by the Police and Crime Commissioner in 2014 the WBYJ&EIS has been working with Cwm Taf to bring a consistent delivery model. Two assessment processes are being trialed to look at proportionate assessment for early intervention cases. The wider early intervention and prevention work relies heavily on partnership working. It is important that there is good communication between EVOLVE (Targeted intervention in Swansea), Youth Engagement Progression Framework (YEPF), Team around the Family (TAF) wider youth services and third sector providers.
What risks are there to delivery?	At the time of writing this plan the result of the Charlie Taylor review of youth justice services is unknown. This review presents a major risk to youth justice services not just in relation to models of delivery in the future but also the funding of services. Changes within WG also carry risks for the funding of this area of delivery in the coming years. Local Authorities and partners may have conflicting priorities. There is an additional risk for the Bureau in that to keep bringing down numbers is difficult when such a high number of children and young people have already been diverted.

What will we do?	by when	Performance Measures	2014-15	2015-16	2016-17 Target
The steps being taken to continue to reduce FTE's is detailed within the Business case for the WG PPE grant attached. The Bureau will continue to be delivered in partnership with the Police. A screening tool is	Success of screening tool to be reviewed in September	The YJB KPI based on percentage reduction. The KPI captures numbers entering the system but not the number actually diverted away. This is	103	108	100

<p>being piloted in line with the SS&WB Act so that children and young people are not over assessed bringing proportionality. Asset Plus will still be used for those children and young people identified as needing a full assessment or not suitable for a non criminal disposal (youth restorative disposal). Effective targeting will continue to be a driver eg the link through IOM for the identification of the children of prolific offenders at risk of offending.</p> <p>Restorative Approaches continues to be delivered through the WB service through the training of staff including foster carers and residential establishments. There is the specific RA in schools project that has been reinvigorated.</p> <p>A pilot in Hillside Secure Childrens Home is planned using Restorative intervention to reduce the number of children entering the system having been challenging within the secure setting. This will be evaluated and lessons learnt to inform the wider residential settings within WB</p> <p>Further development of partnership</p>	<p>2016</p> <p>Minimum of two schools per LA to have RA in schools by March 2017</p> <p>September 2016</p> <p>Workshop</p>	<p>captured locally.</p> <p>There is a need to capture the numbers of LAC entering the system to evidence the success of RA being used by carers.</p> <p>School exclusion data will also be captured where possible.</p> <p>2014/15 – the Youth Justice service engaged with 604 young people pre court 2015/16 – the service engaged with 520 young people pre-court. It is believed that the young people worked with over last year were far more effectively targetted as those at risk of offending therefore the reduction in the number does not cause concern. The slight rise in numbers of FTE’s again does not cause concern as when looked at as per 100,000 10-17 population the figure shows good performance comparatively. Western Bay has already experienced a steep reduction and now needs to sustain low numbers.</p>			
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<p>approaches to early intervention for those at risk of entering the YJS (this is work pre – bureau) with early help partners across the region including edge of care.</p>	<p>to take place November 2016</p>				
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	<p>Reduction in reoffending</p>
<p>Who is better off and what does success look like?</p>	<ul style="list-style-type: none"> -Increased opportunities for young people to meet their potential -Safer communities -Reduced pressure on service -Victim satisfaction -Young people within the youth justice system have aspirations and achieve -Reduction in repeat offences seriousness of offending -Reduced numbers before the court -Increased successful completion of orders -Reduced LAC population -Reduction in adult offending -Restorative practises embedded in service delivery at all stages -Transition and exit strategies are in place for all young people leaving YOS involvement.
<p>What are the Funding/ Financial Implications?</p>	<p>The Youth Justice Good Practise Grant in particular but also all other areas of funding are drawn upon to deliver this area of work in line with the partnerships involved especially the Local Authority contributions. The PCC and WG contribute to elements including accessing substance misuse services and resettlement/ reintegration and transition into adulthood.</p>

