

Appendix 1

Bridgend County Borough Council Bridgend Youth Justice Service (YJS) – Improvement Plan

October 2020

Shown below is the improvement/action plan that has been developed in response to the full joint inspection by HM Inspectorate of Probation. In addition, the plan includes operational priorities identified by staff within the Bridgend Youth Justice service and areas for development identified by the National Standards Self-Assessment 2019-2020.

All actions and recommendations that have been completed have been removed to ensure focus remains on outstanding actions and identified areas for development. However, these recommendations and activities are archived in a separate document and are available on request.

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

Improvement plan

RAG Code	Definition
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
3. Develop effective oversight of the service's work and effective challenge to partners	Agree a robust and meaningful performance framework to allow the management board to hold the service to account including staff sickness data.	Bridgend Youth Justice Service Management Board	September 2019	Green	16.9.20 – It is felt that a robust framework is in place to allow the management board to hold the service to account. Whilst the performance framework will evolve to meet emerging needs the management board are asked to confirm whether the framework is fit for purpose at this point in time.

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.	Complete skills audit of YJS staff and board members	Service Managers	September 2019	Red	<p>16.9.20 – A presentation outlining the journey of the child to be made to the Management Board at the November meeting.</p> <p>25.8.20 – Staff audit complete and training/development plans in place. Management board members were requested to complete a skills audit which was circulated on 22.6.20 and 10 were returned. Based on the returned submissions a training/development plan is being put in place for board members.</p> <p>Staff audit complete and</p>

					training plan in place
--	--	--	--	--	------------------------

Director of Bridgend Children's Services should:

Recommendation	Action	Who	Target date	RAG code	Progress Update
Improve the quality of assessments and risk management processes	Ensure risk is appropriately assessed and schedule risk assessment training for all YJS staff	Service Managers	September 2019	Green	<p>16.9.20 – Lead Practitioners to develop guides for assessing risk of harm, safety and wellbeing and thresholds for assessments by end of October 2020.</p> <p>25.8.20. Virtual refresher training to be offered to relevant staff on 8, 22 and 29 September 2020.</p> <p>Management oversight and appropriate challenge in</p>

					place.
	Ensure plans developed meet the needs of young people and there is no drift in respect of support offered to children and young people who become involved with the service	Lead Practitioners	March 2021	Green	<p>16.9.20 – Prevention Co-ordinator has developed a review process for bureau interventions. Lead Practitioners to review the process for statutory interventions to ensure reviews are incorporated by the end of October. To be rolled out to staff in November.</p> <p>25.8.20 - Feedback from young people open to the service as 31.5.20 is included in section 3 of the performance framework which has been shared with the management board.</p>
	To improve the analysis and action planning to tackle any disproportionality	Lead Practitioners	March 2021	Green	<p>16.9.20 – Data around gender, ethnicity, offences and type of disposal received over a three year period have been analysed. The findings will be presented to the management board at the October meeting</p> <p>25.8.20 - This work continues to be progressed as part of the quality</p>

					assurance framework.
	Develop an agreed model of intervention	Service Managers	September 2019	Red	<p>16.9.20 – This will be an ongoing piece of work around driving practice, improving assessments and care planning.</p> <p>25.8.20 – Work commenced and task and finish groups conducted. Work has been delivered to staff around the integrated family support services model and use of motivational interviewing and solution focused brief therapy. Further work being undertaken around developing other interventions within the service. This will be an ongoing process.</p> <p>Consideration to be given by the management board as to whether this action can be archived.</p>
The local authority education services should:					
Recommendation	Action	Who	Target date	RAG code	Progress Update

<p>13. Develop a literacy and numeracy strategy to support children and young people to develop these skills to improve the chances of desistance.</p>	<p>Develop and agree appropriate strategies</p>	<p>Service Managers</p>	<p>July 2019</p>	<p>Red</p>	<p>16.9.20 – DW to map process linking in with the Education Engagement Team of the Directorate. Consultation has commenced with aim of creating new post within Education Engagement team and ensure support in place for learners open to YJS.</p> <p>25.8.20 – Work ongoing to identify and map the level of literacy and numeracy support and wider education offered to young people open to the service.</p>
--	---	-------------------------	------------------	-------------------	--

