Children’s Services Statement:
‘Children in Swindon have the best start in life and grow up in supportive, confident and resilient families and communities’.

YOT Statement:
‘Children and young people who have offended, or are at risk of offending, will be offered the opportunities and support they need to become valued and productive members of our community and to repair the harm that they have caused’.

RESTORATIVE YOUTH SERVICES PLAN
2018-19
Foreword

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2. Structure and Governance
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1. FOREWORD

1.1 This is my first Swindon RYS/ Youth Justice Plan, as I took over the DCS post in Swindon from my predecessor in July 2017. I remain confident in the ability of all the services in RYS - the Youth Offending Team, the U-Turn Substance Misuse Service, the On Trak Youth Counselling Service and the RESPECT programme - to deliver against their key priorities in spite of the continuing challenges associated with the youth justice and social care landscape. Moreover, I welcome recent developments in enhancing the scope of RYS by the evidenced success of the RESPECT programme and the drive to mainstream the co-ordination of working with sexually harmful behaviours within YOT. This accords with my vision for the wider Children’s Services in Swindon entitled ‘One Children’s Service; consistently good every day’ and I am keen to ensure the YOT (and RYS) play their part in achieving this.

1.2 My role, and those of my colleagues on the YOT Management Board, has been to support the team as well as seek greater efficiencies and hold them to account. 2017 was characterised by a continuing scrutiny of performance based on qualitative data (including case studies) as well as inputs from specialists on the Board. In order to check that the progress outlined in the YOT Improvement Action Plan post their HMIP Inspection in 2015, I have tasked the Service Manager with applying for a Sector Led Peer Review which will provide independent audit and scrutiny of the work and performance of both the YOT and the Management Board. The team’s response to these challenges has been positive and is reflected in evidence of good outcomes for young people, sustained improvement on a range of key indicators, and the drive and ambition to embrace innovation in practice, of which the use of social media platforms, resources aimed at reducing inter-familial violence in the home and better access to speech and language specialists are excellent examples. All of this and more is monitored and evidenced by regular performance data which is scrutinised not just by the YJB, but the YOT Management Board and other partners.

1.3 The lead up to this year’s Plan was characterised by continuing pressures from central government, continuing uncertainty on the back of the Taylor Review and cuts in public funding, as well as some inflationary increases making it impossible to set a budget without a fundamental review of staffing levels within the team, challenges which the Board and Service met with a positive ‘can do’ attitude and a determination to get it right for children and young people. Ensuring that the key funding partners meet their statutory obligations to resource RYS beyond 2018/19 will be a key priority of the Board, in addition to overseeing completion of the YOT’s Peer Review and the drive to keep vulnerable young people safe from harm, abuse, criminal, sexual or other exploitation, radicalisation, domestic abuse and substance misuse.

1.4 Encompassed within this Plan is an outline of the coming year’s strategy, performance and priorities, including those which build on the services strong reputation for effective partnership working and a dedicated bank of willing volunteers underpinning the skills, knowledge and experience of the paid workforce. I am pleased to report that the Plan for 2018/19 has the full confidence of the YOT Board and focuses robustly on key areas of performance and development and maintaining the confidence of recipients of the various services as well as the wider partnerships and public.

David Haley
Corporate Director of Children’s Services, Swindon Borough Council
Chair of the Swindon Youth Offending Team Management Board
1. **INTRODUCTION**

1.1 ‘Restorative Youth Services’, the collective term for the services that comprise of Swindon Youth Offending Team, U Turn Substance Misuse Service, On Trak Youth Counselling Service and the RESPECT programme are well placed to meet the Local Authority’s drive to greater localism and accountability under the strategic direction of the Swindon Programme. Under this initiative the Council seeks to change the way it operates as a public service, distinguishing between delivery and commissioning but promoting greater cooperation and efficiency via the ‘Swindon Programme’ delivery plan. Restorative Youth Services will play a crucial role in supporting their strategic aims for a strong, safe community where fear of crime is low and where there is a strong sense of civic pride in making Swindon ‘a great place to live and work’. These aims also recognise that the population is becoming more diverse and is forecast to grow from 186,600 in 2007 to 250,000 by 2030. The inequalities for some in the Criminal Justice system were highlighted in the Lammy Review and RYS (YOT) is cognisant of this and strives to ensure fairness and equality of access, treatment and provision for all children and young people it works with. Although the town is recognised for creating an environment for good economic growth, there still remain areas of inequality and deprivation with low aspirations and attainment and this remains a significant challenge, as well as an opportunity to encourage local people to become more self-reliant and participate in decisions affecting their lives. In order to meet some of the challenges going forward, we have increased our scope and remit to include adolescent to parental/ carer domestic abuse and to lead a Borough wide drive to widen the skills set of colleagues outside of YOT in order to be able to work in a multi-agency way with children and young people who display sexually harmful behaviours (SHB) We have achieved this by taking on the co-ordination of assessments and interventions Borough wide in the YOT (the YOT Operations Manager creating and co-ordinating a ‘virtual’ team able to work with such behaviours).

1.2 There are many factors, nationally and locally influencing this Plan. The Taylor Review of Youth Justice in England and Wales has resulted in small but significant changes to the scope and direction of YOTs which remain to be fully understood and worked through as they continue to emerge and develop (the most immediate impacts are on the youth custodial estate and associated need for multi-agency working). The team continues to enjoy the confidence of the YOT Board currently chaired by the Corporate Director of Children’s Services, and fully supported by the wider partnership of statutory bodies and other key agency representatives. The quarterly meetings reflect an effective Board able to hold the YOT to account, using an ambitious post 2015 Inspection Action Plan as a base which has delivered important and influential changes in service delivery. The Board is also fully aware of the risks to service delivery, with an updated Risk Register forming part of the Board’s quarterly discussions. There have continued to be national and local funding reductions and pressures which has resulted in a YOT redesign and re-organisation which, with Board oversight and approval, has seen front line services protected whilst wider functions (performance reporting and business functions) are absorbed into wider Borough faculties. The wholesale change to our case management system (to ASSET Plus) has fundamentally changed the way we assess and plan for working with young people and has been challenging in terms of its implementation and in particular the quality assurance functions; however we have embraced this, recognising that any increase in the requirement for management oversight is in keeping with our post inspection action planning and strategy. We continue to drive towards more use of restorative justice/ approaches and continue to work in partnership with the OPCC led ‘Restorative Together’ initiative. The Swindon YOT Service Manager currently chairs this multi-agency partnership group. We have maintained a continued focus on Performance reporting and Quality Assurance, First Time Entrants, use of Custody, innovation and ensuring good quality service delivery going forward and are determined in part to innovate according to locally emerging issues and trends. Foremost in this is the partnership work around Knife Crime and the development of a pan-Wiltshire Restorative Youth Interventions Board both of which are as a result of increased challenge and scrutiny in response to emergent trends. In keeping with this we have mainstreamed a groupwork programme for working (differently) with young girls and women in the youth justice system (‘GIRLS’ group) as well as a bespoke programme for BAME young people (‘Young Routes group’). We continue to run a Junior Attendance Centre (known locally as the Youth Justice Centre) which delivers flexible interventions which most recently was influenced by acknowledged local increased trends in offences involving possession of weapons and domestic burglary. As innovation is key to our approach, we are constantly seeking out new ways of working with Children, Young People and their families. We launched an SBC website; ‘the Dock’
The first Borough wide website created by young people, for young people which seeks to give wide ranging and diverse information and signposting to a wide range of services (including those in RYS) but also allowing for improved and ‘near time’ responses to enquiries and issues. In order to enhance the reach and content of the website as well as the use of social media more widely we have also employed a young person as the RYS Digital Marketing Apprentice.

We are committed to playing our part in achieving our new Corporate Director of Children’s Services vision of ‘One Children’s Service; consistently good every day’ and seek all and every opportunity to more better and work collaboratively with our wider Children’s Service teams and colleagues; contributing to the work, planning and interventions that they deliver on a daily basis.

This Plan acknowledges YOT performance to date in each of the key areas associated with prevention, reoffending and custody as well as making the best use of the synergy between the teams that make up Restorative Youth Services, as well as with key partners such as Children’s Services, Community Safety Partnerships and other criminal justice partners. YOT and wider performance data is routinely reported to and scrutinised by the YOT Board, highlighting important trends including: the use of our community disposals, a smaller but more complex and risky/vulnerable cohort of young people subject to Court ordered interventions, and continued and ongoing focus upon children who are Looked After or BAME (influenced and informed by the Lammy Review). In addition the YOT continues to equip staff for supporting the Government’s agenda around Serious Violence (Serious Violence Strategy) and managing extremism for under 18s. (Prevention of Extremism and CONTEST strategy). All RYS staff previously had WRAP 2 training specifically aimed at identifying young people at risk of radicalisation, though this requires to be refreshed and given to new joiners since 2017/18. The RYS and YOT Service Manager continues as a member of the Borough Council PREVENT Board as well as the Community Safety Partnership Board, The Local Safeguarding Children’s Board and the wider Wiltshire Criminal Justice Board.

U-Turn continues to see a positive shift away from Class A drug use by young people, but which has been replaced by increasing ‘poly drug’ use with predominant use of cannabis and alcohol. There was also a detected increase of the use of New Psychoactive Substances predominantly with the use of ‘spice’, though this trend has decreased following the reclassification of previously referred to ‘Legal Highs’.

On Trak has made inroads into decreasing waiting lists/times for young people to access counselling services but has seen an increase in referrals (monthly via GP or self-referral). Anxiety, self-esteem issues and mental health conditions such as depression continues to feature highly amongst the cohort of young people accessing the service and there has been a reported increase in self-harm; in part, but not exclusively, linked to ‘exam anxiety’. This has resulted in treatment times becoming longer. A positive developments has been On Trak’s participation in the Single Point of Access (SPA) with TaMHS colleagues; which seeks to ensure the right treatment is given to children and young people at the right time and to avoid becoming ‘lost’ in the wider mental health system.

The RESPECT Programme continues to evidence the need for this type of intervention and continues to deliver both one to one as well as groupwork programmes with Children, young people and their families around the DA agenda. Going forward, we hope to consider expanding the range and remit of this work as there is a demonstrable demand not only with the current cohort and waiting list, but potentially with even younger children (under 10’s; some of whom are also have ASC).

The Plan is underpinned by a highly motivated and trained workforce, as well as a high number of local volunteers. Going forward, with a reduced paid workforce, maintaining and imposing the skills and expertise base of the large cohort of volunteers working with Restorative Youth Services; working tirelessly with vulnerable young people and their families is of paramount importance. We are committed to a design to see ‘the right people, with the right skills in the right place at the right time’ – and this includes our valuable volunteer colleagues. Recognising their importance and value, we have recruited a dedicated part time volunteer co-
ordinator to maintain, enhance and expand their work and contribution going forward. RYS has been successful in maintaining its ‘Investor In Volunteers’ kitemark; which acknowledges the investment we make in this important area.

1.9 This plan provides the strategic and contextual setting ensuring our systems and processes are safe; that risk, vulnerability and safeguarding is assessed and well managed; that young people are rehabilitated; that victims have a say; and that our young people who come into contact with the justice system have every opportunity to become valued and productive members of the community. I am confident that we have the right model going forward to ensure staff and volunteers remain focused and stronger by virtue of the partnership formed by the teams that make up RYS.