<p>of workshops to help practitioners deliver the right intervention for the right person at the right time and not use a rigid approach or alternatively throw the kitchen sink at a young people. The first workshop is a profiling exercise to identify themes and difference.</p> <p>Successful transition of young people into adulthood is key if young adults are to not be over represented in crime statistics. The service aims to not only improve transition practice for those going to Probation through IOM but also through key working supported by the desistance thematic, young people will be supported through exit strategies and kept in touch with by workers who have built up a relationship with them.</p> <p>Review Referral Order delivery in line with the recent thematic inspection to ensure the process is as effective as possible.</p> <p>The most common reoffence is that of violence and in response, the senior practitioners in the service are accessing specific training to inform the assessment and interventions to be delivered to achieve positive change</p>	<p>September 2016</p> <p>To be reviewed in December 2016 re outcomes for those supported</p> <p>January 2017</p> <p>July 2016</p>	<p>the figure is reduced to 28% reoffending.</p>			
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	Reduction in the use of custody
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Who is better off and what does success look like?	<ul style="list-style-type: none"> -Children and young people do not lose their liberty. -Families remain together. -Young people reach their potential. -Costs of incarceration reduced. -No young people are sentenced to custody. -No offences are committed by young people that warrant custody. -Alternative approaches to the use of custody are viewed positively by all. -Increased levels of engagement in community based options by children and young people. -Effective exit strategies are in place for resettlement and reintegration.
What are the Funding/ Financial Implications?	<p>Custody carries with it huge cost implications.</p> <p>Local authorities are now responsible for the costs incurred for secure remands. Whilst there is a contribution from the YJB this is limited and can incur possible financial implications for Local Authorities (LA) should there be a lengthy or multiple remands. Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) brings looked after status to any remanded child or young person and the associated costs to the LA. The Social Services and Wellbeing (Wales) Act brings responsibilities to Local Authorities with secure establishments in their area. Western Bay has both Hillside Secure Childrens Home and HMPYOI Parc.</p>
Who are our partners?	<p>Police and Courts services, Magistrates, Local Authority, Secure Estate, YJB, members of the Resettlement and Reintegration panels. Community Safety Partnerships, MAPPA, Safeguarding Childrens Board.</p>
What risk does this link to, if any?	<p>Bridgend Youth Court (Newcastle and Ogmre) is closing and the cases will be heard in Cardiff. The effect this may have on sentencing is currently unknown. The seriousness of offences being seen by the service may well impact on custody. The Charlie Taylor review is likely to advocate for secure education establishments in the future. Education is a developed service which may complicate this considerably. Is there a risk that such a development will increase the use of custody in the future? The roll-out of the review court may not be possible in Cardiff as it may be developed in the Swansea Court and not in the Cardiff Court. Will the change in court raise the risk of increased custody due to failure to attend and increased warrants.</p>

What will we do to achieve this?	by when	Performance Measures	2014-15	2015-16	2016-17
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					Target
Continued pro-active involvement with the courts. The courts have combined in Neath and Swansea with Bridgend is to combine with Cardiff. Lessons learnt from the amalgamation of Neath and Swansea courts will be used to assist in the move of Bridgend to Cardiff. There may be further changes to the court footprint which may give the opportunity for the WBYJ&EIS to work out of one regional court not two in future.	July 2016		15	13	Maintain performance and bring the number going to custody across the footprint to 12
Ongoing development of review court processes aimed at impacting on encouraging engagement, early revocation and reduction in enforcement action. Presentation to Western Bench on the process previously used in Bridgend prior to move to Cardiff	November 2016				
Improve the practice relating to the Bail period Audit the custody cases looking at – those sentenced to custody when on bail in the community compared to those remanded. – bail applications and appeals – who filled in bail asset/written or verbal address to the court/quality of bail programme – does the bail period feature within the PSR	December 2016				
Pre court panel meeting process to be agreed across the service to agree the	October 2016				
	August				

<p>recommendations and provide constructive challenge –Terms of Reference to be provided to the management team and monitoring of effectiveness</p> <p>Parenting and family support to be strengthened in ISS programmes</p> <p>Continue the development of the Resettlement & Reintegration panels with a focus on accessing services. Resettlement is key and the Intervention Centre will be central to accessing services in a timely fashion. This will focus on the positives and help young people achieve. Reducing custody will also be impacted upon through effective transition arrangements which are often discussed at the R&R panels.</p> <p>The Social Services and Wellbeing Act (Wales) is a vehicle for ensuring that young people in custody have their care and support needs met. This is particularly relevant to WB as we have Hillside Secure Unit and HMPYOI Parc in our region. The recommendation to increase the use of Release on Temporary Licence (ROTL) contained in inspections is an opportunity to create an environment where ROTL is the norm not the exception.</p>	<p>2016</p> <p>Immediate</p> <p>Project and team for ROTL through the Intervention Centre- August 2016.</p>				
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Access to education, training and employment, substance misuse services, emotional and mental

