

# Swindon Youth Justice Strategic Plan 2021–24



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## Children's Services Statement:

'Children in Swindon have the best start in life and grow up in supportive, confident and resilient families and communities'

## YJS Shared vision:

'We take a child first approach and always seek to work in partnership with children and families'

# 1. Foreword and executive summary

1.1 Welcome to the 2021-24 Swindon Youth Justice Strategic Plan.  
I am delighted to publish our first three year Youth Justice Plan 2021-24 for Swindon Borough Council and our Partners. I am confident that this plan will support the strategic partnership deliver the highest quality Youth Justice Services in Swindon and sets clear strategic priorities for 2021 and beyond.

The plan is aligned with the Swindon Borough Council Plan and 'Vision for Swindon 2030', the priorities of our Community Safety and Safeguarding Partnerships and the Police and Crime Plan 2017-22.

This strategic plan gives an overview of the work of the Youth Justice Service (YJS) in Swindon. It sets out details of performance over the past year and our priorities for the coming three years.

1.2 The Youth Justice Strategic Partnership have worked hard this year, within the context of a national pandemic and COVID-19, to refocus and strengthen our Youth Justice Services with a clear, long term vision and priority areas for action. Youth Justice Services in Swindon work within the wider Children's Services Directorate to ensure:

'Children in Swindon have the best start in life and grow up in supportive, confident and resilient families and communities'

With the Youth Justice Service focused on the following statement of belief:  
'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'

Following our Board Development Day in February 2021, we now have an overarching Youth Justice Partnership vision to ensure:

**'We take a child first approach and always seek to work in partnership with children and families'.**

This is a shared partnership vision for youth justice services in Swindon and permeates across this strategic plan into everything we do.

1.3 The Youth Justice Service has a key role to play by:

- Diverting children away from the youth justice system, where appropriate.
- Helping prevent offending and reoffending.
- Reducing the use of custody.
- Contributing to multi-agency public protection and safeguarding.
- Adopting evidence based approaches such as trauma informed, identity development and whole family approaches to youth justice.

The Youth Justice Service does this by working together with its key partners – the police, children's services, health services, education, probation, community safety and both voluntary and private sector providers – to deliver high quality and effective services to children, their families and the victims of offending.

The overall effectiveness of the Youth Justice Service continues to be monitored by the Youth Justice Board (YJB) and Ministry of Justice (MoJ) against three key national indicators that link directly to the service's core aims for children, families and their communities.

1.4 In 2020/21 our local data shows that 44 children became first time entrants between April 2020 and March 2021. This was a slight increase on the previous year's figures and continues to be a priority area for us to sustain at low levels and further develop our Youth Restorative Intervention disposal.

The most recent PNC (Police National Computer) data for April 2018 to March 2019, published by the Ministry of Justice (MoJ), on our reoffending shows a rate of 47.8%, which is a small percentage increase of 4.6%. This also remains higher than the regional, national and statistical neighbour's rates. Our live re-offending tracker shows a current rate of 46.7%, however prior to the COVID-19 Pandemic the tracker indicated a rate of 29.7% in 2019-20. Therefore, this remains a high priority area for us for the duration of this plan.

There was a decrease in the number of reoffences per reoffender to 3.14 in the year April 2018 to March 2019, compared to 3.33 for the previous year (aggregated annual figures) and this is lower than South West, Wiltshire and National averages.

The custody rate 0.38 for Swindon Youth Justice Service between April 2020 and March 2021 is above Wiltshire, South West and National average, with eight young people being sentenced to custody in this period. Therefore, this remains a high priority area to reduce and sustain at low levels over the next three years as a result of the very poor outcomes we see for children leaving the secure estate.

In 2020/21, seven children were remanded to youth detention accommodation (YDA), an increase of four compared to the previous year. The number of nights spent in remand has also increased significantly, with a total of 421 nights in accommodation in 2020/21,

compared to 194 in 2019/20. Reducing the use of remand is a key priority within our work to reduce the use of youth detention in Swindon.

In 2021, Swindon Youth Justice Service experienced 5 Serious Youth Violence related offences, which is a significant reduction on the previous year by 14. The rate per 10,000 is lower than YJS Family, South West and National averages. This reduction has a direct correlation to the COVID-19 Pandemic and national restrictions. However, the rates in 2018-20 tell us that a sharper focus is needed in this area and so we have made reducing serious youth violence and child criminal exploitation a strategic priority for the partnership across the duration of this plan.

Our local data shows that Black, Asian and minority ethnic children are disproportionately overrepresented in Swindon and in almost all youth justice pre and post court referrals. More detailed analysis indicates that the most over-represented groups for the last two years are children with black British and mixed ethnicity, and represent 21.6% of all Youth Justice Service referrals over the last full year 2020/21, compared to Swindon's combined populations for these groups of 12.5%.

As such, tackling disproportionality is a key strategic priority for us over the next three years.