1.10 Finally, the YOT invests in the work being done in my capacity as Service Manager to undertake scrutinies of YOT performance and practice elsewhere in England via the sector led Peer Review programme. These reviews enable me to bring back learning and best practice from elsewhere, and use this to Swindon’s advantage alongside other published data, including YOT Inspections and HMIP thematics and challenges driven by the YOT Board. This year I hope to capitalise upon this by not only participating in the programme, but by becoming the recipient of such activity via a Peer Review of Swindon YOT by senior colleagues from the Youth Justice sector.

For more information contact; Matt Bywater - RYS Service Manager mbywater@swindon.gov.uk or refer to the Council’s web site http://www.swindon.gov.uk/

2. STRUCTURE AND GOVERNANCE

2.1 Swindon Youth Offending Team is a multi-agency partnership comprising staff from Police, Probation, Education and the Local Authority Children’s Services. This is reflected in the composition of the YOT Management Board.

2.2 The role of Swindon YOT is to reduce offending by children and young people aged 10-17, and to have a preventative role in reducing the risks of offending, Anti-Social Behaviour, exclusion from school and risk of not being in employment/training/education (NEET), this includes ensuring young people are safeguarded.

2.3 The YOT Partnership works closely with young people and their parents/carers as well as the Courts, other Criminal Justice agencies, Social Care, Health agencies, and groups including the voluntary sector that support young people in order to deliver key outcomes; recognising the unique value and contribution that such young people make to society.

2.4 Swindon YOT Delivery and Strategy is integral to a number of partnership plans and strategies as follows;

- Swindon Children’s Strategic Partnership Board
- Wiltshire Criminal Justice Board Strategy 2018-19
- Swindon Community Safety Partnership Plan 2018 – 19
- Wiltshire and Swindon Police and Crime Commissioners Plan 2018 – 19
2.5 The above work is oversighted and governed by the Swindon YOT Management Board.

2.6 The Swindon YOT Management Board (the ‘YOT Board’) is responsible for the commissioning and delivery of work of the Swindon Youth Offending Team. The Board is chaired by the Corporate Director of Children’s Services in Swindon. The YOT Board is required to monitor the performance of the prevention of youth crime and ensure the delivery of statutory requirements at local level. This includes reducing the likelihood of reoffending by young people; and the risk of harm that they can pose to other people and themselves.

2.7 The YOT Board consists of senior members of the following partners: Swindon Borough Council; Corporate Director of Children’s Services (and YOT Board Chair), Head of Housing Services, Commissioning - Housing and Community Safety, Head of Education, Commissioner, Routes to Employment, Principal Officer Health and Wellbeing (Children and Families) and also includes the Cabinet Members for Childrens and Education Services and Housing and Public Safety, Swindon and Wiltshire Police and Crime Commissioner, Wiltshire Police Force, National Probation Service, CAMHS; Swindon Wiltshire & B&NES (Oxford Health), Swindon CCG, HM Courts and Tribunal Services. In addition Early Help, Finance and Performance (from Swindon Council), and the current Chair and Deputy Chair of the Wiltshire Youth Court Bench. The membership of the Board ensures that Swindon YOT is accountable, consistently delivers against agreed national and local targets / performance indicators, and contributes to wider Council and Pan –Wiltshire strategies regarding children and young people, crime and anti-social behaviour. The membership of the Board also ensures that it is well placed to discharge its duties as follows:-

- Securing and safeguarding the appropriate financial, estates, personnel, strategic planning, effective practice delivery and data management in accordance with national and local legislative and policies/procedures (in this, there is an expectation that partners will advocate for and prioritise appropriate leadership and resourcing for the YOT Partnership).
- Monitoring the performance of the YOT against key elements of effective practice, national and local targets; and Inspections to ensure continuous improvement.
- Ensuring that the work of the YOT is integrated into the Local Criminal Justice Board, MAPPA Strategic Management Board, Community Safety Partnership, Children’s Services Plan, Council Health and Wellbeing Scrutiny Board, Swindon Local Safeguarding Children’s Board, Victim and Witness Services and that across the multi-agency partnership there are clear lines of communication and accountability.
- Owning, contributing to and approving the Annual Youth Justice Strategic Plan prior to final submission to the Youth Justice Board.
- Ensuring that the Swindon Youth Offending Team is adequately and appropriately resourced to be able to deliver the annual Youth Justice Strategic Plan.
- Determining the overall financial and human resources of Swindon YOT to meet the requirements of the Youth Justice Strategic Plan (this includes commitments to the funding of the partnership funding both ‘in-kind’ and through direct contributions).
- Monitoring and ensuring that all YOT staff receive appropriate training and development opportunities in order to deliver best practice and outcomes.
Ensuring that core staffing is retained from the statutory partners and that the YOT continues to operate within a multi-agency model, and that systems are in place to maintain and recruit to relevant staff secondment opportunities.

Ensuring that Swindon YOT complies with, and meets all statutory frameworks and expectations, including (but not exclusively) the safeguarding of children responsibilities.

Ensuring that the work and development of Swindon YOT maintains a high profile within all partner agencies, though effective working together and marketing to improve public confidence and awareness in the Youth Justice System.

Ensuring that YOT is prepared for formal inspections and has effective internal quality assurance processes.

Supporting Swindon YOT in identifying and overcoming any potential barriers to effective multi-agency working and ensuring that partner agencies continue to make an effective contribution to delivery against key youth justice outcomes.

2.8 The Management Board meets quarterly and Minutes of Board meetings can be made available to non-Board members on request.

2.9 Swindon YOT is managed by the RYS Service Manager (also the de facto YOT Manager); reporting to the Assistant Director for Children’s Services who in turn reports to the Corporate Director for Children’s Services. Staff are based on the Ground Floor of Clarence House in the centre of the town, and respond to the needs of young people across the Borough; including in their own homes as well as those in the fortnightly Youth Courts in Swindon or in the daily County Remand Court in Swindon. YOT Police colleagues operate a weekly Swindon Crime Initiative Clinic in house which deals with those referred by Police for Youth Conditional Cautions, and Second Youth Cautions.

2.10 Swindon YOT benefits from the deployment of dedicated secondees including Police staff, Probation staff, an Education Welfare Officer and a Youth Engagement Worker for NEETs (Not in Employment, Education or Training) CAMHS (Child and Adolescent and Mental Health Services) worker, a Speech and Language Therapist and a Communications Worker. These members of staff enhance delivery by acting as the first point of contact within the YOT for any issue relating to the management of cases and access to services and also enables it to ensure effective and timely join up delivery through intervening earlier with young people at risk of committing crime or anti-social behaviour; or where such young people are themselves at risk through lifestyle choices; and the impact of adults on them in their environment.

2.11 The Swindon YOT Management Board meets on a quarterly basis to discharge its duties which are as follows:

- **Oversight of Practice and Performance** – through a regular quarterly YOT Managers report, analysis of performance information and feedback from specific service areas.

- **Monitoring Grant Conditions/Timely Submission of Data** – through a quarterly finance report and a risk register and action plan focussing on key improvements identified and through reports and updates linked to national thematic inspections, Critical Learning Reviews, and Serious Case Reviews.

- **Ensuring multi-agency and effective partnership working** – all members are signed up to a Partnership Agreement (Annex 1) and Managing Risk Procedures (Annex 3) As a result the Swindon YOT Management Board holds the partnership to account to ensure effective multi-agency working in ensuring that partner agencies make an effective contribution to delivering key Youth Justice outcomes in Swindon.
3. RESOURCES AND VALUE FOR MONEY

3.1 Youth Offending Team

Income and budgeted expenditure for 2018/19 is as follows:

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<thead>
<tr>
<th>Agency</th>
<th>Staffing costs</th>
<th>Contribution in kind</th>
<th>Other delegated funds</th>
<th>Total</th>
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<tbody>
<tr>
<td>Local Authority</td>
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<td>Police Service*</td>
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<td>National Probation Service</td>
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<td>Health Service</td>
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<td>£92,100.00</td>
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<tr>
<td>Police and Crime Commissioner*</td>
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<td>YJB Grants</td>
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<tr>
<td>Other</td>
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YOT BUDGET 2018/19

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<tr>
<td>Salaries (incl. contrib. to U-Turn)</td>
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<td>Equipment</td>
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<tr>
<td>Activity</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>£642,500.00</td>
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</tbody>
</table>

YJB GRANT 2018/19 BREAKDOWN

| Reducing use of Custody     | £79,565.00*   |
|                            | 1 F/T ISS Worker and 1 F/T Intensive Intervention & Remand Co-ordinator |
| Reducing Re-offending       | £107,475.00*  |
|                            | 3 F/T YOT Workers (incl Reparation and Unpaid work element) and 2 P/T YJC Workers |
| Reducing FTE's              | £25,810.00*   |
|                            | 1 P/T Speech & Language Therapist and 1 P/T Communications Worker |
|                             | £13,000.00    |
|                             | Contribution to U-Turn Young People's Substance Misuse Service |
| TOTAL                       | £225,850.00   |
|                             | (35% of overall YOT Budget) |

* Includes Contribution towards management, admin and running costs

3.2 The Plan for 2018/19 has had to anticipate continuing reductions in funding from key funding partners. This includes a reduction of in-kind funding from the National Probation Service; the YOT seconded post was reduced from 1 fte to 0.5 fte (cash contribution remains the same at £5,000) which represents a 75% cut in both in-kind and cash contribution over the last 3 years. Taken in conjunction with year on year increases in salary related costs, it was necessary to undertake a staffing review in 2017/18 in order to secure savings in costs and build a small reserve to sustain a workable budget for 2018/19 and help to offset pressures from 2019 and beyond. In spite of these cutbacks, the YOT continues to maintain service delivery, keeping custody rates low, and working with a challenging cohort of young people, suggesting that Swindon YOT offers value for money alongside the delivery of a professional service.
3.3 **New Developments:** The YOT upgraded its case management system ChildView to version 3.3 in the spring of 2018. Swindon YOT also participated in the YJB review of AssetPlus and are awaiting the aggregated results from the YJB which it is hoped will aid and assist our use of this case management system to ensure best effect. In the meantime, and in order to ensure continuous improvement in our assessments, plans and interventions with children and young people, we recently commissioned bespoke training for managers and practitioners around these areas in AssetPlus (as well as management oversight and the QA function). Feedback from all was very positive and all report that it has aided and assisted them improving their work and the functionality of the CMS going forward. Most recently the Swindon Junior Attendance Centre (JAC) commissioned 3 sessions from an award winning national charity Street Doctors to deliver more impactful work to specifically identified young people who have been identified as being more at risk of harm causing. Also we have, with partners, recently commissioned and undertaken the Fearless programme (run via Crimestoppers charity); equipping all front line practitioners with the tools and skills required to work with young people around the weapons and harm agenda. **Other priorities** include a continuing investment in the delivery of anti-crime messages via the Junior Good Citizens Scheme which is annually rolled out across schools in Swindon reaching a target audience of over 1400 pupils; commissioning of educational material (including films); innovation in the use of social media to engage young people including ‘the Dock’ website; and significant investment in the provision of unpaid work to 16-17 year old young people in close consultation with courts.

3.4 The YJB have announced an increase in the cost of Remand bed nights (where YOT have to fund Children’s places in secure remand placements when needed) as well as an increase in grant funding to Local Authorities, amounting to £25,464 in Swindon. The YOT Board and the wider partnership are collaborating to reduce costs associated with remands into custody, and plans to support young people following resettlement.

