



## **SCRUTINY COMMITTEE REPORT**

Date Written	10 <sup>th</sup> July 2017
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Service Area	Youth Offending Service
Committee Date	24 <sup>th</sup> July 2018

*To: Chair, Ladies and Gentlemen*

### **Youth Offending Service – Inspection Action Plan**

#### **1.0 SUMMARY OF THE REPORT**

1.1 The purpose of this report is to update members on the work being undertaken to address identified areas for improvement following a HMIP Full Joint Inspection of Cwm Taf Youth Offending Service (YOS), which took place in March 2017. The findings of the Inspection were published in July 2017, and a number of actions were set out by YOS Management which became central to the 2017/18 Youth Justice Plan.

#### **2.0 RECOMMENDATION(S)**

2.1 It is recommended that members:

2.3 That Scrutiny Committee receive this update reports in order to be satisfied of the progress and improvements being made as a result of the improvement action plan.

#### **3.0 INTRODUCTION AND BACKGROUND**

3.1 Cwm Taf Youth Offending Service is a statutory partnership legislated by the Crime and Disorder Act 1998 and provides services across Rhondda Cynon Taf and Merthyr Tydfil. The two local authority YOS areas merged to form Cwm Taf YOS in October 2014. The aim of the service is to prevent offending and re-offending of children and young people. The statutory partners to the service are South Wales Police, Cwm Taf University Health Board, HM Prison and Probation Service and the local authority areas of Rhondda Cynon Taf and Merthyr Tydfil, all of whom provide financial and staffing contributions to the Youth Offending Service. The Youth

Offending Service also attracts external grant funding from the Youth Justice Board, Welsh Government and the Office of the Police and Crime Commissioner.

- 3.2 Overall governance is facilitated by a Cwm Taf Offender Management Board which consists of all statutory partner agencies and other agencies/organisations as deemed appropriate by the board (e.g. housing, substance misuse agencies). The board meets quarterly to hold the service to account, examine performance development and to monitor the delivery of the service.
- 3.3 In addition to the scrutiny provided via the Offender Management Board, the Youth Offending Service reports its performance on a quarterly basis to the Youth Justice Board and is also subject to an inspection regime carried out by Her Majesty's Inspectorate of Probation (HMIP). As mentioned in the summary, it is this inspection in March 2017 that forms the background to this report.
- 3.4 The Youth Offending Service consists of two levels of provision aimed at delivering services focussing on preventing young people from entering the criminal justice system and statutory services for young people once they have become involved in the criminal justice system as a result of decisions made by the Law Courts. As the preventative functions of the YOS are not legislated or regulated, the Full Joint Inspection was primarily focussed on the statutory provision of the service. However, it should be acknowledged that over a number of years a significant proportion of YOS business is carried out within the prevention arena, which has no doubt impacted positively on reducing the numbers of first time entrants (FTE's) to the statutory element of the Youth Justice System.

## **4.0 WHERE WE WERE**

- 4.1 The Full Joint Inspection report (**see link in background papers section**) formed judgements and subsequently scored against the effectiveness of the YOS in the following six key areas:
  - **Reducing re-offending**
  - **Protecting the public**
  - **Protecting children and young people**
  - **Making sure the sentence is served**
  - **Governance and partnerships**
  - **Interventions to reduce reoffending**
- 4.2 Each area was marked within a scale of one to four stars corresponding to:
  1. **poor**
  2. **unsatisfactory**
  3. **satisfactory**
  4. **good**
- 4.3 The report was published on 5<sup>th</sup> July 2017 where the following judgements against the key areas were made:



4.4 In summary, the following key recommendations were made

1. strategic planning should be informed by the commissioning, and effective evaluation of, a needs analysis to identify the needs of the cohort, the staff and the business needs of the YOS as a whole (YOS Management Board)
2. work should be undertaken to secure suitable and sustainable accommodation for children and young people (YOS Management Board)
3. routine intelligence sharing between the police and the YOS should make sure that case managers receive timely information about all children and young people who are arrested (South Wales Constabulary and YOS manager)
4. joint working with children's services and information sharing at case level should be consistent (YOS manager and Directors of Children's Services)
5. case management practice should be of good quality, driven by thorough investigation by case managers and fully utilising the AssetPlus assessment and planning system (YOS manager)
6. there should be a structured and consistent approach, based on good practice, to the provision and use of interventions intended to reduce offending (YOS manager)."

