

**Bridgend County Borough Council
Bridgend Youth Justice Service (YJS)
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. In addition, the plan includes operational priorities identified by staff within the Bridgend Youth Justice Service.

Service Area	Bridgend Youth Justice Service (YJS)
Head of Service and Strategic Lead for Bridgend YJS	Nicola Echanis

RAG Code	Definition
BLUE	Action completed
GREEN	Action on target
AMBER	Action off target
RED	Action overdue

HM Inspectorate of Probation inspection report recommendations

Bridgend Youth Justice Service Management Board should:					
Recommendation	Action	Who	Target date	RAG code	Progress Update
1. Review and clarify its role and function, include all statutory partners and work in an effective way to make sure that the service operates to a sufficient standard	Identify and agree management board and appropriate membership	Head of Education and Family Support	June 2019	Blue	14.05.19 - Complete – Public Service Board (PSB) agreed that the YJS management board reports via the Community Safety Partnership (CSP) governance structure. First meeting scheduled for 10 June 2019

	Hold a joint development day for members of the new Board and YOS staff to review and clarify roles and functions	Head of Education and Family Support	July 2019	Blue	<p>14.5.19 – Development day scheduled for 11 July 2019. Youth Justice Board (YJB) will co-facilitate.</p> <p>30.7.19 – development day held with staff and senior managers within LA to undertake business planning.</p> <p>31.7.19 Development day was held with board members on 11 July 2019 and clarity on roles and responsibilities given. Good engagement from partners in response to findings of inspection. A further development day will be held in November 2019</p>
2. Make sure that partnership agencies provide appropriate support and services	Ensure appropriate partnership membership at YJS management board	Head of Education and Family Support	June 2019	Blue	14.05.19 - Complete - appropriate membership agreed

	<p>Ensure appropriate partnership resources within the operational service structure</p>	<p>Head of Education and Family Support</p>	<p>June 2019</p>	<p>Amber</p>	<p>14.05.19 - Partnership resource currently being agreed.</p> <p>31.7.19 – Consultation has commenced in respect of operational structure. Partnerships are identified within this structure and are deemed to be sufficient in meeting need.</p> <p>20.8.19- A health resource has been offered but further discussion needed to consider impact (if any) on other service areas</p>
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<p>3. Develop effective oversight of the service's work and effective challenge to partners</p>	<p>Agree a robust and meaningful performance framework to allow the management board to hold the service to account including staff sickness data.</p>	<p>Bridgend Youth Justice Service Management Board</p>	<p>September 2019</p>	<p>Green</p>	<p>14.05.19 – Officers in the process of identifying recommendations for consideration by the management board.</p> <p>3.7.19 – Ongoing work is required in this area to ensure that data required is in systems and reportable.</p> <p>31.7.19 – Development day with board included overview of possible data capture requirements. Members have contributed to this and an agreed data set has been confirmed. 1st data set will be presented to board in September.</p> <p>20.8.19 – A development day was held with staff to agree a performance framework, the findings of which were presented to the board on 7.8.19</p>
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	Identify a 'partner in practice' to assist with improvement journey.	Head of Education and Family Support	July 2019	Blue	<p>14.05.19 – Wrexham YOS has agreed to support the local authorities of the former WBYJEIS to progress the improvement journey. Visit to Wrexham scheduled for 26 June 2019. Visit already undertaken to Newport YOS to consider areas of good practice. Links have also been made with Cwm Taf YOS.</p> <p>3.7.19 – visit to Wrexham has been undertaken and benefits noted from the visit. In particular the importance of staff morale and an appropriate venue for YP's to access.</p> <p>31.7.19 – Ongoing sharing of knowledge and practice has continued between BCBC and Wrexham. This will continue for the long term.</p> <p>20.8.19 On-going support is available from both Newport and Wrexham and via YOT managers Cymru</p>
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<p>4. Develop a clear plan to manage disaggregation of individual YOTs from the service to limit any detrimental effect on the remaining parts of WBYJEIS</p>	<p>Agree a disaggregation plan to ensure continuity of services</p>	<p>Cabinet and Bridgend's Public Service Board (PSB) via the Community Safety Partnership (CSP)</p>	<p>April 2019</p>	<p>Blue</p>	<p>14.05.19 – Cabinet agreed on 16 April 2019 for the Bridgend YJS to sit within the Education and Family Support Directorate under an existing Group Manager. In addition, the CSP agreed on 14 April 2019 that the YOS management board would sit within the CSP / PSB governance structure</p>
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<p>5. Provide the resources and support to the management team to manage the service effectively</p>	<p>Implement restructure of the Bridgend element of the YOS to ensure sufficient resources and support to the management team</p>	<p>Head of Education and Family Support</p>	<p>July 2019</p>	<p>Amber</p>	<p>14.05.19 – report to be considered by Corporate Management Board (CMB) on 16 May 2019 to progress the proposed re-structure.</p> <p>3.7.19 – CMB have not approved new structure which has delayed any potential operational changes. There are risks associated with not being able to progress the restructure in a timely way.</p> <p>31.7.19 – Restructure has commenced and staff are aware of operational changes. It is anticipated that these changes will be fully implemented by September/October 2019.</p> <p>20.8.19- Re-structure has started and is due to close on 30.8.19.</p>
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6. Review the role and function of the prevention service.	Review the existing prevention arrangements	Service Managers	December 2019	Amber	<p>14.05.19 – review will take place once operational structure is in place.</p> <p>3.7.19 – please see above.</p> <p>31.7.19 this review will commence once the operational structure is agreed. However, work is being undertaken in the interim to ensure support for young people meets their needs consistently. This has included training around asset+, links with the central hub and raising awareness of services and involvement in partnership development days.</p> <p>20.8.19 Operational structure should be agreed by 30.8.19</p>
Bridgend Youth Justice Service Manager should:					
Recommendation	Action	Who	Target date	RAG code	Progress Update