3.5 **The Substance Misuse Service U Turn - This service is funded from three different sources:** Local Authority based Public Health accounts for £75,000, helping to ensure that this service is integrated with wider children’s services; Youth Justice grant funding transferred from YOT income to U Turn (£13,000) and Children’s Services core funding making a total budget of £134,800.

3.6 **The Youth Counselling service On Trak** - On Trak continues to receive funding in order to meet demands by young people for their services, including increased waiting times. The budget overall is £131,500 (£66,800 from SBC and £64,700 from the CCG) in 2018/19.

These budgets are managed by the Restorative Youth Services Service Manager in partnership with Swindon Borough Council finance.

### 4. PARTNERSHIP ARRANGEMENTS

4.1 Swindon YOT enjoys a strong and effective multi-agency partnership. Funding streams and staff deployment from our partners ensure there is an effective and meaningful secondment relationship between all key stakeholders; which provides challenge, oversight and support.

4.2 Through the role of the Corporate Director of Children’s Services, Assistant Director and the Service Manager (RYS and YOT) Swindon has a place at the table of the following Boards and Forums:
- Swindon Local Safeguarding Children’s Board (including the Board, Quality assurance and Performance Sub-Group, Child Exploitation and Missing Children’s Sub-group and Training and Development Sub-Group).
- Swindon and Wiltshire Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board.
- Swindon Multi Agency Risk Panel (MARP) (both operational and strategic).
- Swindon Multi-Agency Risk Assessment Conference (MARAC).
- Wiltshire Criminal Justice Board including Integrated Offender Management processes.
- Swindon Community Safety Partnership Board.
- Swindon Prevent Board (including Channel Panel when appropriate).
- Wiltshire Restorative Together Board.
- Swindon and Wiltshire Restorative Justice Scrutiny Panel.
- Swindon Youth Magistrates Panel.
- Swindon Crown Courts Users forum.
- Swindon Volunteer Forum.
- Swindon Drug and Alcohol Strategic Group.
- Swindon Troubled Families Board.
- The YOT Manager also attends quarterly regional SW YOT Manager’s meetings which facilitates regional networking with YOTs and the YJB.

4.3 As Swindon YOT is co-located in Clarence House, there is immediate internal access to the Multi-Agency Safeguarding Hub (MASH) Assessment and Child Protection Team, LADO, OPAL Child Exploitation Team, IRO and CP Chairs and the Leaving Care Team.

4.4 All commissioned services used by the YOT are commissioned by Swindon Children’s Services Commissioning Team, the CCG (Clinical Commissioning Group), the Police and Crime Commissioner or Public Health Commissioners. Examples of commissioned services supporting the work of Swindon YOT include:

- U-Turn Young Peoples Substance Misuse Service (co-located as part of RYS).
- On Trak Youth Counselling Service (co-located as part of RYS).
- RESPECT (Adolescent to Parent / Child Domestic abuse) programme (co-located as part of RYS).
- CAMHS – Child and Adolescent Mental Health Service.
- School Nurse.
- Education Welfare Officer.
- Youth Engagement Worker.
- Speech and Language Therapist.
- Communications Worker.
- Volunteer Co-ordinator.
- Victim and RJ Worker.
- Parenting Worker.
4.5 All of the above services contribute, directly or indirectly, to securing and sustaining improvements against the three Youth Justice outcomes of Reducing First Time Entrants into the Criminal Justice system, reducing Youth reoffending (re-conviction), and Reducing the use of Custodial Sentences (including use of secure remands).

4.6 It should be noted that Swindon YOT has a relatively low custody rate. There are always fluctuations however, and there have been a localised increases on what is a low base (small numbers giving rise to higher percentages against target). Young people leaving custody are considered as the ‘crucial few’ and Swindon YOT is committed to ensuring effective resettlement for them. All young people subject to a DTO (Detention and Training Order) have an allocated Case Manager, who can be the single point of contact for the young person, family and other professionals involved, as well as having an ‘intensive offer’ whereby ISS staff work closely (sometimes daily) with young people on release ensuring all the ETE, benefit and accommodation needs are met, as well as providing IAG for these young people. The case manager will ‘follow’ the young person through their DTO period, working from the point of sentencing throughout the course of their detention. Our case managers work closely with the young person, their family, the prison establishment, and other relevant professionals; formulating appropriate sentence and post custody plans to facilitate effective resettlement and reintegration into the community. Plans look at aspirations, goals and interventions and explore the constructive use of time whilst in custody and how this can be supported and sustained following release.

All case managers aim to establish a positive and sustainable relationship with the young person whilst in custody that continues into their release. They have regular visits to the custodial setting, and regular contact with both the young person and the staff in custody working with the young person. There is a clear focus on building factors for desistence from offending and reducing those factors which can drive reoffending and all young people are encouraged to complete post-custody questionnaires which are fed back to the centre post release.

5. PERFORMANCE OUTCOMES

5.1 The Performance and Outcomes we wish to achieve in the forthcoming 2018 to 19 year, given the brief and context above, is therefore as follows; all of which link into the Swindon YOT key performance areas, wider partnerships, responding to local crime trends and ensuring better and improved outcomes for children and young people in the youth justice system and community in Swindon.

5.2 DELIVERING SPECIALIST SERVICES AND JUSTICE FOR YOUNG PEOPLE AND VICTIMS

5.2.1 On Trak Youth Counselling Service

Our aim is to ensure that young people and their parents are able to access the service for assessment and counselling in a timely way regardless of gender, ethnicity, sexuality or religious or cultural background subject to their assessed needs.
Our Plan is to:

- Report data from young people’s engagement effectively to the Clinical Commissioning on a monthly basis to reflect the quality of work being done, and enable the service to be held to account.
- Embed procedural changes arising out of the new GDPR delivery guidelines for more effective data control within On Trak.
- Continue to work collaboratively with key front line services to ensure all referrals (including self-referrals) are dealt with expeditiously and in-line with the arrangements governing triage, this to include attending the single point of access (SPA) alongside CAMHS/TaMHS to ensure young people receive the ‘right service for them at the right time’.
- Reduce the waiting list from assessment to subsequent first appointment by reviewing processes. Enable this by providing a range of early interventions to hold young people in a safer place to include group work, early intervention (6 week intervention period) and signposting to ‘Kooth’ (On Line Counselling service). (Waiting time currently 6 months).
- To prioritise access in for CLA and Care Leavers to ensure they gain support from an appropriate counsellor as swiftly as possible.
- Refine and collate feedback from service users to reflect on outcomes (also using case studies) for young people accessing the service and inform future practice.
- Maintain a Service commitment to explore innovative ways of communication to promote better outcomes and secure a wider reach including those who do not usually access the service.
- To deliver On Trak online counselling and supervision to appropriate young people and staff that have been identified to need or benefit from this intervention when not being able to attend sessions.
- Ensure the service continues to provide support to the Early Help teams and Troubled Families agenda, by providing flexibility for young people and staff with reassurance, pathways and using social media. This will include the Dock, as well as a digital marketing apprentice to promote outreach and underrepresented groups through information, resources for young people who are looking to find information and guidance in times of need.

5.2.2 U-Turn Substance Misuse Service

Our aim is to increase awareness by young people and parents of the service and help keep them safe from harm.

Our Plan is to:

- Continue awareness sessions ongoing within schools, freshers fairs and appropriate events to enable consistent profiling.
- To offer staff and parents education and awareness of the risks of substance misuse through phone calls and outreach.
- Work alongside commissioner/training exchange to roll out a training programme to professionals in the Borough regarding basic substance misuse awareness and a new triaging tool for young people.
- Continue to work alongside other professionals on the CQC working group, to inform future practice and inspections whilst building reporting streams, existing strengths and good practice.
- Continuation of outreach work and strategies to service users who, because of age, gender or ethnicity, struggle to or do not access the service currently.
- Ensure young people still receive an assessment within 10 days of Referral. (The average for 2017/18 was 100% against a target of 90%).
- Ensure that young people are assessed, appropriate young people commence an intervention within 5 days of the assessment. (Target: 90%> Outturn 2017/18 100%).
- Keep young people engaged with the service, for which a target is set of at least 90%.
- Ensure the service continues to deliver support to the education sector in accordance with the traded services initiative, but continues to seek new and innovative ways of engaging young people using social media, including the Dock, as well as a digital marketing apprentice to promote outreach and underrepresented groups.
- Secure a volunteer to prompt greater feedback and help reduce disengagement from the service.

5.2.3 General Health & Wellbeing

Our aim is to ensure young people are healthy, and have access to relevant services; review agreements and protocols with partners with regard to health provision across partner agencies, including the secure estate; improve the communication skills of young people with specific reference to their speech and language capabilities.

Our Plan is to:
- Implement a protocol that has been agreed for the delivery of Speech and Language to work alongside the ‘Rapid English’ programme to enhance the identification and support of young people who are acknowledged as needing an intervention.
- Ensure Children Looked After are prioritised to gain support, ensuring they meet with the YOT nurse for an assessment of needs and follow up.
- Ensure the designated nurse has regular and suitable clinical supervision to help monitor outcomes and identify good practice.
- Work closely with On Trak, Uturn and other relevant services to ensure a young person is referred to the appropriate support service.
- Ensure that all up to date health related educational materials are easily and readily available through social media platforms including the Dock.

The delivery of general health services to young people via Restorative Youth Services continues to perform well against CQC auditing processes. Priorities for 2017/18 continue around access by more vulnerable groups of young people, including Children Looked After, which require new processes measured against new targets, as well as the extension of physical wellbeing to include emotional health.

5.2.4 Parenting

Our aim is to ensure parents of young people at risk of offending are offered help voluntarily or if necessary receive a statutory intervention from the parenting worker.

Our Plan is to:
- Prove and report engagement of parents to the management team, by tracking outcomes through interventions offered, outcomes and time spent in service. (Target: At least 20% of Parents offered interventions)
- To offer parents/ carers early interventions, advice and parenting skills to help them manage their personal circumstances within the home as an early intervention (including the facility of social media platforms i.e. Dock and Kooth for young people).
- Provide support to young people and parents with tailored resources; including a parenting forum and group. This will including partnership working with ‘Respect’
- Continue parenting work collaboratively with partnerships and RYS team thus maintaining ‘whole RYS Service delivery’ approach.
- Provide detailed analysis of parental feedback to promote changes in practice including case studies.
• Continued encouragement of involvement from education, schools and colleges as well as other targeted or universal services including The Family Service to increase support for families.
• Attend appropriate forums to assist parents/ carers and young persons in identifying support and managing risk (Chin, CP, Strategy etc.)
• Parenting to remain a YOT/ RYS Target in the drive to change behaviours and reduce offending or reoffending by young people and the holistic support to the parents.

5.2.5 Victims/ Restorative Justice

Our aim is to promote the benefits of Restorative Justice in helping victims and raising the confidence of the public in the youth justice system.