<p>Who is better off and what does success look like?</p>	<p>health services and suitable accommodation.</p> <p>WG has adopted “due regard” to the UN Convention on the rights of the child. The right to access education to a full 25 hours for those of compulsory school age is inherent to the UNCRC . The Western Bay Service will act as an advocate for young people to access education entitlements, safe accommodation and health provision including substance misuse and CAMHS treatment.</p> <ul style="list-style-type: none"> – Children, young people and families in need will receive services. – Partner providers will have appropriate well informed referrals. – Communities will benefit from a reduction in crime and ASB caused by children and young people who have not received services in the past. – All children and young people known to the service are in receipt of ETE – Live in suitable accommodation – Have their health needs assessed and receive interventions appropriate to need without delay or stigma
<p>What are the Funding/ Financial Implications?</p>	<p>Funding through, mainstream provision, partner contribution, Police and Crime Commissioner and the Youth Justice Good Practise Grant. Wider partnership funding provided to Communities First, TAF, YPEF has a positive impact upon access to services. Not all funding comes through the service but relies on how we engage and work with partners to avoid duplication and waste of resources.</p>
<p>Who are our partners?</p>	<p>Schools, colleges, secure estate, training providers, Third sector providers including, WCADA Llamau, Gwalia, local authorities, Abertawe Bro Morgannwg University Health Board, Supporting People, youth support services, Area Planning Board.</p>
<p>What risk does this link to, if any?</p>	<p>Shrinking job market for young people, shrinking resources, new emerging drugs, reduction in CAMHS contribution to the WBYJ&EI Service. The Charlie Taylor review of youth justice services and the wish to have secure colleges when education is a devolved to WG. The possibility that the Crime and Disorder Act will be replaced by new legislation that does not place a requirement on partners to contribute to multi-agency YOTs. Some projects eg Symud Ymlean/Moving Forward have already lost funding losing a training provision specifically for Looked After children and children and young people known to the the youth justice system. The service is a possible beneficiary of a lottery bid being worked through by third sector partners – there is no guarantee that this bid will be successful. The recommissioning of substance misuse services is also planned across the Western Bay region and the impact on the service is currently unknown.</p>

What will we do to achieve this?	by when	Performance Measures	2014-15	2015-16	2016-17 Target
<p>Develop a partnership team around the school approach responding to schools with high exclusion/ASB etc similar to TAF and Team around the Child (TAC), stronger links with YEPF colleagues. Clear joint approaches to be in place</p> <p>Children and young people subject to reduced timetables to be a focus of ETE workers reporting to the Management Board</p> <p>Pre training training to be delivered in house and in partnership through Big Lottery Bid, the Building Skills programme, Intervention Centre developments, third sector and partners.</p> <p>Develop speech and language assessment and intervention consistently across the service. Extension of current provision to complete scoping exercise of need.</p> <p>Review substance misuse access and delivery across WB linking with the APB and Police and Crime Commissioner throughout the tiers of need.</p> <p>Development service specification of CAMHS provision and wider health needs of children</p>	<p>November 2016. Informed by Management Board workshop on prevention</p> <p>March 2017</p> <p>August 2016</p> <p>March 2017</p> <p>In line with APB commissioning strategy</p> <p>January 2017</p>	<p>The Welsh indicators are currently under review and this makes comparison data unreliable especially in relation to mental health. However the service has set targets that reflect the fact that accessing services is an entitlement.</p>		<p>Average hours ETE.</p> <p>For school age the average hours were 20.4 at the start and 21.4 at the end. (43 young people with closed statutory orders)</p> <p>For above school age the service reported a total of 9.5 hours at the start, and 16.1 at the end. (87 young people with closed statutory orders)</p> <p>93.2% were in suitable accommodation at the start and 93.9% at the</p>	<p>Positive % change.</p> <p>When considering a measure for accessing services the only target can be that 100% of those in need access appropriate services in a timely fashion</p> <p>For ETE the target remains 25 hours school age and 16 hours post school age</p>

<p>and young people known to the service.</p> <p>Development of accommodation specifically for those young people known to the service through partnership approach with LA, third sector providers and carers and utilisation of YJB remand contribution. The Chair of the Management Board leading on this area.</p>	<p>March 2017</p>			<p>end. 100% of those needing a substance misuse service received on within 10 days assessment.</p>	
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RISK MANAGEMENT

Whilst there are three key agencies forming the “responsible authority” for MAPPAs (police, prisons and probation), the WBYJ&EI Service has a duty to cooperate. There is continually mention of better risk management processes within inspection reports.

The amalgamation of services across the Western Bay footprint has given an ideal opportunity to improve risk management sharing the expertise developed in the locality teams and ensuring that management oversight is robust. In order to ensure all practitioners and managers are current in their understanding of MAPPAs, the South Wales MAPPAs coordinator has delivered refresher training for staff and managers and this will be undertaken annually. The developments in relation to the role of the Probation Officer within the team will impact on risk management and hopefully improve the transition of high risk offenders. Asset plus will be closely monitored in relation to the management of risk through the service’s quality assurance group.