4.5 Although it was acknowledged that the Board provided a good base for supporting the YOS to meet its priorities, there was no overarching strategy that was informed by a full understanding of the needs of those young people who are known to the service.

4.6 Furthermore, although there was good evidence of partnership working, the provision of health services generally and in particular Child and Adolescent Mental Health Services (CAMHS) was poor.

4.7 The Offender Management Board has since met on a number of occasions to monitor the improvement plan, and held a YOS Development Day during November 2017 to focus on its roles and responsibilities with attention to **Governance and Partnerships**, deemed (as noted in the chart above) to be 'ineffective' by the Inspectorate.

4.8 The report also highlighted areas of good practice that existed within the Youth Offending Service, which are evidenced throughout the report with particular

reference being made to the level of engagement between the YOS and service users, restorative justice and the work carried out with victims and young people.

- 4.9 Overall, the judgements of the inspection process presented a balanced picture of the service with clear indicators of areas across the service that required developing or further attention. To this end the YOS submitted (approved by HMI Probation), an improvement plan (**attached**) on 26<sup>th</sup> July 2017 with defined timescales for review and oversight being provided via the Offender Management Board and Youth Justice Board Wales.

## **5.0 WHERE WE ARE NOW**

- 5.1 The post inspection improvement plan accompanies this report at Appendix 1.

In relation to some of the main findings highlighted in 4.5 and 4.6, the YOS has made steps to address the issues and this work is continually in progress. For example, in June last year, the YOS took the opportunity to form a Resource Group made up of practitioners at all levels and which was chaired by the Deputy Manager. To date, this group has taken on the challenge of identifying and redeveloping all existing resources used by the YOS and has created a comprehensive resource file for use within our interventions to reduce offending.

- 5.2 Regarding health provision, YOS staff initiated discussion with colleagues from health to ensure that health provision was effective, and initially in 2017, arrangements were in place to receive a service from CAMHS that met the needs of the YOS. Although these arrangements worked well for a period of time, more recently, the Offender Manager Board have raised concerns regarding the current quality of the service provided. As such, a recent meeting was held between YOS and CAMHS to resolve the issues, and a new YOS/CAMHS Pathway is currently in draft with full implementation due by end of July this year. The Chairs of the Cwm Taf Offender Management Board have asked for future assurances that the new arrangements are effectively monitored and reported back to Board.

## **6.0 WHERE WE WANT TO BE**

- 6.1 The YOS seeks to make continuous progress against the inspection improvement plan to address all of the recommendations set out in the Full Joint Inspection report. Notably, the two areas highlighted in 4.5 & 4.6 will require continuous monitoring, and the further challenge for YOS is to ensure that the sharing of best practice, and the evaluation of our work is routinely embedded into our quality assurance processes, informed by the young people, parents and the victims of youth crime that use our services.

- 6.2 The YOS uses the Viewpoint data system to capture the views of our cohorts, and it will be the collation of the feedback we receive that, to a large extent, will inform the future development of Youth Offending Service work.

## 7.0 WHAT WE NEED TO DO NEXT

7.1 Members should be advised that the Youth Justice System is currently under review both nationally and regionally, and the Youth Justice Board (YJB) for England and Wales have set out their priorities within the recently published YJB Strategy. The YJB Regional member for Wales has now drafted a 'Blueprint' for Wales in relation to Youth Justice, with a focus on the targeting and alignment of prevention services alongside partner agencies. The outcome of this work and the risks associated with changes to grant funding in the next financial year (19/20) will need to be monitored closely to ensure that Cwm Taf YOS is able to deliver its service effectively. These issues will be further outlined in our Youth Justice Plan 2018/19 due for completion at the end of July.

## 8.0 CONTRIBUTION TO WELLBEING OBJECTIVES

8.1 The overall work of the Youth Offending Service and the post inspection improvement plan contributes to the following Wellbeing Objective:  
Objective 1 Thriving Communities - to promote safe, confident, strong and thriving communities.