Our Plan is to:

• Report data from victim’s engagement effectively to the management on a quarterly to reflect the quality of work being done, and enable the service to be held to account.
• Review and implement new GDPR guidelines to ensure compliance with new data protection law in RJ processes.
• Continue RJ and victim contact, including communication, engagement and the appropriate recording.
• Record engagement with victims and the number of victims worked with whilst accruing feedback through RJ questionnaire or phone call discussions and case studies delivered.
• Record victim’s engagement in RJ process and encourage more engagement with conferences.
• Continue to review best practice and research findings to inform any needed changes in process.
• Continue to attend and contribute to the bi-annual South West RJ managers meetings including reviewing and implementing best practice.
• Contribution to the wider work of the Swindon Restorative Together programme by representation on the Board and working closely with members to develop strategies of ‘Best practice’ in RJ work across Swindon and Swindon and ways capturing feedback from victims etc.
• Ensuring the Victims Charter remains embedded in RYS service delivery and the offer by delivering a good quality of work to victims.
• Ensure updates and appropriate training to be the best resource for victims and their experience within the RJ System (Complex & Sensitive Cases Training)

Restorative Justice remains a powerful and effective means of helping a young offender to take responsibility for their actions, and for reassuring victims that the process has value. Restorative Youth Services is committed to improving the scope of restorative justice, bringing more young people and victims of all ages into the process, and promoting restorative justice across agencies where it can bring about a resolution and avoid the formalities of police processes and entry into the youth justice system.

5.2.6 First Time Entrants

Our aim is to reduce the number of young people who are at risk of offending or anti-social behaviour from entering the youth justice system.

Our Plan is to:

• Work collaboratively with a number of key agencies in the justice and care sectors to keep first time entrants within target.
• Work with the YJB, MOJ and Police to ensure FTE data submitted via PNC is accurate and understood in terms of its potential impact on shaping YOT delivery.
• Along with Police and Swindon YOT colleagues explore and pilot a Youth Restorative Interventions Board which will, it is hoped, positively impact upon the FTE figures.
• Promote greater links with specialist or universal programmes where early intervention plays a key part, including the Troubled Families and Early Help schemes.
• Engage young people in new forms of digital tools, including social media and a bespoke web site to provide 24/7 access to informed information and better access to services aimed at young people.
• Aspire to continue to deliver the award winning Young Volunteers programme to schools across Swindon.
• Prioritise Children Looked After who are more vulnerable to criminal or anti-social behaviour or influences.

The drive to keep young people out of the criminal justice system is dependent on a close collaboration with many sectors of the welfare and justice system, including police and education. Young people require new ways of engagement to deliver key messages to keep them safe from harm or be made more aware of the risks they face, for which innovation in practice (including the use of new digital tools) is a key focus.

5.3 REDUCING RE-OFFENDING AND SAFEGUARDING YOUNG PEOPLE

5.3.1 Re-offending

Our Aim is to continue to reduce the rate of young people re-offending, offering the opportunities and support they need to become valued and productive members of the community.

Our Plan is to:
• Continue to keep our re-offending rates below national averages (as achieved in 2017/2018).
• Intervene at a greater intensity in the first four weeks, 11.9% of offenders re-offended within this period in 2017/18 (Live Tracker data).
• Prioritise the needs of Children Looked After who are especially vulnerable to unnecessary or undeserved prosecution or anti-social behaviour.
• Maintain and build on desistance factors and the young person’s strengths to ensure that a positive identity is developed and maintained away from offending behaviour.
• Continue to work with girls and young women ‘differently’ in accordance with the December 2014 HMIP Joint Inspection into Girls in the Criminal Justice System.
• Develop new group work programmes to tackle developing trends in offending such as burglary offences.
• Continue to offer BAME children and young people access to the ‘Young Routes’ Programme.

Re-offending rates have risen in recent years as measured against a more challenging and complex cohort of young people. During the period of 2017/2018 we have been able to compare data against the existing offender population using the live tracker tool which evidenced that 34.6% of young people known to Swindon Youth Offending Team throughout the period re-offended, compared with the latest available national cohort (2015/2016) which evidenced a re-offending rate of 41.9%. Although we have

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seen a reduction in Swindon’s re-offending rate we do not want to become complacent and will continue with this as a target throughout the next financial year. The emphasis will also remain on those young people more vulnerable by virtue of their environmental, physical or emotional circumstances and condition to help improve their life chances and rehabilitate them into the local community as quickly and effectively as possible.

5.3.2 Intensive Supervision

Our aim is to help relevant young people stay out of Custody where there is a greater risk of reoffending by offering Courts a credible and consistent intensive level of supervision whether it is through the scaled approach of three contacts per week or through the Intensive Supervision and Surveillance Requirement as part of a Youth Rehabilitation Order where daily contact will be had. All young people released from Custody will be supported with intensive supervision, in order to aid their resettlement into the community and support them during the initial phase of their Notice of Supervision in the Community.

Our Plan is to:

- Deliver more group work programmes for young people who would benefit from intensive supervision to enable a greater level of contact (this will include the Attendance Centre Resource, a re-designed driving awareness programme, re-designed weapons awareness programmes, a GIRLS group programme and the Young Routes Programme).
- Offer the support of an intensive interventions worker to any young person who requires an intensive level of intervention as assessed by their Youth Offending General Reconviction Scale (YOGRS) score.
- Continue to ensure that all young people sentenced to Custody are allocated an Intensive Interventions worker upon sentence who will aid and support them in their resettlement and reintegration into the community, thus reducing their likelihood of reoffending upon release.
- We will continue with the ambitious target of seeing young people complete their ISS programme (in 2017/18 the successful completion rate was 45.5%).
- To continue to offer ISS, ISSP Bail, BSS packages and ensure that Intensive Referral Orders are continuously available to sentencers on all occasions.
- To continue to work collaboratively with Swindon YOT to assist with joint intensive interventions that cross boundaries.

5.3.3 Education, Training and Employment

Our Aim is to ensure that all young people are in suitable education, training or employment at the close of their intervention; and to strengthen links to local colleges and education providers to help inform the process of engaging a young person and assisting with the decisions around placements.

Our plan is to:

- Improve performance against the local target of at least 89% of young people in suitable ETE. During the period of April 2017 to March 2018 72% of young people were in suitable ETE, evidencing that improvement is still required in this area.
- Continue to promote the use of the software ‘Rapid English’ which has a proven record of improving a young person’s standard of communication and literacy.
- Ensure that where a question has been answered with a ‘yes’ in the speech, language communication and neuro-disability screening in Asset Plus that a referral is made to the Speech and Language Therapist.
- Continue to promote stronger and more effective links to relevant schemes such as ‘working links’.
- Continue to work closely with the Swindon Family Service to ensure that the YOT and RYS continue to play an active role in the Troubled Families Agenda.
- Continue to dedicate a YOT resource to ensure relevant young people are offered training and practice required to complete and pass CSCS (Construction Skills Certificate Scheme) to enable them to work in the construction industry if they wish to.
Engaging a young person in suitable ETE remains challenging, and the continued secondment of key personnel to the RYS team, including the Educational Welfare Officer and Youth Engagement Worker, remain critical in meeting these ambitious targets of 89% of young people being in suitable ETE.

5.3.4 Remands
Our aim is to reduce the number of remands to custody by providing bail and remand support packages which have the support and confidence of Magistrates and Judges.

Our Plan is to:
- Continue to deliver training to all Social Work teams outlining their responsibilities when a young person is either remanded to local authority accommodation or to youth detention accommodation (Custody).
- Ensure that ISSP Bail and RLAA packages are routinely available to all courts and remand to youth detention accommodation is only used as a last or only resort.
- Continue to support young people in making bail applications post remand where possible and appropriate.
- To work closely with Social Care to try and source suitable accommodation to increase the likelihood of a bail application being accepted post remand.
- Aspire to keep the costs of remands to within local authority budget allocations.
- Continue to be centrally and closely involved in remand planning and welfare meetings with the remanded young person to ensure that the young person is safe from harm or abuse and is afforded appropriate ETE provisions whilst so remanded.
- Continue to offer 365 days a year contact for young people made subject to ISSP Bail.
- Monitor local targets, which include the need to ensure that less than 9% of all young people on bail are subsequently remanded into custody. [Outturn for 17/18 was 12.5%].

5.3.5 Custody
Our aim is to reduce the number of young people receiving a conviction in Court who are sentenced to Custody.

Our plan is to:
Maintain a target of less than 5% of all sentencing outcomes resulting in a Custodial sentence.
Outturn: 5.7% (10 young people were sentenced to Custody).

- Ensure that when the Court are considering a custodial sanction that robust alternatives to custody are provided in pre-sentence reports; particularly with regards to statutory alternatives (Intensive Referral Order and Intensive Supervision and Surveillance).
- Ensure that the Courts are informed of any potential detriments to the young person’s rehabilitation and safety and well-being through a custodial sentence are clearly documented in pre-sentence reports.
- Continue to seek regular feedback from Magistrates regarding PSR robustness and quality.
- Continue to provide resettlement support for young people leaving custody. Resettlement support is aimed at providing a genuine and intensive offer of support and guidance post release.
- Ensure YOT continue to go above and beyond the statutory minimum requirements in seeing young people in custody.

5.3.6 Accommodation
Restorative Youth Service Plan 2018-19
Our aim is to ensure that young people are in suitable accommodation on release from custody and on the completion of community orders.

Our plan is to:
- Maintain a current target of 96% young people being in suitable accommodation in the above categories.
- Outturn 2017/18: 96%.
- Ensure that YOT links with the Local Authority when there are housing concerns for a young person.
- Advocate for a better range of accommodation for young people.
- Continue to work closely with Housing and or Children’s Services in respect of Custody resettlement cases.

The YOT, Children’s Services and Homelessness Team will manage the risks of housing young people in housing crisis by immediate direct notification between the teams once a young person’s housing needs have been made known to their respective team. The YOT and the homelessness team will work to the principles of The Homelessness Reduction Act 2017.

5.3.7 Resettlement

Our aim is to ensure that children and young people are successfully resettled and reintegrated into the community following a custodial sentence.

Our plan is to:
- Continue to allocate an Intensive Interventions Worker as well as a YOT Officer to each young person sentence to a custody so that intensive resettlement support and guidance can be offered.
- Ensure that the YOT Educational Welfare Officer and/ or the YOT Youth Engagement Worker attends the initial and subsequent sentence planning meetings in the secure estate so that education and employment opportunities can be delivered and maintained in Custody and that timely action is taken in securing suitable provisions upon release.
- Ensure that parents and carers are involved in sentence planning meetings so that any resettlement concerns can be identified and addressed at the earliest opportunity.
- If the child or young person is a MAPPA nominal and it is assessed that multi-agency intervention is required, then a MAPPA Level 2 referral will need to be made by YOT six months prior to release.
- YOT will ensure that where relevant, Social Care are involved throughout the sentence planning and resettlement process to ensure that appropriate ‘matching’ takes place whilst the child or young person is in Custody so that suitable accommodation is sourced in time for release, offering stability for the young person.

5.3.8 Safety in Custody

Our aim is to ensure the safety of children and young people sentenced to custody.

Our plan is to:
- Continue to liaise with the Youth Custody Service to ensure that children and young people are sentenced to the most suitable locations in the secure estate.
- Continue to provide comprehensive ‘post court reports’ so that the custodial establishment is immediately aware of any safety and well-being concerns upon the child or young person’s arrival into the custodial setting.
- Allocated YOT Officer to continue to complete monthly welfare visits to discuss any safety and well-being concerns that child or young person may have.
- Continue to have a good level of contact with allocated workers in the secure estate to ensure that any incidents of concern are reported immediately to the YOT.
- If a child or young person is made subject to an ACCT, where possible the YOT worker will attend ACCT review. Where unable to attend the YOT worker will seek a full debrief from the allocated member of prison staff.
- If post sentence the allocated secure estate is deemed unsuitable due to safety and welfare concerns, YOT staff will prioritise competing transfer paperwork to an alternative establishment.

