

Appendix 2

Bridgend County Borough Council Bridgend Youth Offending Service (YOS) Post-inspection action plan

Shown below is the draft improvement/action plan that has been developed in response to the full joint inspection by HM Inspectorate of Probation. This further builds upon the list of priorities that were developed on receipt of the minutes from the Ratings Panel which was held on 18 December 2018.

Service Area	Bridgend Youth Offending Service (YOS) - April 2019
Head of Service and Strategic Lead for Bridgend YOS	Nicola Echanis

RAG Code	Definition
GREEN	Task completed
AMBER	Task being undertaken to address the area of concern
RED	Task/area of concern yet to be undertaken

Priority area	Action	Who	Target date	RAG code
Organisational alert	Commission an experienced consultant to undertake a review of post-court cases as required under the organisational alert	Managing Director – Silver Bullet Business Training has extensive experience and knowledge of ChildView, Youth Justice database and reporting system and AssetPlus assessment and planning interventions framework) and has worked with numerous Youth Justice Services	Agreement for this work to be undertaken and completed by 31/03/19	Green
Identify a 'partner in practice' to assist with improvement journey	As recommended by the inspection team, Hertfordshire YOS has agreed to be a partner in practice to assist in our improvement journey. Hertfordshire previously had an organisational alert and since have had an outstanding inspection outcome	The YOS Manager (Hertfordshire YOS) and key local staff YOS will meet to discuss in what way Hertfordshire can assist in our improvement journey	Meetings have been arranged with Hertfordshire and Wrexham YOS Further links have been made with Cwm Taf Morgannwg University Health Board	Green
Operational managers and senior practitioners to receive training on quality assurance of AssetPlus assessments	A two-day training event was held to focus on the quality assurance and countersigning of assessments	Managing Director – Silver Bullet Business Training delivered this training on 24/01/19 and 25/01/19	25/01/19	Green
AssetPlus training to be delivered to staff	Refresher training has been arranged for all staff who under take asset plus assessments	Managing Director – Silver Bullet Business Training will deliver this training	Training has been booked for Bridgend YOS for 14 and 15 May 2019	Green
Structure to be reviewed in light of the inspection	A full re-structure will be undertaken to review posts and job descriptions	A full formal consultation to be undertaken with all staff	By 01/06/19	Green

feedback and lack of operational management capacity	ensuring Bridgend YOS is the right size and sufficiently resourced with clear lines of accountability			
Clear lines of supervision of staff to be established	New structure to have clear lines of accountability by suitably qualified individuals	Operational managers and senior practitioners will assume responsibility for supervising all staff	By 01/06/19	Green
Follow-up actions identified by Managing Director – Silver Bullet Business Training to be completed	Managing Director – Silver Bullet Business Training will email follow up actions in the agreed feedback templates to operational managers so that the necessary actions can be completed	Operational Managers/ Senior Practitioners to oversee that the actions are completed and liaise with Managing Director, Silver Bullet Business Training for him to review the changes that have been made	By 30/04/19	Amber
In all cases where there are concerns that children are vulnerable to, or are victims of child sexual exploitation, there are plans in place to ensure the safety of these children	Cases where there are child sexual exploitation (CSE) concerns have been identified and the plans that are in place will be reviewed to ensure the safety of these children	Operational YOS Manager will ensure that these have been reviewed correctly and that they agree that any CSE risks are being adequately addressed	By 30/04/19	Amber
Review of out-of-court assessments	Review the assessment of safety and wellbeing in relation to out-of-court cases The Head of Education and Early Help will liaise with Social Services to ask them to provide information regarding their involvement in each of the identified Bridgend cases so that this can be checked against the completed screening tool or AssetPlus assessment to ensure all	Operational Management Team	By 31/05/19	Amber

	safety and wellbeing issues have been identified and adequately addressed			
New data set to be developed to report to the management board to allow for the effective oversight of the services work and provide effective challenge 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 and emotional health referrals. • CSE cases • Multi-Agency Public Protection Arrangements (MAPPA) cases • Absence and sickness impact on the service • Young person 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 	Oversight by YOS Management Board	By 31/05/19	Amber
Ongoing monitoring of the post-inspection action plan	YOS Strategic Lead and Operational Manager will meet with the Youth Justice Board (YJB) on a fortnightly basis to review progress	Youth Justice Board	Fortnightly and ongoing until the re-inspection unless otherwise agreed with the YJB	Amber

	against the post-inspection action plan			
New YOS Management Board to created and formed – to oversee the work of the YOS	<p>Senior managers to make the necessary arrangements to create the new YOS 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>Effective governance of the refreshed provision is seen as pivotal to the success of the service and, as a result, robust procedures will be established to ensure activity and outcomes are monitored appropriately by senior officers and elected members</p>	Head of Education and Early Help	Monthly – or as agreed by the YOS Management Board	Red
YJB to provide training to the new YOS Management Board	Once the new management board has been formed the YJB will deliver training to the board on areas relating to the function of the board, induction requirements for board members and self- evaluation of the service	YJB in consultation with the chair of the management board and board members	By 31/05/19	Red