We know that within our Youth Justice Service, we have a significant number of children with complex and multiple needs due to having experienced abuse, trauma and neglect. These needs have been amplified as a result of the pandemic, with evidence of a digital divide in the youth justice cohort and direct impact of the rates of children finishing with the Youth Justice Service in meaningful Education, Training and Employment (ETE). Over the duration of this plan we intend to focus our approach on proactively addressing trauma and supporting children with identity development. As a result, we have prioritised our COVID-19 response, focused on ETE and the participation of children to support identity development.

## 2021-24 Youth justice strategic priorities

The 2020/21 performance data, live re-offending tracker and YJB Serious Youth Violence tool combined with local and national drivers for systems change in youth justice have informed the following strategic priorities until 2024:

1. Continue to reduce and sustain the low level of first time entrants (and maximise use of diversion and pre-court outcomes).
2. Reduce offending and reoffending.
3. Reduce the use of youth detention and improve resettlement outcomes (with a sharper focus on reducing remands to youth detention).
4. Tackle disproportionality.
5. Reduce serious youth violence and child criminal exploitation.

Alongside these five key strategic priorities there are three cross cutting themes that will be considered within each priority area where the need for improvements have been identified.

1. Participation of children and families – focusing on identity development approaches to desistance.
2. Education, Training and Employment
3. Emotional and Mental Health and well-being – including a focus on trauma.

It is important to acknowledge that this plan is set within the wider context of delivering services during recovery from COVID-19 and all priorities will consider our response to and impact of the COVID-19 pandemic.

On behalf of the YJS Management Board, I am pleased to present our first three year Youth Justice Strategic Plan for 2021-24.

David Haley, Corporate Director of Children's Services, Swindon Borough Council  
Chair of the Swindon Youth Justice Service Management Board

## 2. Introduction

2.1 The principal aim of the youth justice system is to prevent offending by children (Crime and Disorder Act 1998). Swindon's Youth Justice Service coordinates the provision and delivery of these services relating to this aim.

The Service works in partnership to achieve the national youth justice strategic objectives, which are to:

- Reduce the number of children in the youth justice system.
- Reduce reoffending by children in the youth justice system.
- Improve the safety and wellbeing of children in the youth justice system.
- Improve outcomes for children in the youth justice system.

The Youth Justice Service plays a vital role in both improving community safety and safeguarding and promoting the welfare of children, in particular protecting them from significant harm. Many of the children involved with the Youth Justice Service are among the most vulnerable in society and are at greatest risk of social exclusion.

Our multi-agency approach ensures that we play a significant role in contributing to addressing the safeguarding needs of these children.

The Youth Justice Service is a multi-agency partnership between the councils, the police, probation and health services, each of which holds a statutory responsibility for resourcing and supporting the partnership.

Success is measured through the key outcome targets of the number of children entering the youth justice system and the number of children reoffending.

The three impact indicators that the Youth Justice Services is measured against are:

1. First time entrants (FTEs) to the youth justice system aged 10 to 17.
2. Rate of proven reoffending by children in the youth justice system.
3. Use of custody.

In addition to these key indicators, the Youth Justice Strategic Partnership Board agreed the following strategic priorities following a partnership challenge and away day event in February 2021, which was informed by our end of year performance, data and audit and the impact of COVID-19 on our children and families.

1. Tackle disproportionality.
2. Reduce serious youth violence and child criminal exploitation.

Alongside these five priorities – a further three cross cutting themes were identified:

3. Participation of children and families – focusing on identity development approaches to desistance.
4. Education, Training and Employment.
5. Emotional and Mental Health and Well-being – including a focus on trauma.

Over the duration of this plan, the Youth Justice Strategic Partnership Board will continue to challenge itself and develop a sharper focus on understanding and scrutinising local data to ensure that the partnership is appropriately challenged and supported to address the strategic priorities we have set out.

### 3. Legal Framework

3.1 The Youth Offending Strategic Partnership has a statutory duty to submit an annual youth justice plan. Section 40 of the Crime and Disorder Act 1998 sets out the Youth Offending Partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area will be composed and funded, how it will operate and what functions it will carry out.

The youth justice plan must be submitted to the Youth Justice Board (YJB) for England and Wales and published in accordance with the direction of the Secretary of State.

Although statute requires the production of an annual plan, concessions were made in 2019/20 as a result of the impact of COVID-19 on Services. At Swindon Borough Council, we are ambitious about improving and sustaining outcomes for children at risk of offending and have been working on this strategic plan since February 2021. We have worked as a Strategic Partnership to set a longer term vision for our Youth Justice Service in line with the Swindon Borough Council Plan 2019-20, Vision for Swindon 2030, the priorities of our Community Safety Partnership and that of our Safeguarding Children's Partnership along with the Police and Crime Plan 2017-22.

We will review this plan and our current strategic priorities on a quarterly basis at operational level and every six months at board level. It will be updated accordingly to reflect any changes to the national and local youth justice landscape that may impact on our priorities and ability to deliver a range of services designed to reduce youth offending within Swindon. The plan will be fully reviewed annually.

This plan will be submitted to the Youth Justice Strategic Partnership Board and YJB in June 2021 according to guidance or as directed.

## 4. Swindon Council vision, ways of working, values and aims for the Youth Justice Service

### Our council vision

Our vision is that Children in Swindon have the best start in life and grow up in supportive, confident and resilient families and communities.