5.3.9  **Safety and Wellbeing**

**Our aim is to** ensure we continue to have robust and high quality assessments, plans and management of the safety and well-being of the young person which are meaningful and reduce any risks which will potentially affect the child or young person’s safety or well-being.

**Our Plan is to:**
- Continue to use Asset Plus to provide a holistic overview of the young person’s safety or well-being concerns and develop a plan (including ensuring the incorporation of the plans of other key agencies) to safeguard the young person.
- Ensure accurate assessments and management about the level of safety and/or well-being concerns through countersigning, quality assurance and peer auditing.
- YOT Team will continue to participate and contribute to MARP (CSE and criminal exploitation) and other Home Office work.
- Contribute to MASH (Triage)/ Missing, Child Protection and Child in Need conferences and reviews, and to ensure effective and timely information sharing.
- Work with CAMHS to ensure the early identification of mental health issues.
- Contribute across boundaries (with Swindon YOT and wider if required).

5.3.10  **Children Looked After (CLA)**

**Our aim is to** reduce the incidents of CLA coming into the youth justice system – and ensure that protocols/policies are followed in respect of out of Court disposals to improve communication and joint working on appropriate cases between YOT and Children’s Social Care.

**Our plan is to:**
- Improve awareness for social care of their involvement when a young person is remanded.
- Improve our links with social care teams by introducing our roles and responsibilities in their team meetings.
- To ensure all relevant YOT staff have access to ICS; the CSC database to enable staff to identify CLA at the earliest possible opportunity and to ensure CSC plans are, where relevant, incorporated into YOT plans.
- Challenge out of borough placements and ensure certainty that the young people in this situation will always be ‘looked after’ by Swindon (and YOT remains working with such children as a Home YOT).
- Ensure that the designated Nurse link is maintained.
- Ensure that the child’s voice is heard and shapes service delivery.
- Ensure effective links with Independent Reviewing Officers as well as Children’s Social Workers.
• Explore and promote out of Court disposals and ensure they are appropriately used in any case including Child Looked After.

5.3.11 Risk of Harm

Our aim is to ensure robust and high quality assessments, planning and management of risk of harm are in place and reviewed and any risk of harm is, where possible prevented. To ensure effective YOT participation in risk forums such as Prevent, MAPPA, MARAC and MARP and that risk is reviewed in a timely and routine fashion.

Our plan is to:
• Continue to receive daily intelligence from seconded Police staff and ensure that such intelligence contributes to effective and thorough risk assessments.
• For management to continue to ‘gatekeep’ Asset Plus assessments and deliver training where needed to ensure that staff are reflecting, analysing and recording risk of harm and safety and well-being issues more widely and in greater depth.
• Ensure that the YOT are exploring risk of harm thoroughly and that they do not underestimate the level of harm that a child or young person poses to others and the need to manage this.
• Ensure that all MAPPA risk management plans are incorporated and replicated in Asset Plus risk management and intervention plans.
• Ensure that assessments and plans are reviewed when required.
• Ensure that there is YOT presence as needed at MAPPA, MARAC, MARP and the strategic Prevent Board.

5.3.12 Volunteers

Our aim is to further embed volunteers into the YOT and personality match them to our workers and young people so that an enhanced level of support can be offered to young people on statutory court orders. Further enhance the range of work that YOT volunteers undertake in a co-ordinated and planned way.

Our plan is to:
• Continue to develop our pool of volunteers and continue to motivate and acknowledge the work that existing volunteers undertake.
• Broden the skills of our volunteers through additional training and involve them as desired in more one to one activities and case management support where appropriate.
• Create a ‘volunteer profile’ on each of our volunteers to acknowledge where their skills and interests lie so that these can be utilised in the best way to support the young person.

5.3.13 Knife Crime

Our aim is to reduce the number of incidents involving weapons and to raise awareness of the dangers/ potential consequences (legal or otherwise) of being in possession of a weapon or bladed article.
Our plan is to:

- Raise awareness of the dangers of knife crime and being in possession of a weapon by delivering weapons awareness sessions as a ‘prevention’ measure; such as school assemblies and Junior Good Citizens Scheme.
- Deliver a basic weapons awareness session to every young person who is made subject to a statutory court order (and has not received the session in the school setting).
- Develop a more enhanced and detailed weapons awareness programme at the youth offending team which can be delivered across a number of sessions both in the group setting and on a one to one basis.
- Share intelligence with the Police if there are any concerns that a young person may be known to carry a weapon.

5.3.14 Radicalisation/ Extremism

Our aim is to ensure that staff are aware of the signs of radicalisation / extremism and are able to deliver effective interventions to address this behaviour.

Our plan is to:

- Have Service Manager presence on the local PREVENT Board which feeds into local service delivery and planning. This will include partnership work internally with the OPAL (CE) Team.
- Have the PREVENT lead deliver a radicalisation/ extremism awareness refresher session during a YOT team meeting. (We as a whole service have already had WRAP 2 training).
- Refer to the Channel Panel if staff have any concerns about possible radicalisation/ extremism.
- To work with partner agencies and seek support and resources from other YOTs who are more practised in dealing with this form of behaviour to ensure YOT have a pool of effective interventions.

5.3.15 BAME

Our aim is to ensure fair, appropriate and proportionate sentencing for BAME who are currently over represented in the youth criminal justice system.

Our plan is to:

- Ensure the key findings and messages from the Lammy Review are understood by all in RYS and that our work going forward, acknowledges this and strives to eliminate discrimination in any and all work with children and young people.
- All BAME pre-sentence reports will be gate kept by a line manager to ensure the content is free from bias and discrimination and that the sentencing proposal is proportionate.
- We will continue to deliver the ‘Young Routes’ programme which is aimed at helping BAME young people explore their cultural heritage, beliefs and awareness.

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6 RISKS TO FUTURE DELIVERY AGAINST YOUTH JUSTICE OUTCOME MEASURES

6.1 The Swindon YOT Management Board receives a quarterly risk update via a risk register which covers and reports on the following areas:

6.1.1 Operational
- Dangerous or serious incident committed by young person known to YOT. Including violent extremism or other high interest offence causes media and political interest.
- Loss of Data. Issues related to internet ChildView IT Case Management System causes data loss or interruption to services.
- National offences such as riots/ major custody incident involving multiple young people in police custody and courts.
- Replacement of or upgrade to Management data base.
- Police Investigations within the young person secure estate and risk of harm to young people.

6.1.2 Performance and Standards
- Fail to achieve KPIs:
  - Increase in FTEs
  - Increase in re-offending
  - Increase in Custody
- Connectivity and ‘Missing docs’. When young people are Remanded or sentenced to custody an assessment of their risk of harm to themselves or others is made at court and must immediately follow the young person into the secure estate.

6.1.3 Funding
- Funding uncertainty beyond next 12 months. SBC financial pressures.
- Remand costs are met by the LA.
- Small numbers Remanded for a group offence or one young person for a serious offence can have significant financial implication for the LA.

6.1.4 Partnerships
- Statutory partners unable to maintain support or resources as staff secondments end or staff leave.
- Partnership redesigns impact on YOT core service and early interventions.

6.1.5 Reputation
- HMIP Inspection regime.
- Data loss/ access due to deception or staff misdemeanour.
6.1.6 Buildings and Infrastructure
- Health & Safety issue adversely affect staff.

6.2 Specific Risks to future delivery above those regularly reported on in management Board meeting are as follows:

6.2.1 Reducing First Time Entrants (FTE’s) into the criminal justice system
There is close continuing scrutiny being paid to this particular figure as there is a recognised issue in the Wiltshire (including Swindon) FTE figures released by police (PNC) and YJB data. The latest verified figures from 2016 shows Wiltshire (including Swindon) Force area to have a higher rate of FTE’s than neighbouring, SW or statistical neighbour Forces. This has prompted YOTs (in Swindon and Wiltshire) along with police colleagues to explore and pilot a Youth Restorative Interventions Board which will, it is hoped, impact upon this figure and drive it downwards; with children and young people only entering the youth justice system only if they have to. Use of more regular performance monitoring, being centred on a more sophisticated contemporaneous analysis of data will aide and assist this.

6.2.2 Reduction in the use of Youth Custody and /or secure remands
Custodial sentences and remands are based on low numbers, with the Swindon outturn in line with the national rate. Our numbers, despite being around our locally set target, seem to have plateaued at between the 6 to 8th individual Young Person’s mark. This is in part in relation to more serious offences (GBH / weapons and serious sexual offending) and sentences (including 4 x s.91 sentences of 4 years or more) and a small, but impactful cohort of young people persistently offending and re-offending; most recently when subject to intensive post custody Licences. This will always be a fluctuating figure but we will continue to ensure we maintain the confidence of sentencers (in both Youth and Crown Courts) that our alternatives to custody (BSS, ISSP Bail and remand package, ISS as a YRO requirement) are always considered and almost always used prior to any custodial outcome. ‘Spike’ events, however are difficult to predict and prevent and, as we have seen in the past, risk skewing the targets and performance of the YOT. Swindon YOT continue to hold ‘compliance meetings’ prior to any consideration around Breach and a possible return to Court for the young person.

7. PARTNERSHIP SIGNATURES

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<tbody>
<tr>
<td>Susie Kemp</td>
<td>Chief Executive Of The Local Authority</td>
<td>Susie Kemp</td>
<td>David Haley</td>
<td>Corporate Director of Children’s Service Chair of the Swindon YOT Management Board</td>
<td>David Haley</td>
<td>29/06/18</td>
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<td>David Haley</td>
<td>Corporate Director of Children’s Service Chair of the Swindon YOT Management Board</td>
<td>Signature</td>
<td>Phil Staynings</td>
<td>Superintendent, Swindon Police</td>
<td>Signature</td>
<td>29/06/18</td>
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<td>Signature</td>
<td>Tessa Broderick</td>
<td>On behalf of National Probation Service</td>
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<td>Signature</td>
<td>Paul Bearman</td>
<td>Executive Director of Commissioning, NHS Swindon Clinical Commissioning Group</td>
<td>Signatures</td>
<td>29/06/18</td>
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<td>Paul Bearman</td>
<td>Executive Director of Commissioning, NHS Swindon Clinical Commissioning Group</td>
<td>Signature</td>
<td>Gill May</td>
<td>Executive Nurse, NHS Swindon Clinical Commissioning Group</td>
<td>Gill May</td>
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Restorative Youth Service comprises the Swindon Youth Offending Team, U-turn Young People’s Substance Misuse Service and On Trak Youth Counselling Service.

To find out more about its work in preventing or reducing crime amongst 10-17 year olds, Substance Misuse work and Counselling simply come along to our Free bi-monthly information Session from 2:00pm to 3:30pm on:

- 10th August 2018
- 5th October 2018
- 7th December 2018
- 8th February 2019
- 5th April 2019
- 7th June 2019
1. Introduction

1.1 The Swindon Youth Offending Team is established under Section 37 of the Crime and Disorder Act 1998 with the principal aim of preventing offending by children and young people. The Board (see below) is required to manage the performance of the prevention of youth crime agenda, and ensure the delivery of the statutory principal aim at local level.