Development of a robust Quality Assurance Framework	A Quality Assurance Framework to be developed to ensure that a consistent approach is applied when quality assuring and countersigning AssetPlus assessment and screening tools	YOS Strategic Leads/Operational Management Team members supported by our 'partner in practice'	By 31/05/19	Red
Review the role and function of the prevention service	Bridgend YOS and the management board will address concerns raised by the inspectors in relation to age criteria for prevention cases	Management Board and YOS Management Team	Next YOS Management Board – needs date	Red
Improve the quality and awareness from staff of the referral systems, so that children and families receive the services they need	Develop a process and flow chart to ensure staff are aware of what the referral process is to Children's Services and how to use it Workshop to be provided from the Intake and Assessment Service	Safeguarding lead (YOS)	By 30/09/19	Red
All YOS policies and procedures to be reviewed to reflect the needs of the newly formed Bridgend YOS	All YOS policies/procedures and case management guidance to be reviewed	Head of Education and Early Help	By 31/12/19	Amber
Review effectiveness of information sharing protocols to ensure all schools and workers involved have the information they need to provide support tailored to children and young people's individual needs	Policies and procedure to be reviewed	Head of Education and Early Help	By 30/09/19	Red

Develop effective strategies to encourage children and young people who speak Welsh, to access services in their preferred language	Education and Family Support Directorate to review the current arrangements in place regarding promoting the Welsh language	Operational YOS manager	By 31/05/19	Red
Develop a literacy and numeracy strategy to support children and young people to develop these skills to improve the chances of a future free of offending	Education and Family Support Directorate to review and update their strategy in relation to literacy and numeracy	School improvement officers	By 31/05/19	Red
Provide relevant and timely physical, sexual, emotional and mental health services	Cwm Taf Morgannwg University Health Board to regularly attend YOS Management Board meetings and set out its plans to ensure these services are in place without any unnecessary delay	Cwm Taf Morgannwg University Health Board and the YOS Management Board	By 30/04/19	Red
Ensure the YOS Management Board is adequately represented by all partner agencies	YOS Management Board to keep an attendance log of every YOS Management Board meeting held	Follow-up letters to be sent after each YOS Management Board meeting to any partner agency who does to attend	01/04/19 onwards	Red
Management of staff sickness levels both short and long term	The YOS Management Board and the Management Team to monitor staff sickness on an ongoing basis to ensure it is aware of how staff sickness may be impacting on operational capabilities	The YOS Management Team in consultation with Human Resources Department to closely monitor staff sickness and to make the board aware of any detrimental impact this is having on operational capacity	01/04/19 onwards	Red

<p>Service training plan to be developed</p>	<p>Annual training plan for the service to be developed identifying key areas for training</p> <p>Training areas may include:</p> <ul style="list-style-type: none"> • Child protection referral training • CSE training • AssetPlus Training • 'County Lines' training • Pre-sentence report writing training • National Referral Mechanism (NRM) Training • Supervision of staff • Training for Management Board members 	<p>The YOS Management Team to develop and review in consultation with the YOS Management Board</p>	<p>01/04/19 onwards</p>	<p>Amber</p>
<p>Create a culture that supports learning and continuous improvement</p>	<p>In addition to the Youth Justice Youth Justice Information Learning Service (YJILS), a Learning Resource Library to be developed identifying all intervention packages that are used by staff with children and young people</p> <p>In addition, a staff learning resources library to be created containing resources from internal and external training courses and any research that may help inform practice and support staff with their continued professional development (CPD)</p>	<p>YOS Management Team</p>	<p>By 30/09/19</p>	<p>Red</p>

Appendix 3

WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

Project Description (key aims): The production of a Youth Justice Plan is a statutory duty of the local authority under Part 3, section 40 of the Crime and Disorder Act 1998.

The plan sets out:

- how youth justice services are to be provided and funded; and
- how the Youth Offending Service established by the local authority is to be composed and funded;
- how it will operate; and
- what function it is to carry out.

Section 1

Complete the table below to assess how well you have applied the 5 ways of working.

Long-term

(The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs)

1. How does your project / activity balance short-term need with the long-term and planning for the future?

The purpose of the Youth Justice Service is to ensure that youth justice services are available to young citizens. It is the main vehicle through which youth justice services are coordinated and delivered working to reduce anti-social behaviour (ASB), offending and reoffending amongst children and young people. It incorporates how funding will be allocated to projects for the financial year and beyond as sustainability of projects is important by covering a summary of achievements; structure and governance; resources and value for money; partnership arrangements; and risks to future delivery against the youth justice outcome measures.

Prevention

(How acting to prevent problems occurring or getting worse may help public bodies meet their

2. How does your project / activity put resources into preventing problems occurring or getting worse?

One of Youth Justice key performance indicators is to reducing first time entrants into the youth justice system.