**LISA CURTIS JONES**  
**CHIEF OFFICER (SOCIAL SERVICES)**

**COUNCILLOR DAVID HUGHES**  
**CABINET MEMBER FOR**  
**SOCIAL SERVICES**

<b>BACKGROUND PAPERS</b>		
<b>Title of Document(s)</b>	<b>Date</b>	<b>Document Location</b>
Full Joint Inspection of Youth Offending Work in Cwm Taf.  Youth Justice Plans 2017/18 & 2018/19	July 2017	<a href="https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2017/07/Cwm-Taf-FJI-report.pdf">https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2017/07/Cwm-Taf-FJI-report.pdf</a>  Readily available within the Youth Offending Service.
<b>Does the report contain any issue that may impact the Council's Constitution?</b>		<b>NO</b>

## Appendix 1.



# Cwm Taf Youth Offending Service Post inspection Improvement Plan

Over Arching Theme	Specific actions	Owner	Monitoring process	Date of Completion	RAG Status
Strategic planning should be informed by the commissioning, and effective evaluation, of a needs analysis to identify the needs of the cohort, the staff and the business needs of the YOS as a whole. (YOS Management Board)	<ul style="list-style-type: none"> <li>Provide greater analysis to management board of YOS data set, relating particularly to WDIs (ETE, Accommodation, CAMHS provision, Substance misuse).</li> </ul>	JOB	Quarterly YOS Management Board meetings (schedule established to June 2018).  Oversight from YJB.	December 2017	Green
	<ul style="list-style-type: none"> <li>Develop quarterly report with an outcome focus and specific case examples for YOS MB.</li> </ul>	JOB, PW		December 2017	Green
	<ul style="list-style-type: none"> <li>Align and develop the functions of the YOS MB and local IOM board so as to have greater focus on longer term re-offending.</li> </ul>	GI, GC		September 2017 (ongoing)	Yellow
	<ul style="list-style-type: none"> <li>Utilise YJB to support development of Management Board.</li> </ul>	JOB		March 2018	Yellow
	<ul style="list-style-type: none"> <li>Advocate for greater provision / access to services from identified agencies, based upon needs analysis of data. (CAMHS, SALT)</li> </ul>	JOB, GI, GC		March 2018 (Ongoing)	Yellow
Work should be undertaken to secure suitable and sustainable accommodation for children and young people (YOS Management Board)	<ul style="list-style-type: none"> <li>YOS to contribute to practice solutions review taking place across RCT.</li> </ul>	JOB	Fortnightly YOS Management Team meetings.  WDI Quarterly returns.	Within CS timescales.	Green
	<ul style="list-style-type: none"> <li>YOS, children's services and housing providers to review working protocol.</li> </ul>	EW		October 2017	Green
	<ul style="list-style-type: none"> <li>YOS Ops Manager to be given specific responsibility for monitoring of accommodation in line with Welsh Devolved Indicators.</li> </ul>	EW		July 2017	Green
	<ul style="list-style-type: none"> <li>B and B accommodation for individuals to be discussed and quality assured as a standing item within LAC QA meetings in RCT.</li> </ul>	JOB		May 2017	Green
	<ul style="list-style-type: none"> <li>Thematic inspection on accommodation needs of 16/17 year olds to be report to Corporate parenting board.</li> </ul>	JOB		June 2017	Green

Over Arching Theme	Specific actions	Owner	Monitoring process	Date of Completion	RAG Status
Routine intelligence sharing between the police and the YOS should make sure that case managers receive timely information about all children and young people who are arrested (South Wales Constabulary and YOS Manager)	<ul style="list-style-type: none"> <li>YOS to review internal Risk management policy and streamline risk management processes within the service.</li> </ul>	JOB, LL	Fortnightly YOS Management team meetings.  All YOS development sessions.	November 2017	
	<ul style="list-style-type: none"> <li>YOS to continue to utilise seconded police officers to share relevant information and to access information relating to missing YPs.</li> </ul>	CM, AI		Complete	
	<ul style="list-style-type: none"> <li>YOS to continue to utilise police officers, on a daily basis, to access relevant police systems</li> </ul>	CM, AI		Complete	
	<ul style="list-style-type: none"> <li>Complete an awareness raising session for staff re the Missing Persons Protocol so all are aware of their responsibilities for mispers (SW)</li> </ul>	JOB, SW		October 2017 (ongoing)	
	<ul style="list-style-type: none"> <li>All Case Managers / Ops Managers and YOS Police Officers to undertake the 4 pillar MAPPA Training in Sept 2017.</li> </ul>	JOB, SW		September 2017	
Joint working with children's services and information sharing at case level should be consistent (YOS Manager and Children's Social Care Directors)	<ul style="list-style-type: none"> <li>Review the working protocol, ensuring that there is a focus group with practitioners who are involved in regular information exchange with the YOS.</li> </ul>	JOB, AL, AB, EW.	YOS Management team meetings	November 2017	
	<ul style="list-style-type: none"> <li>Ensure that YOS items are a standing agenda item for each authorities' staff meetings and management meetings.</li> </ul>	JOB, AL, AB	CSMT	September 2017 (ongoing)	
Case management practice should be of good quality, driven by thorough investigation by case managers and fully utilising the	<ul style="list-style-type: none"> <li>Utilise external assetplus training provider for ongoing development and training within the service.</li> </ul>	JOB, SW	YOS Management team meetings	September 2017	
	<ul style="list-style-type: none"> <li>Ops Manager to lead on continuation of specific workshops and refresher training for Assetplus within the YOS. (timetable of sessions established for 12 months).</li> </ul>	SW		June 2018	