7. Make sure that all staff have appropriate supervision and management oversight.	Ensure that all staff have appropriate supervision and management oversight	Service Managers	April 2019	Blue	14.05.19 – All staff are receiving regular supervision and management oversight in the disaggregated service. This will be reinforced in the new operational structure.
	Complete skills audit of YJS staff	Service Managers	September 2019	Amber	14.05.19 – Skills audit will be completed following restructure of service. 20.8.19- This has been delayed due to the delay in the re-structure
	Develop annual training plan for the service	Service Managers	May 2019	Amber	14.05.19 – Training plan will be created following restructure of service. 3.7.19 – As the restructure is on hold. There is a risk to be being clear as to the training needs of the team. 31.7.19 – restructure has commenced and once completed there will be clarity in respect of the training plan. 20.8.19- as above

8. Review the management structure and lines of accountability.	Implement a full re-structure of the Bridgend Youth Justice Service to ensure clear lines of accountability	Head of Education and Family Support	July 2019	Green	<p>14.05.19 – report to be considered by Corporate Management Board (CMB) on 16 May 2019 to progress the proposed re-structure.</p> <p>3.7.19 – Structure has not been agreed by CMB which will impact on ability to make timely changes to service delivery.</p> <p>31.7.19 – Restructure has commenced and will be agreed by end of August with aim of having the service fully operational by September/October.</p> <p>20.8.19- consultation on the new structure is nearing completion</p>
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Director of Bridgend Children’s Services should:

Recommendation	Action	Who	Target date	RAG code	Progress Update
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<p>9. Monitor and review all cases where there are safety and wellbeing issues, making sure that appropriate referrals are made and joint work takes place as needed.</p>	<p>Commission an experienced consultant to undertake a review of post-court cases as required under the organisational alert</p>	<p>Head of Education and Family Support</p>	<p>May 2019</p>	<p>Blue</p>	<p>14.05.19 – Consultant commissioned and has reviewed 19 cases. Family support services manager has met with YOS operational manager to address identified issues.</p> <p>3.7.19 – assessment and case notes have been added to case files to reflect gaps in previous work.</p>
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	Review the assessment of safety and wellbeing in relation to out-of-court cases	Service Managers	July 2019	Green	<p>14.05.19 – Meeting to be arranged for June 2019 between prevention coordinator, family support services manager and YJS operational manager to dip sample cases.</p> <p>3.7.19 – meeting was postponed to due to leave. Re-scheduled for beginning of August</p> <p>31.7.19 – due to restructure only recently commencing this meeting has had to be rescheduled for the end of August.</p> <p>20.8.19 – this meeting is now on track to take the actions forward</p>
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	<p>Ensure sufficient management capacity in new structure to monitor and quality assure cases</p>	<p>Head of Education and Family Support</p>	<p>July 2019</p>	<p>Amber</p>	<p>14.05.19 – report to be considered by Corporate Management Board (CMB) on 16 May 2019 to progress the proposed re-structure.</p> <p>3.7.19 – restructure has not been agreed by CMB which will impact on the ability to quality assure cases.</p> <p>31.7.19 – Restructure has commenced and will be agreed by end of August</p> <p>30.8.19 -</p>
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	<p>Develop a robust quality assurance framework for the service, which includes a review of existing policies and procedures and recommended evidence based interventions (EBI's).</p>	<p>Service Managers</p>	<p>September 2019</p>	<p>Amber</p>	<p>14.05.19 - A two-day training event was held on o focus on the quality assurance and countersigning of assessments. Work underway to develop framework. YJB have agreed to provide a list of mandated policies and procedures and areas of good practice.</p> <p>3.7.19 – awaiting list of policies and procedures from YJB.</p> <p>31.7.19 – list of policies in place from partner in practice (Wrexham) has been received. BCBC is reviewing these with the aim to develop own versions where not already in place.</p> <p>20.8.19 – a number of new policies have been developed , a log of them is being developed and monitored</p>
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	Develop an agreed model of intervention	Service Managers	September 2019	Green	<p>14.05.19 – work to commence in June 2019.</p> <p>31.7.19 – ECM has been agreed as a model that will continue to be implemented within the YJS. However, ongoing work linked to trauma, case mapping and support will be an ongoing area of development.</p>
	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	Head of Education and Family Support	June 2019	Green	<p>14.05.19 – Cases have been reviewed. Moving forward, operational manager to provide family support services manager with full caseload details to share with police colleagues to identify any new CSE concerns.</p> <p>31.7.19 – The new structure will provide staff with appropriate quality assurance, challenge and development opportunities. Practice issues sessions will be held with staff around such issues highlighting best practice to ensure staff are continually upskilled.</p>