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>Increase opportunities for partnership working as identified in the self-assessment standard 1.</p>	<p>Schedule a workshop with relevant safeguarding and early help (EH) 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>Red</p>	<p>16.9.20 – An online event will be held in January with members from safeguarding teams, YJS, Early Help teams to raise awareness of roles, responsibilities and increase opportunities for joint working.</p> <p>25.8.20 – Dates that were scheduled for April 2020 to meet with operational children social care colleagues and wider teams were cancelled due to COVID.</p> <p>These will be re-scheduled in due course.</p> <p>However, regular supervision and personal development plans in place for the service.</p>
--	--	-------------------------	--------------------	-------------------	--

Participation and victim satisfaction	Ensure victim satisfaction feedback is collated and reviewed by service managers	Prevention Coordinator	August 2019	Red	<p>16.9.20 – Victim Officer to attend Management Board meeting in October to outline her role and provide feedback on victim satisfaction. Victim data to be incorporated into the performance framework.</p> <p>25.8.20 – Due to the relatively low numbers of feedback questionnaires returned, a review of both the content (simplified) and means of circulating (now via email) has taken place. Since 'lockdown', 11 questionnaires have been circulated but the response rate (one) has been disappointing. More work will be actioned with a view to more pro-actively engaging with victims. Future updates (quantitative and qualitative) will be built into the performance management framework.</p>
---------------------------------------	--	------------------------	-------------	------------	--

	Establish a children/young people's participation group	Service Managers	September 2019	Green	<p>16.9.20 – Information gathered from children and young people by the Participation Workers has been incorporated into the Quality Assurance Framework and will be reported to the board bi-annually.</p> <p>Lead Practitioners in the process of developing feedback forms for children, young people and parents/carers by October 2020.</p> <p>25.8.20 - See feedback from young people in section 3 of the performance framework circulated to the board.</p>
	Leaflets to be developed and shared with children, young people and families who become involved with the service. As identified in self-assessment Standard 2.	Lead Practitioners	Sept 2020	Green	<p>16.9.20 – Leaflets have been completed.</p> <p>25.8.20 - This work is in progress and draft leaflets will be available for the next board meeting in October</p>

	Consider developing a more appropriate drop in location for young people	Head of Education and Family Support	September 2019	Red	<p>16.9.20 – Board members are asked to identify/agree (a) an interim drop in location for young people and (b) whether Ravens Court remains a viable option in the medium to long term</p> <p>25.8.20 – The move to Ravens Court has been delayed due to the pandemic. Plans will be re-instated once safe to do so. This was also identified as an area for development within the self-assessment (standard 1).</p>
--	--	--------------------------------------	----------------	------------	--

Additional areas for development identified by National Standards Self-Assessment 2019-2020

RAG Code	Definition
Green	Action on target
Amber	Action off target
Red	Action overdue

Area for development	Action	By Who	Target Date	RAG	Progress Update
Standard 1 – Out of Court Disposals					
Develop restorative approaches training within schools following an increase in request	Lead Practitioners along with Prevention Co-ordinator to develop an offer to schools in the restorative approaches model.	Lead Practitioner sand Prevention Co-ordinator	March 2021	Green	16.9.20 - Develop a process for schools to request support for RA. Overview to be provided to schools with: <ul style="list-style-type: none"> • What RA is • How RA can be implemented within schools • Commitment in respect of training requirements.
Review the effectiveness of Police Restorative Justice Disposals and the impact of the Knife Crime Programme	South Wales Police (SWP) alongside YJS to review how police restorative justice disposals are delivered and what impact they have on young people.	SWP/YJS	March 2021	Green	16.9.20 – A process is almost finalised and will be completed by end of October 2020 to highlight clearly how the Police and YJS Police officer will work together