1.2 The Local Authority Chief Executive is required to take the lead in ensuring that adequate and suitable governance arrangements are in place (including accountable links to an inter-authority members' group) to ensure that all the statutory partner agencies are fully participative in the Steering Group (Management Board) as required under relevant legislation.

2. Aims

2.1 The Board will be responsible for ensuring that the Restorative Youth Services Plan, which incorporates the Youth Justice Plan, is prepared, monitored and delivered. It will provide the overall strategic direction for Youth Justice services, and offer scrutiny, oversight & challenge and monitor objectives linked to the key targets, within the national framework established by the Youth Justice Board, Health and other locally agreed priorities.

2.2 The Board will comply with their statutory responsibilities under relevant legislation to ensure that the Youth Offending Team is sufficiently resourced to prevent offending and re-offending by young people in Swindon.

2.3 The Board will establish and monitor a staffing profile for the YOT which ensures clarity of roles; holds individuals to account; and provides for the skills, knowledge and experience needed to fulfil the objectives set. The Board is responsible for recruiting and selecting the Service Manager, and for ensuring that there are sufficient resources deployed to meet the stated aim.

2.4 The Board will ensure that the work and development of the Restorative Youth Services is given a high profile within all partner agencies, and within Swindon, through effective marketing to improve public confidence in the Youth Justice system.

3. Board Membership

3.1 The composition and governance of the Youth Offending Team is informed by national and local strategic requirements and relevant policy directives, as well as by the Youth Justice Board’s document ‘Modern
YOT Partnerships’ which requires members to have sufficient seniority and authority to be able to commit resources to the YOT or the wider youth crime prevention agenda.

3.2 The Board will consist of Senior representatives of the funding partners Swindon Borough Council, - Children’s Services, Children, Families & Community Health, Early Help and Social Care; Health; Education; Police & PCC; Probation; NHS Swindon Clinical Commissioning Group and Specialist CAMHS; Oxford Health. Additionally other members with full voting rights are to include: Swindon Borough Council Housing; and Her Majesty’s Courts and Tribunal Service.

3.3 Other representatives from related organisations or stakeholders will also be invited to attend and the Board recognises a duty to encourage and support representation from these organisations that have a role in preventing and reducing offending by young people, or in providing support, advice and guidance for the wider Restorative Youth Services.

3.4 The Board will be chaired by the Chief Executive, or a Board Director of Swindon Borough Council, or other senior member of the YOT Board as agreed by a majority of partners with voting rights.

3.5 Four members of the Management Board with full voting rights, which must include a representative from Swindon Borough Council, must be present for quoracy to be satisfied.

3.6 The Board will be clerked by the YOT’s Business Manager or other nominated person agreed by the Board.

4. Linkages with other strategic groups

4.1 The Board will ensure that there are strong linkages with the following strategic groups;
- The Children’s Strategic Partnership Board
- The Swindon Criminal Justice Board and Swindon Community Safety Partnership
- Health and Wellbeing Board
- LSCB

5. Operational

5.1 The Board will ensure effective delivery of services to prevent youth crime and promote the wellbeing and the safeguarding of young people by
- Securing the appropriate financial, estates, personnel, strategic challenge and planning, and case management reporting tools in accordance with national and local legislative and policies/procedures.
- Monitoring the performance of the RYS against key examples of effective practice, including key Youth Justice targets and outcomes from inspections to ensure continuous improvement.
- Ensuring that the work of RYS is integrated into local Criminal Justice Board, Community Safety Partnership and Children’s Services as well as other relevant forums, and that there are clear lines of communication.
- Contributing to and approve the annual RYS Plan for recommendation to Partner agencies prior to final submission to the Youth Justice Board. (RYS Plan) and the relevant SBC committee.
- Ensuring that RYS staff receive appropriate training and development opportunities in accordance with the legislation, guidance and best practice.
- Ensuring that core staffing are retained from the statutory agencies, and agreements in place to second staff.

Restorative Youth Service Plan 2018-19
1. **Statutory Framework**

1.1 The Swindon YOT Partnership is responsible for the strategic direction, resourcing and the operational delivery of the Youth Offending Team in Swindon. The YOT now operates under the broader umbrella of Restorative Youth Services, but the legal status of the partnership is determined under the Crime and Disorder Act 1998. Swindon Borough Council as the relevant local authority is the lead partner; and has the primary responsibility to the relevant Secretary of State to ensure that the Youth Offending Team is able to fulfil the requirements and deliver the service required under the Act, as added to by subsequent legislation, and meets the requirements of all relevant legislation applicable to the designated age range. The other statutory partners named in the Act are Children's Services, Education, Health, Police, and Probation who have a duty to ensure, through the provision of resources and contributions to the Board, that the Swindon YOT Partnership is in a position to fulfil its statutory requirements to meet the relevant provisions of the Act and the requirements of the Youth Justice Board in its functions on behalf of the relevant Secretary of State.

2. **Membership of the Partnership**

2.1 The statutory partners are the Local Authority; Children's Services, Children, Families & Community Health, Early Help and Social Care; Health; Education; Police & PCC, and Probation. In practice this will be Senior representatives of the funding partners Swindon Borough Council, - Children's Services; Swindon Police; Probation Service; NHS Swindon Clinical Commissioning Group and Specialist CAMHS; Oxford Health. Additionally other members with full voting rights are to include: Swindon Borough Council Housing;

2.2 Strategic oversight and accountability for the Youth Offending Team will be provided by a YOT Management Board comprising the statutory partners above, and, as the YOT Management Board and/or YOT Management Board Chair see fit, added to, permanently or for a specific period of time, by other agencies and individuals, who may contribute to the work of the YOT Management Board. The YOT Management Board Chair will be a representative from one of the statutory partners and will be appointed for a minimum of 24 months normally at the commencement of the financial year, supported by a vice Chair also nominated by the members.

2.3 In the event the YOT Management Board are unable to agree on a Chair for any particular period, the Local Authority Chief Executive shall determine the matter.

2.4 The YOT Management Board will be the ultimate arbiter of any disputes between the partners. Nonetheless, nothing in this agreement detracts from the members of the Board's individual responsibilities to their own organisations. The YOT Management Board will meet as and when necessary, will appoint working groups from within the membership when necessary, and will receive reports as required from the Service Manager. The YOT Management Board will appoint the Youth Offending Team Service Manager
whose primary role is to manage the Youth Offending Team, which will be the primary vehicle for delivery of Youth Offending Services as well as other services comprising Restorative Youth Services. The Youth Offending Team Service Manager will also be responsible for promoting and advocating the purpose of the Youth Offending Team amongst the partnership, relevant statutory agencies, and other organisations, and the public. The Youth Offending Team Service Manager will normally be employed by the Local Authority.

3. Vision and Objectives

3.1 Vision:-

‘Children and young people who have offended or at risk of offending will be offered the opportunities and support they need to become valued and productive members of our community’.

3.2 Primary Purpose:-

- The prevention of offending by children & young people
- The reduction of re-offending

3.3 Subsidiary Purpose:-

- Contribute to relevant Local Authority strategic aims and objectives (Community Safety Partnerships) and Local Criminal Justice objectives.
- Contribute to reducing youth anti-social behaviour.
- Contribute to improved outcomes for Children In Care.
- Contribute to the safeguarding of children.
- Contribute to improving outcomes to CYP in Swindon.

4. Aims and Objectives

4.1 Aims:-

- To reduce the risk posed by young offenders to their victims and to potential victims, to their communities and to themselves.
- To reduce the numbers of children and young people at risk of involvement in crime and anti-social behaviour from entering the formal Criminal Justice system.
- To ensure that all community penalties and post custodial licences are managed effectively and enforced to national standards and provide end to end offender management for the relevant age range.
- To increase the level of victim and community satisfaction with the outcomes of the youth justice system.
- To deliver or access services to meet the complex needs of a minority of young offenders.
- To encourage parents/ carers of young offenders, as well as those of children at risk of offending, to support the purpose and aims of the Swindon Youth Offending Team Partnership.
- To encourage members of the community, community organisations, and other agencies and organisations to support the purpose, aims and work of the Swindon Youth Offending Team Partnership.
- To protect young people who themselves are (or are at risk of becoming) victims of crime.

4.2 Objectives: - (actual targets will be set annually taking in to account the local situation and YJB determined KPI targets)

- To contribute to Local Authority and its partners achieving national indicators.
- Support partners in improving performance and outcomes for young people.
- To reduce the number of first time entrants to the criminal justice system by the end of each financial year.
- To reduce the frequency and seriousness of re-offending by the end of each financial year.
- To improve adherence to key national standards each financial year.
- To improve levels of compliance with community penalties and post custodial licences each financial year.
- Year on year
  - to increase the number of young people in Education, Training and Employment (ETE) to above the national average;
  - to increase the numbers of parents/carers engaged helping to deliver the intervention plan for their child;
  - to improve compliance with health and substance misuse services.
  - reduce remands and custodial sentences.
- To contribute to a reduction in the disproportional representation of BME groups in the criminal justice system year on year.

[These specified objectives will be reviewed annually and may be altered or added to by a decision of the YOT Management Board].

5. Organisation and Resources

- The YOT Management Board will be responsible for ensuring that sufficient resources are available to deliver the services required under the Crime and Disorder Act 1998, subsequent legislation and the requirements of the YJB in its delegated role from the relevant Secretary of State.
- The level of resources will be subject to annual negotiation with the Youth Offending Team Service Manager and the YJB and will be set out in the annual Youth Justice Plan (or equivalent as required by the YJB) required under the Act.
- The cash resources allocated locally are subject as appropriate to partnership auditing requirements and all resources will be regarded as a pooled budget and subject to Board agreement all surplus resources shall be carried forward year on year.
- Staff allocated from all partnership agencies will be operationally accountable to the Service Manager of the Youth Offending Team under the secondment agreement for staff (O:\ Socserv\ WG_Limes\ shared\ POLICIES.PROCEDURES.PROTOCOLS & SLA's\ POLICIES\ YOT\ Secondment arrangement for Staff) signed off by the relevant senior managers.
- The Youth Offending Team Service Manager will be responsible for:
  - Ensuring that the service is delivered within the allocated resource levels (including the YJB and other non-partnership resources) to the legislative and administrative standards required by the partnership and the YJB.
  - Ensuring that working practice, building and infrastructure meet the health, safety and security requirements of the Swindon Borough Council and partner agencies.
  - Ensuring that the HR and workforce development standards meet those of the Swindon Borough Council and partner agencies.
  - Ensuring best value and the most effective use of resources towards the aims and objectives of the partnership and the YJB.

6. Accountability of the Partnerships

- The resources, staffing, performance and future plans of the Partnership are contained in the annual Youth Justice Plan (or equivalent as required by the YJB) which is signed off by all YOT Management Board partners and is primarily completed to fulfil the requirement in the 1998 Crime and Disorder Act.
- The Plan will be submitted to the Boards/Chief Officers groups of the partner agencies and the executive of the local authority for formal approval and for information.
- The Plan will show accountability in relation to the use of partner agency resources and to demonstrate the links with partner agencies plans and wider responsibilities.
The local authority remains the lender of last resort in terms of resource shortfalls and is the primary accountable body amongst the partners in terms of legal and financial accountability for the YOT Partnership.  