Over Arching Theme	Specific actions	Owner	Monitoring process	Date of Completion	RAG Status
Assetplus assessment and planning system (YOS Manager)	<ul style="list-style-type: none"> <li>Pilot the contributor function of AssetPlus (for ETE / Subs Misuse) to ensure that specialists are able to contribute to the assessment.</li> </ul>	Ops Managers	Asset+ review meetings	November 2017	
	<ul style="list-style-type: none"> <li>Assetplus effectiveness and impact being reviewed by the University of South Wales.</li> </ul>	AI		June 2018 Ongoing – (report out in April)	
	<ul style="list-style-type: none"> <li>YOS to review the Codes of Practice document in order to ensure consistent practice across the service.</li> </ul>	Ops Managers	Referral Order training calendar	October 2017	
	<ul style="list-style-type: none"> <li>Referral order panel member training in ECM and planning using PCP approach?</li> </ul>	CM, EW		October 2017 (ongoing)	
	<ul style="list-style-type: none"> <li>YOS Health Visitors to screen all young people from Referral Order upwards to ensure that all statutory young people in need of a health assessment receive one.</li> </ul>	JOB, SW		Local Health board meetings	September 2017
<b>Other Interventions</b>	<ul style="list-style-type: none"> <li>Establish working group to review and compile resource directory and guidance.</li> </ul>	LL	YOS Management team meetings	February 2017	Ongoing
	<ul style="list-style-type: none"> <li>Develop and review viewpoint questionnaires in order to effectively gauge and score service user and contribute to evaluation and effectiveness of programmes.</li> </ul>	LL	Viewpoint review meetings	April 2018	Ongoing
	<ul style="list-style-type: none"> <li>Review, develop and re-launch the modular programme within the service.</li> </ul>	Ops Managers	YOS Management team meetings	February 2018 (still to be launched)	Ongoing
	<ul style="list-style-type: none"> <li>YOS to develop Enhanced Case Management model of intervention in conjunction with YJB.</li> </ul>	JOB	YOS Management team meetings. YJB oversight.	April 2018	
Quality Assurance	<ul style="list-style-type: none"> <li>Review QA format for Pre Sentence reports (and other report formats)</li> </ul>	LL	YOS	October 2017	

Over Arching Theme	Specific actions	Owner	Monitoring process	Date of Completion	RAG Status
	<ul style="list-style-type: none"> <li>Raise awareness of YJB Case Management Guidance amongst staff via supervision and team meetings.</li> </ul>	JOB, Ops managers	Management Team meetings.	August 2017	Green
	<ul style="list-style-type: none"> <li>Develop scrutiny panel for Out of Court Disposal reports and outcomes.</li> </ul>	JOB	Quality Assurance group meeting	October 2017 (ongoing)	Yellow
	<ul style="list-style-type: none"> <li>Review supervision (1:1) agenda to ensure greater focus on QA.</li> </ul>	LL		September 2017	Green

**Compiled on 26<sup>th</sup> July 2017**

**Formal review scheduled for:**

**6<sup>th</sup> September 2017 – completed on 5<sup>th</sup> September 2017**

**6<sup>th</sup> December 2017 – completed 6<sup>th</sup> December 2017**

**7<sup>th</sup> March 2018 – completed 13<sup>th</sup> March**

**29<sup>th</sup> June 2018 – partly agenda'd (CAMHS service discussed)**

**21<sup>st</sup> September 2018 –**

**7<sup>th</sup> December 2018 -**