By doing this we

- Increase opportunities for young people to reach their potential
- Reduce the number of victims of crime in the longer term
- We achieve a safer community for all

objectives)	<ul style="list-style-type: none"> • There will be reduced pressure on higher tier services <p>The measurement of success will be:</p> <ul style="list-style-type: none"> • Fewer children and young people entering the youth justice system with increased diversion and increased prevention numbers. • Reduced levels of youth crime. • Early access to services based on early identification of need • Increased parental responsibilities • Increased restorative practises • Increased community reassurance
Integration (Considering how the public body's well-being objectives may impact upon each of the wellbeing goals, on their objectives, or on the objectives of other public bodies)	<p>3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?</p> <p>Providing effective youth justice services has a positive impact on well-being objectives through direct delivery of interventions that improve a young person's access to education training and employment giving them a better chance to be economically independent, through diversion and resettlement work more able to be integrated in their local community, through restorative interventions the physical environment can be improved with young people taking ownership of the impact negative behaviour can have, make amends to victims making them feel safe and developing young people's understanding of their own and other cultures</p>
Collaboration (Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-	<p>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</p> <p>Youth Offending Services/Teams (YOTs) are statutory multi-agency partnerships who have a legal duty under the crime and Disorder Act 1998 to co-operate in order to secure youth justice services appropriate to their area funded from a variety of sources including UK Government, Welsh Government and the statutory partners. (ie local authorities, Police, HM Prison and Probation and Health).</p>

<p>being objectives)</p>	<p>Bridgend, Neath Port Talbot and Swansea Youth Offending Teams have been a merged service since 29 May 2014 when the first Western Bay Youth Justice and Early Intervention Service (the Western Bay Service) 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 1998 including Cabinet Members from all three local authorities and the Police and Crime Commissioner.</p> <p>The service is represented on all three Community Safety Partnership Boards, the Western Bay Safeguarding Children Board and the Western Bay Area Planning Board, and Supporting People Boards. The service manager has strategic links with the South Wales Criminal Justice and Integrated Offender Management Board, Multi Agency Public Protection Arrangements (MAPPA), the Youth Justice Advisory Panel and having recently stepped down as chair of YOT Managers Cymru remains involved in areas of practice development across Wales. In each locality it has been important to ensure local relationships are retained which is achieved by linking key members of senior staff to local meetings, the strategic manager maintains links through the Family Support Continuum Steering Group in Swansea, Think Family Executive Group in Neath Port Talbot and the Senior Management Group of Education and Family Support in Bridgend. These meetings are prioritised and provide additional communication links with Public Service Boards.</p>
<p>Involvement</p> <p>(The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves)</p>	<p>5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</p> <p>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.</p> <p>In January 2018 a young persons sub group of the management board was formed. It is only made up of four young people at present but between them they represent the whole area of delivery ie each local authority, pre-court, post court and exit planning. They meet two weeks before each management board and go through the intended agenda and raise any issues or observations they may have. They receive the minutes and actions taken following on from any suggestions they make for change are fed back. The group is new and still developing.</p>

Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).

Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>With appropriate support for children and young people who may be at risk of offending to ensure that they attend school regularly will improve their wellbeing and relationships within the family and increase their likelihood of being economically involved.</p>	<p>Early intervention may have a positive impact</p>
<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The Youth Justice service staff use their expertise to facilitate behaviour change in attitudes towards attending school regularly. A positive emphasis on attending school and its opportunities for children and young people when they leave the education system is paramount.</p>	<p>Data on school attendance and engagement is a key performance indicator</p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Children and young people who access the service are promoted to access a wide range of health services including general health, sexual health and mental health services.</p>	

<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<p>Youth Justice services all children and families irrelevant of their background or circumstances</p>	<p>Increasing engagement will have a positive inclusive effect</p>
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>	<p>Youth justice services work to address underachievement, anti-social behaviour and offending they also work with Police and other agencies to ensure that these issues are addressed where required.</p>	<p>Prevention work should have a positive impact on the community</p>
<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<p>Young people who access the service are actively engaged to become involved citizens in all areas including, sports, music and community activity.</p>	<p>Increasing engagement will have a positive inclusive effect</p>
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Young people who access the service are actively engaged to become involved citizens</p>	<p>Increasing engagement will have a positive inclusive effect</p>

Section 3**Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts**

Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Yes	No	Early intervention – engagement at an earlier stage will prevent young people from being engaged with anti-social or criminal behaviour
Gender reassignment:	Yes	No	
Marriage or civil partnership:	Yes	No	
Pregnancy or maternity:	Yes	No	
Race:	Yes	No	
Religion or Belief:	Yes	No	
Race:	Yes	No	
Sex:	Yes	No	
Welsh Language:	Yes	No	

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers

Cabinet

Compiling Officers Name:

Nicola Echanis

Compiling Officers Job Title:

Head of Education and Early Help

Date completed:

5 April 2019