Major changes in contribution/ resources based on historical figures will be brought to the YOT Management Board for their consideration.  

The Chair of the YOT Management Board remains the final arbiter in any continuing disagreement.  

Transport costs of staff should be borne by the host agency of each staff member.  

Vacancy Management: -  
- Partners agree to replace staff speedily and where salary costs are not incurred by the host agency, these should be passed to the YOT to facilitate backfill arrangements.  
- Where there are long term vacancies e.g. due to sickness or maternity, host agencies will endeavour to offer ‘cashless’ cover for the shortfall e.g. temporary assigning staff to the YOT.  
- All staff seconded to the YOT will sign the latest version of the staff secondment agreement.  
- Any Changes in the level or scope of resourcing by partner agencies will be agreed in advance by the Management Board.  

7. Information Sharing  

7.1 This agreement fulfils the requirements of the following: -  
- Legal Aid, Sentencing and Punishment of Offenders Act 2012  
- The Civil Evidence Act 1995;  
- The Crime and Disorder Act 1998 (section 115);  
- Common Law Powers of Disclosure;  
- The Rehabilitation of Offenders Act 1974;  
- The Human Rights Act 1998 (article 8);  
- The Data Protection Act 1998 (sections 29(3) & 35(2).  
- Children and Young Persons Act 1969  
- Children Act 1989  
- Advice on Information Management in Youth Offending Teams (England) 2011  

7.2 This agreement has been formulated to facilitate the exchange of information between partners. This agreement authorises the sharing of information relating to the agreed data sets and relevant material outlined within this document between parties to this agreement without a specific request or authority.  

The sharing of personal data requires careful judgement in which the identified need must be considered against relevant issues dictated under Data Protection and Human Rights legislation. Any information partner agencies consider sharing must therefore be accurate, necessary and proportionate in line with partner agency protocols and legislation governing any activities.  

7.3 Information Exchange relates to a physical exchange of data between one or more individuals or agencies. Advice from the Information Commissioner indicates that public authorities may exchange data, provided that:  
- They have notified their intention to do so.  
- That the process of exchange is in accordance with the Data Protection Act, in particular the eight principles forming Part 1 of Schedule 1.  
- There is a statutory or common law power to do so (including the ‘need to reduce crime’).  

7.4 The Data Protection Act requires the fair processing of information unless an exemption applies. In particular, fairness involves being open with people about how their information is used. The most likely exemption from the fairness requirement is sharing personal data for the prevention and detection of crime and disorder, where the disclosure of that fact would be likely to prejudice the investigation.
7.5 Each of the service level agreements between the partner agencies and the YOT will usually outline the specific information sharing arrangements. Partnership arrangements about information sharing are also connected to the wider information sharing protocol of the Swindon Crime and Disorder Reduction Partnership (Safer Swindon).

SIGNATORIES

- Corporate Director Children’s Services
- Service Manager, Restorative Youth Services
- National Probation Service
- Interim Assistant Director Children’s Services
- Superintendent Wiltshire Police
- Interim Service Manager for CAMHS, Swindon & B&NES (Oxford Health)
- Principal Officer Health and Wellbeing (Children and Families)
- Deputy Chair of the Youth Court Bench
- Chair of the Swindon Youth Court Bench
- Legal Adviser, HM Courts Tribunal Service
- Head of Education
- Office of Police and Crime Commissioner, Swindon and Swindon
- Designated Nurse, Swindon CCG
- Head of Housing Services Commissioning - Housing and Community Safety
- Commissioner, Routes to Employment

24/05/17 (YOT Board)
Name:

Organisation:

Individual members of the Swindon Youth Offending Team Management Board have a duty to contribute to the effectiveness of the Board.

I accept responsibility:

- To ensure the Board functions effectively and takes forward the business plan.

- To play a key role in raising awareness of key Youth Offending, Prevention and Safeguarding issues within my organisation and the wider community; and to communicate messages effectively and in a timely fashion in either direction.

- To contribute towards achieving better outcomes for children and young people.

- To ensure that our approach is effective within my organisation and that staff have appropriate knowledge and skills to ensure Safer Recruitment and effective safeguarding practices adopted within my organisation.

- To challenge poor practice and support a positive approach to promoting effective practice and safeguarding.

- To have completed appropriate child protection and safeguarding training (and refresh this training as required) – including training in respect of Child Sexual Exploitation.

- To keep all sensitive and personal information confidential and to share information appropriately within statutory guidance.

- To carry out assigned actions (as defined during the course of YOT Board and sub-group meetings) promptly and effectively.

- To be an ambassador for Swindon Youth Offending in all my work areas and functions.

Signed:

Date:
Managing Risk Procedure
Assessing & managing high risk of harm, high safety and well-being a child protection cases.

Version 1.1

Effective date: August 2017
Review date: August 2020
Issued by: Melissa Norton
1. Introduction

Risk assessment is pivotal to the work of Swindon Youth Offending Team, whether this is the assessment of risk posed by the Young Person to the Public and/or specific named individuals or risk presented directly to the Young Person. The assessment of risk not only encapsulates the index offence but also takes into consideration current and previous offences and other behaviour that may not have resulted in conviction (e.g. behaviour within the family or at school). Youth Offending Team staff are trained to recognise risks and identify the appropriate channels to alert others to help manage the risk. Staff within the Youth Offending Team work under the ‘scaled approach’ principle (the higher the level of risk, the greater the level of intervention) when designing and delivering intervention plans to reduce risk of re-offending, ensure the welfare of the Young Person and protecting the community. Youth Offending Team assessments and intervention procedures recognise that risk is dynamic and as such should be reviewed regularly in line with National Standards or if there is a change in circumstances/behaviour.

2. Definitions

**Risk of Harm:** Refers to the likelihood that an offence causing physical or psychological harm may occur. It is often used interchangeably with ‘risk of serious harm’, although they should have different definitions, relating to the impact or degree of harm of the criminal behaviour.

**Risk of Serious Harm:** Death or injury (either physical or psychological) which is life threatening and/or traumatic and from which recovery is expected to be difficult, incomplete or impossible.

**Dangerous Offenders:** Refers to someone who is convicted of an offence specified by Schedule 15 of the Criminal Justice Act 2003, all of which are sexual or violent offences carrying a penalty of two years or more including life and have been assessed by the Court as posing a significant risk to members of the public of serious harm by the commission of further specified offences. The term dangerous offender should not be used for those assessed by YOT as posing a high risk of harm and should only be used in relation to cases where the Court has made an assessment of dangerousness.

**Persons Posing a Risk to Children (Replaced Schedule 1 Offender Definition):** The term ‘Risk to Children’ applies once an individual has been identified as presenting a potential risk of harm to children/young people. The term incorporates those individuals who have been convicted for an offence under Schedule One and is assessed as posing a future risk of harm to children/young people. Some individuals convicted of violent or sexual offences not detailed or included in Schedule One may be assessed as posing a future risk to children. Additionally there will be cases where a person without a conviction or caution may pose a risk to children/young people. For example, a finding of fact in civil court that an individual poses a risk to children, an individual subject to a Sexual Risk Order (Anti-Social Behaviour, Crime and Policing Act 2014) or other non-offence related information indicates that an offender presents a risk to children. A list, albeit not an exhaustive list of offences which could indicate that a person poses a risk to children can be found in Appendix A.

**Safety and Well-being:** Safety and well-being relates to the potential adverse outcomes for a young person’s safety and well-being and is defined as those outcomes where the young person’s safety and well-being may be compromised through their own behaviour, personal circumstances, or because of the acts/omissions of others. Consideration needs to be given to whether there are concerns around his or her own behaviour based on what the young person, their parents/carers or others have said; any concerns for his or her personal circumstances; and/or the potential acts or omissions of others, who might be a risk and what is their access, influence and control.

There are four identified categories of safety and well-being:

- **Low** (no risks to the young person’s safety or well-being have been identified or the risks identified are unlikely to occur and would not impact on the young person’s safety and well-being).
• **Medium** (some risks to the young person’s safety and well-being have been identified and are likely to occur. The young person’s immediate safety and well-being is unlikely to be compromised provided specific actions are taken).

• **High** (clear risks to the child or young person’s safety and well-being have been identified, are likely to occur and the impact would compromise the young person’s safety and well-being. Actions are required in the near future and are likely to involve other agencies in addition to youth justice services)

• **Very High** (clear risks to the young person’s safety and well-being have been identified, are imminent and the young person is unsafe. Immediate actions are needed to protect the young person, which will include or have already included a referral to statutory Child Protection Services).

**Child Protection Case:** If a child is made subject to a child protection plan, it means that a network of agencies including social care consider the child to be at risk of significant harm in one of more of the following four categories; physical abuse, sexual abuse, emotional abuse and neglect.

3. **Using Asset Plus to assess risk**

All operational staff will receive training on the completion of ASSETPlus, as part of their induction training into the Youth Offending Team. Further training will be given as part of refreshers, new processes and new legislation.

As well as considering and including an assessment of ‘risk of serious harm’, Asset Plus also considers all future harmful behaviours that the young person might engage in. Risk of harm assessments will be audited and countersigned by an Operational Manager though the Explanations and Conclusion section of Asset Plus. Asset Plus should be reviewed in accordance with National Standards and should be reviewed as part of the normal supervision process.

4. **Using Asset Plus to Assess Safety and Well-being**

Asset Plus encourages staff to consider safety and well-being in a similar way to risk of serious harm, e.g. what is the concern, what impact will it have, how likely is it to occur and where will it happen (in the community, custody or both). The Asset Plus assessment tool directs staff to consider whether there are any concerns around the young person’s own behaviour, whether there are any safety and well-being concerns linked to the young person’s own personal circumstances or whether there are concerns linked to the potential acts or omissions of others (looking at who might be a risk and what is their access, influence and control). Adverse outcomes to the young person need to be clearly identified as to their nature and whether the outcome is already happening, whether it is a threat from others, whether there is evidence of acts or omissions from others in the past or whether potential future behaviours have been identified. The impact of these adverse outcomes which could be physical, psychological and/or emotional also need to be assessed and are done so as follows:

- **Slight** – Recovery is immediate or no recovery time is required
- **Minor** – Recovery in the short term (<1 month)
- **Medium** – Recovery in the medium term (1 to 6 months)
- **Major** – Recovery in the long term (>6 months) or incomplete
- **Critical** – No recovery possible

The nature (what is the problem), the causes (why it will occur), who will be involved and the likelihood and imminence are all considered in the overall safety and well-being rating and should be clearly analysed and documented by staff in the Asset Plus safety and well-being section with clear objectives identified in the intervention plan to safeguard the young person and to reduce these risks and concerns. Safety and well-being assessments will be audited and countersigned by an Operational Manager through the Explanations and Conclusions section of Asset Plus.
5. Additional Processes

Where the Court are considering a sentence of custody on a young person, a full Pre Sentence Report (PSR) should be prepared that specifically addresses issues of risk of harm and risk of serious harm to others. PSR’s should also include an assessment of any concerns related to the safety and well-being of the young person being sentenced.

All cases that have been assessed as high risk of harm or high safety and well-being should be discussed in supervision sessions and should be regularly reviewed either in supervision sessions or peer case discussions and any decisions minuted and recorded on Child View.

All referrals for reparation or the youth justice centre should include clear indication of any risk and safety concerns, and following referral any changes in risk level should be brought to the attention of the YOT reparation co-ordinator and/or the Youth Justice Centre senior officer.