In 2011 there was a joint Inspection undertaken by HMI Probation and HMIC Constabulary on MAPPAs. This inspection was called ‘Putting the Pieces Together’, an inspection of Multi Agency Public Protection Arrangements. In this inspection there were a number of recommendations made, in particular, highlighting issues with level 2 and 3 Risk Management planning and assessment. Following this a project to improve this area of work was undertaken with DeMontfort University to explore using Professor Kemshall’s four pillars model to risk management within MAPPAs. This was successful and has been adopted nationally. MAPPAs “4 Pillars” training has been accessed by the team and continues to be developed in practice for the assessment and planning to address risk.

There is a manager from the service on the strategic and Local MAPPA meetings and serious incidents are able to report into the local groups where appropriate. The domestic homicide review mentioned earlier has brought lessons to be learnt that will be incorporated into an action plan that focuses on the early recognition of risk and potential perpetrators of harm.

The most common reoffence is that of violence and in response the senior practitioners are accessing specific training that will give them tools and confidence in the management of risk of violence. An exercise is underway taking case studies across the Community Safety Partnerships, analysing these across agencies to identify missed opportunities for areas of practise to be built upon.

VULNERABILITY MANAGEMENT Safety and Wellbeing

The Youth Justice Board published “Commitment to Safeguard – contributing to the safety and welfare of children and young people” in 2014. This, whils about the YJB’s commitment is a good place for us to start this section.

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

A number of guiding principles are highlighted These include, that:

The **best interests of the child** are a key consideration in decisions taken.

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

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

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

Information sharing supports timely and appropriate decision making that is based on individual needs, prevents harm and supports wellbeing².

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

As with risk management safeguarding relies on robust and accurate assessment and listening to what the child or young person is saying. With this in mind the service has held a whole service day focusing on the ground rules when working with children and young people coupled with how to communicate effectively. This was linked to safeguarding and in particular Child Sexual Exploitation. YOT's have always completed holistic assessment and involved parents/carers within this. Asset plus has improved on this within the assessment processes. Internal mechanisms regarding safety and wellbeing are informed by "Working Together" and the Well-being of Future Generations (Wales) Act and do not take the place of/undermine the All Wales Child Protection Procedures.

The Chair of the WBYJ&EI Management Board Service is the Chair of the Western Bay Safeguarding Children Board (WBSCB) giving a robust strategic link to the safeguarding needs of children and young people known to the Service. There are lessons to be learnt from child practise reviews and serious incidents within the community where the service has been supervising the child or young person who has become a victim or harmed themselves. A member of the management team is on the child practise review sub group of the safeguarding children board as well as the quality and performance sub group and communication sub group.. The relationship between the service and safeguarding teams is good across the region and the "step up, step down" approach to meeting the needs of children and young people is developing.

The possible reduction in CAMHS nursing time is a risk for the service and its role in safeguarding that will need to be monitored by the Management Board and there is now a refreshed work stream to address the deficits in provision. Children and young people are being consulted as part of this work stream to ensure that the new service specification takes a more holistic view of their health needs.

VICTIM ENGAGEMENT AND RESTORATIVE INTERVENTIONS

Restorative approaches is embedded in the practice of the service with a small group of trainers who are in the process of training the wider workforce across the three collaborating local authorities. The development of restorative questions being used in compliance meetings, meaningful reparation, quality services for victims, conflict resolution and family group conferencing are examples of restorative approaches in practice. The priority for the service is for this area of work to keep growing adding additional schools adopting the Restorative Approaches in schools project with teachers and pupils trained together, more community homes and carers being able to de-escalate situations, equipped to be better corporate parents (Laming). There is a partnership pilot project being run within Hillside Secure Childrens Home aiming to bring down the number of Hillside residents being arrested. Once evaluated this may roll out to the wider residential settings.

WORKFORCE DEVELOPMENT

At the time of writing this appraisals are ongoing. As well as linking the appraisal to the service delivery model and giving staff ownership of their contribution training is focused upon. Over the next twelve months the staff group will be embedding Asset plus; looking at a smarter way to work once we have one information system across the three localities which will realise efficiencies and improve quality assurance processes; developing evidence based practice through the desistance model and lessons to be learnt from the thematic inspection; receive trauma recovery training and working with violence. In addition the screening tool for pre-court will be evaluated. There is the potential for further redesign of the service and further developing the working partnership with early help services.

PARTICIPATION

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

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

Consultation regarding the content of the plan has been limited, however, each of the three locality offices of Bridgend, Neath Port Talbot and Swansea have asked children, young people, parents and carers and victims three very important questions

What should we stop doing?

What should we do more of?

What should we start doing/do differently?

We have listened to them – one particular comment request rang true for several practitioners – “stop going on at me about small stuff”. Taking into account recent awareness raising of desistance completed by the whole service we are actively trying to stop

“nagging”. Feedback on the changes we will try to make in response to their answers to the questions will be placed on a notice board in the reception area of the locality teams.

Signed:

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Chair YOS Management Board

Date:

DRAFT