10. Improve the quality (and awareness from staff) of the referral systems so that children and young people receive the services they need.	Asset+ refresher training to be delivered to all staff	Head of Education and Family Support	May 2019	Green	<p>14.05.19 – Training booked for 14 and 15 May 2019. This will be supplemented by a YJB workshop scheduled for 30 May 2019.</p> <p>3.7.19 – Staff have attended the training and positive feedback has been received.</p>
	Review existing referral arrangements and implement appropriate changes	Service Managers	July 2019	Green	<p>14.05.19 – resource to be identified to complete review.</p> <p>3.7.19 – Contact has been made with an organisation to review current arrangements and consider any new pathways which may best assist young people and staff.</p> <p>20.8.19 a cross directorate training event is arranged</p>

	Identify a safeguarding champion within YJS	Service Managers	July 2019	Amber	<p>14.05.19 – Champion to be identified following restructure of service.</p> <p>3.7.19 – Due to the delay in restructure this action could be impacted upon as it is not clear who will be a part of the team moving forward.</p> <p>31.7.19 – Restructure is commenced. Once fully implemented, a safeguarding champion will be identified.</p>
	Develop an agreed protocol between YJS, safeguarding and wider early help services linked to management and interface of cases.	Service Managers	August 2019	Green	<p>14.05.19 – To be discussed at next early help and safeguarding board on 19 July 2019</p> <p>31.7.19 – A protocol will be developed alongside other policies required within the YJS as identified by Wrexham.</p> <p>20.8.9 – a meeting has been arranged to take this forward</p>

The local authority education services should:

Recommendation	Action	Who	Target date	RAG code	Progress Update
<p>11. Review the effectiveness of information-sharing protocols to ensure that all schools and workers involved have the information they need to provide support tailored to children and young people's individual needs.</p>	<p>Develop and agree appropriate information sharing protocol (ISP)</p>	<p>Head of Legal and Regulatory Services.</p>	<p>July 2019</p>	<p>Green</p>	<p>14.05.19 – Draft ISP developed by legal for approval of management board on 10 June 2019.</p> <p>20.8.19 – ISP has been developed and circulated to partners for signature</p>
<p>12. Develop effective strategies to encourage children and young people who speak Welsh to access services in their preferred language, and to use, develop and recognise the value of the language as an employment skill</p>	<p>Develop and agree appropriate strategies</p>	<p>Service Managers</p>	<p>July 2019</p>	<p>Green</p>	<p>14.05.19 – Discussions ongoing to learn from good practice.</p> <p>31.7.19 – Referral route and process into YJS to be reviewed to ensure this is considered. To also be explored as part of assessment process.</p> <p>20.8.19 – a new policy has been written and implemented</p>

13. Develop a literacy and numeracy strategy to support children and young people to develop these skills to improve the chances of desistance.	Develop and agree appropriate strategies	Service Managers	July 2019	Amber	<p>14.05.19 – Discussions ongoing to learn from good practice.</p> <p>31.7.19 – Speech and Language Therapist will contribute to this target as part of their day to day role</p> <p>20.8.19 – partners in Education dept have been tasked with developing this in conjunction with YJS staff</p>
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Cwm Taf Morgannwg University Health Board should:

Recommendation	Action	Who	Target date	RAG code	Progress Update
14. Provide relevant and timely physical, sexual, emotional and mental health services to meet the needs of children and young people to reduce further harm and promote wellbeing.	Specific actions to be agreed with the management board and relevant health board colleagues	Director of Primary, Community and Mental Health	To be agreed with Health Board	Green	20.8.19- A health resource has been offered but further discussion needed to consider impact (if any) on other service areas