6. MAPPA Cases:

MAPPA (Multi-Agency Public Protection Arrangements) are the framework under which agencies work together to reduce the risk of serious reoffending behaviour by violent or sexual offenders. The offenders who fall under MAPPA are identified by three categories:

- **Category One**: Registered sex offenders for the period of their registration.
- **Category Two**: Other sex offenders and violent offenders (sentenced to twelve months imprisonment or more), usually for the period that they are being supervised by the Youth Offending Team or the Probation Service.
- **Category Three**: Other offenders who have been convicted of an offence which indicates that they are capable of causing serious harm to the public, and it is believed that they offender may cause serious harm to the public e.g. arson offences.

The MAPPA identifies three levels of risk management:

- **Level 1 – Ordinary risk management (MAPPA 1)**: Used in cases where the risk posed by the offender can be managed by one agency without actively or significantly involving other agencies.
- **Level 2 – Local inter-agency risk management (MAPPA 2)**: Used where the active involvement of more than one agency is required. The meeting should be called when it is felt that risk of harm requiring multi-agency intervention is needed. Key triggers would include an escalation of identified risk or pre-release from custody preparation. All relevant agencies who have to play a part in this should be invited and a senior member of staff from the most appropriate agency will convene the meeting.
- **Level 3 – Multi Agency Public Protection Panel (MAPPP) (MAPPA 3)**: Used for the management of the ‘critical few’. This is defined as when the offender is being assessed as being a high or very high risk of causing serious harm and presents risks that can only be managed by a plan that requires close cooperation at a senior level due to the complexity of the case and/or because of the unusual resource commitment it requires; or although not assessed as high or very high risk, the case is exceptional because of the likelihood of media scrutiny/or public interest in the management of the case is high.

If a risk has been identified that an individual case needs to be managed at MAPPA 2 or MAPPA 3 then a referral using the MAPPA protocol and MAPPA A form should be made through the operational manager. This should be sent securely to the MAPPA co-ordinator at Police HQ in Devizes or via secure email.

If there are any concerns about managing any risk posed by the individual, a request should be made for a local MAPPA conference to be convened. Telephone contact to the MAPPA co-ordinator to request a MAPPA conference at short notice if there are immediate concerns that the young person poses a risk of harm. This should be confirmed in writing within 24 hours. All agency records must be updated within 24 hours of referral.
7. MAPPA conferences

MAPPA conferences are held monthly on Monday mornings at the Swindon Gable Cross Police Station. The role of the MAPPA is bringing agencies together to share, assess and manage risk. The MAPPA meetings do not assume responsibility for a case, take responsibility from an agency or require agencies to work beyond their existing statutory duties. Actions agreed at meetings should be carried out, if it is not possible to do so or if an agency re-assesses a situation and wants to change a significant part of the interagency plan then the MAPPA Co-ordinator should be consulted. The priority for MAPPA is the protection of those who may be at risk of harm from individual offenders.

8. Child Protection Procedure

Where the Court are considering a sentence of custody on a young person, a full Pre-Sentence Report should be prepared that specifically addresses issues of self-harm, risk of suicide, criminal and sexual exploitation and any other perceived safety and wellbeing / child protection concerns. A Stand Down Report is not appropriate for these cases.

(This should be read in conjunction with the Multi-agency Child Protection Procedures and Guidance – “South West Child Protection Procedures” [http://www.online-procedures.co.uk/swcpp/]).

- All new operational staff should undertake core Child Protection Training, unless they have undertaken this within the previous three years.
- As part of the Asset Plus assessment, Children’s Services ICS database should be consulted to ascertain any ongoing Children Services involvement. This should be recorded. If staff members do not have access to ICS then they should seek this information from YOT staff or the young persons allocated Social Worker who will have access to the system.
- All Child Protection cases should be reviewed in each supervision session and discussions noted.
- All cases that are assessed as having high or very high safety and well-being concerns must be audited and discussed in each supervision session until the assessed level of safety and well-being concern reduces to medium or low.
- Operational YOT worker, who have undertaken Child Protection Training, can act as members of the core group of professionals for young people. However YOT workers should never act as Key Workers. Attendance at Case Conferences, core groups and strategy meetings should be prioritised.
- If a worker has any concerns about the safety of a young person, they must be discussed immediately with an Operational Manager at the YOT, and a plan of action agreed.
- If the concerns are discovered ‘out of hours’ or at weekends, the worker should contact Swindon Emergency Duty Service (tel.: 01793 436699) for advice.

Melissa Norton
YOT Operational Manager
Restorative Youth Services

August 2017 Reviewed and updated
## RYS PREVENTION & SPECIALIST SERVICES

**Operational Manager**

- **Specialist Services** – Dale Colsell

### ON TRAK

- **Kathleen Kinloch**
  - Counsellor
  - On Trak P/T 35hrs p/w

- **A. Harvey-Jones**
  - Counsellor
  - On Trak P/T 35hrs p/w

- **Michael Hadgraft**
  - Substance Misuse Worker
  - U-Turn F/T

### SUBSTANCE MISUSE (U-TURN)

- **Faye Ringham**
  - Substance Misuse Worker
  - U-Turn F/T

### HEALTH

- **Vacancy**
  - Mental Health Practitioner
  - YOT P/T 25 hours

- **Rachel Steadman**
  - Young People Health Nurse
  - SBC/ YOT P/T 17hrs p/w

### COURT ADMINISTRATION, INFORMATION & VOLUNTEERS

- **Carla Da Silva**
  - PA/Finance Assistant
  - RYS F/T

- **Jeanette Glover**
  - Court Admin/Reception Supervisor
  - RYS P/T 30hrs p/w

- **Yvette Bennett**
  - Court/On Trak Admin
  - RYS P/T 30hrs p/w

- **Francis Wood**
  - Digital Marketing Apprentice
  - RYS F/T

- **Volunteers (36)**
  - AA - 16
  - Panel Members – 10
  - On Trak – 10
  - (Some may have dual roles)

## YOT COURT, SUPERVISION, THROUGHCARE, REMAND & INTENSIVE INTERVENTION

**YOT Operational Manager** – Melissa Norton

### RESPECT Worker

- **Stephanie Gillett**
  - Experienced Social Worker
  - (Seconded F/T)

### Vacancy

- **Social Worker**
  - (Seconded F/T)

- **Gail Martin**
  - YOT Worker
  - F/T

### POLICE

- **Andrew Seddon**
  - Probation Officer
  - (Seconded F/T – reduces to P/T 18.5hrs as of 01/10/18)

- **Fiona Buchanan**
  - Police Officer
  - (Seconded F/T)

- **Daniel Vizor**
  - Police Youth Justice Worker
  - Police F/T

### HEALTH

- **Clare O’Driscoll**
  - Specialist Speech & Language Therapist
  - SBC/ YOT P/T 3.7hrs p/w

- **Emily Benson**
  - Communications Worker
  - YOT P/T 16hrs

### COURT ADMINISTRATION, INFORMATION & VOLUNTEERS

- **Cathy Hill**
  - ISS Worker
  - YOT F/T

- **Karen Sercombe**
  - YOT Officer
  - YOT F/T

### THE DOCK

- **Investing in Volunteers**

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Restorative Youth Service Plan 2018-19
Diversity Statement

Whilst there is a general understanding of the barriers which are preventing some young people from accessing Restorative Youth Services, it is also clear that diversity needs to be interpreted in its widest context if RYS is to reach out effectively to more young people in Swindon. The On Trak Youth Counselling Service and U-Turn Substance Misuse Service are actually engaged in strategies to improve access by those hardest to reach – including males; young people designated ‘Children Looked After’; and young people with learning or communication difficulties. Innovation in practice (such as the use of ex-drug users or the recruitment of a Digital Marketing apprentice) are part of the RYS Plan going forward to address imbalances in categories of young people accessing services who can help with a range of problems, some of which are centred on mental wellbeing.

Less obvious are those young people disadvantaged by virtue of 18s going their poor levels of communication, such as those who attend Court or enter the secure estate. Work was done in 2017 identifying the reasons for this, which were then analysed for the benefit of future under through the criminal justice system. We continue to buy in the resources of a Speech and Language Therapist who works alongside a communications worker in triaging and working with all children and young people assessed to have difficulties in this area. Likewise any information media in RYS (e.g. leaflets) are ‘sense checked’ by the SALT to ensure that all learning styles are catered for.

RYS is committed to reducing inequality and will be asking partner agencies, staff and volunteers to help identify realistic and deliverable ways of doing this. Resourcing some changes (such as the need to reach out to young people in schools and colleges) will present challenges requiring new ways of working – such as the use of social media. Bids for funding will also be made to commissioners for funding new ways of working. The 2018/19 Plan – and the accompanying Diversity Impact statement – is central to the determination of the team to make a difference to the lives of young people in Swindon.

### 2011 Census data on Swindon Population Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Swindon Population aged 10-17 (25,167)</th>
<th>Restorative Youth Services (2017-18 data)</th>
</tr>
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<tr>
<td></td>
<td>YOT – Community Sentence 164 (160)</td>
<td>YOT – Custody 125 (113)</td>
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<td>95.2% (87.6%)</td>
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<td>90.4% (90%)</td>
<td>90.4% (90%)</td>
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<tr>
<td>White</td>
<td>87.2%</td>
<td>86% (86.3%)</td>
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<tr>
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<td>1.4%</td>
<td>6% (4.4%)</td>
</tr>
<tr>
<td>Other</td>
<td>0.4%</td>
<td>0% (1.3%)</td>
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</table>

### 2011 Census data on Swindon Population Gender

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Gender</th>
<th>Staff</th>
<th>Volunt</th>
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<td>F</td>
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</tr>
<tr>
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<td>100%</td>
<td>24%</td>
</tr>
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<tr>
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<td>86%</td>
</tr>
</tbody>
</table>

To find out more go to SBC equality@swindon.gov.uk
MODEL OF SWINDON YOUNG PEOPLE OFFENDING (YOT 2017/18 DATA)

Annex 6 – Swindon YOT DATA 2017/18

The number of children and young people sentenced to immediate custody has fallen by 74% compared with 10 years ago, and by 7% last year. In the latest year, there was an average of around 870 children and young people in custody.

The proportion of children and young people in custody for more serious offences has continued to increase. The proportion of children and young people in custody for violence against the person offences, robbery, and sexual offences accounted for 79% of the total population in the latest year, compared to 52% in the year ending March 2012.

There were 14,100 reward remarks given by the Courts for YPs in 2017/18, down by 55% compared with the year ending March 2012, and by 13% compared with the year ending March 2016. The majority (87%) were bail remarks, with custodial remarks accounting for 9% and the remaining 5% being community remarks with intervention. Of the three remand types, custodial remarks saw the biggest decrease between the years ending March 2012 and March 2017 with a 66% fall. This was followed by community remarks with intervention with a 63% fall and bail remarks with a 54% decrease. The majority of children and young people given custodial remarks were not subsequently given a custodial sentence. In the year ending March 2017 almost three times (810 out of 1300) of custodial remark episodes that ended reached in a new custodial sentence (450) or an attachable (360).

The National Probation Service currently has thirteen 18 and 19 year olds on their caseload in Swindon (3% of the 423 offenders currently managed by the NPS in Swindon). 5 current NPS managed offenders in Swindon were under 18 at the time of their sentence.