Area for development	Action	By Who	Target Date	RAG	Progress Update
	<p>SWP alongside YJS to review the delivery of the knife programme and impact on young people.</p> <p>Report to be provided to Management Board on both areas by March 2021</p>	<p>SWP/YJS</p> <p>SWP/YJS</p>			<p>in the delivery of Restorative Justice.</p> <p>16.9.20 - The Police Officer within the YJS has developed worksheets and activities that can be delivered to young people around the risks of this offending behaviour. This work can be delivered when required to do so.</p>
Create an Out of Court Disposal (OCD) Scrutiny Panel to ensure consistency of approach to interventions	Police and Crime Commissioner's office, SWP and YJS to consider how an OCD panel could be implemented.	PCC and SWP	March 2021	Green	16.9.20 – Meeting has been arranged for 18 October 2020 with PCC and Safer Wales to review support and interventions available
Ensure there is good multiagency representation at risk management panels and actions as to how risk are managed are clearly recorded and progressed	Guidance to be written and clear to demonstrate how risk management in relation to safety and wellbeing is managed and shared across partners.	Lead Practitioners	December 2020	Green	16.9.20 – Lead Practitioners to complete guidance by end of October 2020.
Create a resource of Volunteer Mentors to support young people who become known to the service	Prevention Co-ordinator and Reparation Worker to increase and train volunteer pool who can safely and effectively support young	Prevention Co-ordinator	March 2021	Green	16.9.20 - A recruitment drive was undertaken in February where a number of volunteers were recruited.

Area for development	Action	By Who	Target Date	RAG	Progress Update
	people who become known to the service.				However, with the impact of COVID, the ability to deliver some of the training for volunteers was affected and some of those volunteers are no longer available to assist. However, a number are still keen to support the YJS and the service will continue to work with these volunteers in respect of Referral Order panels. A further recruitment drive will take place in the new year.
Standard 2 – At Court – Strategic Self-Assessment					
Ensure that specialist support is offered to young people in a timely way	A preferred provider list to be created and shared with the courts so there are opportunities to identify the best possible specialists that can ensure good quality assessment is conducted.	Children Social Care/Lead Practitioners	September 2020	Green	16.9.20 Bridgend legal department has advised that there is no specific provider list however, they will assist the YJS should the need for a specialist assessment be required.
Ensure there is no justice by geography, interventions offered via an OOCd in other local areas need to be replicated across regions	SWP to explore interventions and actions undertaken in other forces to ensure that children residing in Bridgend have the same opportunities	SWP	March 2021	Green	16.9.20 - DW to follow up with SWP.

Area for development	Action	By Who	Target Date	RAG	Progress Update
	as others.				
To gain feedback from the courts in respect of the quality of support offered to young people that assists the courts in making sound decisions.	Court feedback form developed and to be issued after submission of reports to the court.	Courts/YJS	March 2021	Green	16.9.20 - This has been implemented and forms that are being returned from courts are being held centrally on the children's records.
Standard 4 – In Secure Settings – Strategic					
Service quality					
To review understanding of the role and responsibilities of management board members to ensure appropriate challenge is offered to the service.	YJB to undertake a review similar to that completed in January 2020	YJB	Sept 2020	Amber	16.9.20 – YJB will conduct a brief review of progress w/b 23 November 2020. This work will review current policies, procedures, short staff interview and observations on practice to comment on any changes noted since the review undertaken in January 2020
Standard 4 – In Secure Setting - Operational					
Communication and information sharing					
To make sure that communications and information exchange, through use of the Youth Justice Application Framework (YJAF), are in	For Lead Practitioners to familiarise themselves with the YJAF system and develop their knowledge of this by working closely with YCS and YJB	Lead Practitioner/YJB/YCS	March 2021	Amber	16.9.20 – Lead Practitioners to link with YJB to discuss further. Meeting to be held to understand roles and responsibilities in more detail.

Area for development	Action	By Who	Target Date	RAG	Progress Update
line with Youth Custody Service requirements.					