Additional areas for development (not referred to above) identified by YJS staff at development session on 11 April 2019

Bridgend YJS staff recommend:

Recommendation	Actions	Who	Target date	RAG code	Progress Update
<p>Develop a more robust supervision process and increase personal development opportunities</p>	<p>Ensure regular and effective supervision (including clinical) that provides opportunities for concerns to be appropriately discussed and recorded.</p>	<p>Supervision task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>14.05.19 – task and finish group in the process of being established.</p> <p>3.7.19 – Training dept will assist with this.</p> <p>31.7.19 – The new structure will provide staff with regular and robust supervisions which will be documented in line with supervision policy within the LA.</p>
	<p>Schedule a workshop with relevant safeguarding and early help colleagues to:</p> <ul style="list-style-type: none"> (a) agree relevant training and personal development opportunities for YJS staff; and (b) a development day to improve interface and service awareness between YJS, safeguarding and the wider early help service 	<p>Service Managers</p>	<p>August 2019</p>		<p>Green</p>

<p>Improve the quality of assessments and risk management processes</p>	<p>Feedback from management regarding how to improve assessments. Need to be challenged by peers and supervisors – evidence base for decision making.</p>	<p>Assessment and recording task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>3.7.19 – discussed with training dept and they will support development in this area.</p> <p>31.7.19 – The new structure will provide staff with appropriate quality assurance, challenge and development opportunities. Practice issues sessions will be held with staff around such issues highlighting best practice to ensure staff are continually upskilled.</p> <p>30.8.19- the new structure provides a more robust professional structure</p>
	<p>Improve the quality of case recording across the YJS</p>	<p>Assessment and recording task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>3.7.19 – Training dept will assist with this.</p> <p>31.7.19 - A development session will be held with staff in respect of case recording and good practice associated with this. September 2019.</p> <p>30.8.19 – as above</p>

	<p>Ensure thorough information gathering is an integral part of the assessment process via a holistic assessment of a young person's needs, including their home environment.</p>	<p>Assessment and recording task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>14.05.19</p> <p>3.7.19 – Training dept will contribute to this area.</p> <p>31.7.19 - A development sessions will be held with staff in respect of utilizing information available to YJS to ensure whole family need is considered.</p> <p>30.8.19 – work has been undertaken to increase the confidence of staff in the area of assessment, a home visit protocol has also been developed</p>
	<p>Ensure the views of young people and their families are reflected in the assessment process</p>	<p>Assessment and recording task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>14.05.19</p> <p>31.7.19 – As above in respect of development session.</p> <p>30.8.19- as above</p>

	<p>Ensure risk is appropriately assessed and schedule risk assessment training for all YJS staff</p>	<p>Risk task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>3.7.19 – Training dept will contribute to this area</p> <p>31.7.19 – There are significant number of resources within the local authority intranet to assist with the assessment of risk. A development session will be held with staff in relation to these tools.</p> <p>30.8.19- meetings have been held with colleagues in the probations service to support this development</p>
	<p>Develop mechanisms for high risk cases to be discussed formally on a regular basis.</p>	<p>Risk management task and finish group</p>	<p>September 2019</p>	<p>Green</p>	<p>31.7.19 – The new structure will provide staff with the line management and support to ensure that any cases that require advice and guidance are responded to in a timely way.</p> <p>30.8.19- risk panels are now being held routinely and matters of non-attendance are escalated to head of service</p>

	Improve risk and vulnerability panels to ensure that they are outcome focused and any actions are reviewed. Attendance of key partners needs to be addressed.	Risk management task and finish group	September 2019	Green	3.7.19 – YJS will be attending safeguarding managers meetings to raise awareness of such panels to ensure all are clear on roles and responsibilities. 30.8.19 – as above
Participation and victim satisfaction	Ensure victim satisfaction feedback is collated and reviewed by service managers	Service Managers	August 2019	Amber	31.7.19 – This will be undertaken through the role of the victim worker and shared with lead practitioners and family support services manager and reported into Board to inform future service delivery. 20.8.19- this action has been delayed by the re-structure
	Establish a children/young people's participation group	Youth Development Manager	September 2019	Green	31.7.19 – an Additional Participation Worker has been recently appointed into the LA providing additional capacity to progress this area. 20.8.19 – young people were consulted on the development of the annual YJB plan

	Consider developing a more appropriate drop in location for young people	Head of Education and Family Support	September 2019	Green	<p>31.7.19 - An alternative venue which would be more appropriate for young people has been identified. Group Manager for Integrated Working and Family Support will progress if this venue is viable.</p> <p>20.8.19 – various options are being considered to provide a ‘front door’ for the service</p>
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