### Our values

#### **Be Connected**

We put Swindon & its residents at the heart of everything we do

We display a communication and behaviour style that promotes a positive Council identity in connecting with residents, customers, colleagues and other stakeholders ensuring a partnership approach to delivering our vision. Always asking, "is what I am doing in the best interests of Swindon and its people?"

## **Be Resilient**

We are forward thinking and work smart

We seek to identify where things can be improved, ensuring this learning is embedded, evaluated and built upon through a strong approach to continuous organisational development.

## **Be Brave**

We respect and work together with our colleagues and customers to achieve success

We act in an emotionally intelligent way, setting positive examples around accountability, risk and governance. This will be delivered through developing ourselves and our teams to achieve the highest possible levels of productivity and performance.

## **Our youth justice vision**

Within our Youth Justice Strategic Partnership and Service, we support this overarching vision and have the following vision for youth justice services across the borough:

'We take a child first approach, and always seek to work in partnership with children and families to build resilience and sustain positive change.'

## **How we work in swindon borough council**

We aim to reduce the number of victims and youth crime in Swindon, safeguard and protect children and the public, and increase public confidence in youth justice services by delivering high quality, fair and transparent services that embrace the diversity of children, the people of Swindon and their communities. The Youth Justice Service's ambition is to holistically support all children that engage in offending behaviour. Our Youth Justice Strategic Plan supports the delivery of these services within a practice framework aligned to the wider Children Services and Children Social Care Practice framework.

The framework supports the Youth Justice Strategic Plan ambition to support holistically all children that engage in offending behaviour by adopting the following practice principles:

- Providing a fair and equitable service to children, families, victims and the wider public
- Ensuring children can access high quality flexible support at the right time and right place.
- Ensuring that interventions and services are provided at the earliest opportunity.
- Providing high quality restorative and relationship based practice
- Working in partnership with children and families to support participation and independence.
- Working openly with children and their families to bring about change, in solution-focused ways, building on their strengths.
- Building trusting relationships with children and families that encourages conversations about what matters to them.
- Working with victims and whole families to support desistance.

Agencies delivering youth justice services will also ensure:

- A focus on developing skilled, empowered and confident practitioners.
- The provision of a strong learning and supportive culture and to deliver good leadership management and supervision (high support and high challenge).
- Fit-for-purpose policies and procedures that support good practice.
- They will support the voice and influence of children and young people in service development.
- The quality assurance of their practice and impact for children and families and learning from feedback.

## 5. Performance outcomes

The Youth Justice Service has demonstrated good performance in its contribution to safeguarding and improving outcomes for children and young people. In 2020/21, we have continued to build on effective practice and have achieved positive progress against our National Standards improvement plan (August 2020).

We have seen a slight increase in first time entrants and we know we have more to do to ensure this is reduced further. Our custody disposals have increased and our remand data suggests an increase in the numbers of children experiencing youth detention. This is a priority area for us to address and reduce.

We have a strong commitment to improve our performance relating to reoffending. The rate of reoffending has seen a small percentage increase from the previous year. This is still too high and above the South West and national rates. Our re-offences per re-offender has reduced over the last year, which is positive in comparison to South West and Wiltshire averages.

### **Characteristics of children referred to our youth justice service**

### **Breakdown of outcomes**

Number of children receiving a substantive outcome, by disposal type (some children received more than one substantive outcome in this period).

**Table 1.**

<b>Total number of disposals/ substantive outcomes received by children in 2020/21</b>	<b>105</b>
Youth Restorative Intervention	10
Youth Caution	1
Youth Conditional Caution	13
<b>Total out of court disposals received by children</b>	<b>24</b>
Compensation Order	3
Fine	7
Conditional Discharge	13
Referral Order	30
Youth Rehabilitation Order	20
Sec 90/91	1
Detention and Training Order	7
<b>Total court disposals received by children</b>	<b>81</b>

**Table 2.**

<b>Offences by type</b>	
Arson	1
Breach Of Bail	1
Breach Of Statutory Order	44
Criminal Damage	19
Drugs	33
Motoring Offences	13
Non Domestic Burglary	3
Other	5
Public Order	30
Racially Aggravated	6
Robbery	4
Sexual Offences	3
Theft And Handling Stolen Goods	10
Vehicle Theft / Unauthorised Taking	6
Violence Against The Person	120
<b>Total number of offences</b>	<b>298</b>

The outcomes data for 2020/21 suggests there is more work to be done to prevent children entering the formal criminal justice system. There has been a reduction in Referral Orders and Youth Rehabilitation Orders and increase in Out of Court Disposals in comparison to 2019/20. However, our priority remains to continue improving our First Time Entrant rates and will focus on whether any of the children receiving Referral Order or other formal Disposals could have been avoided by increased use of Youth Restorative Interventions.

In relation to the cohort, 2020/21 saw a similar size cohort but less offences (298) in comparison to 2019/20 (354). This correlates directly with COVID-19 lockdown regulations. However, 2020/21 saw 38.3% of offences committed by two children (114). 2020/21 also saw an increase in violent offences with violence against the person accounting for 40.3% of offences in comparison to 2019/20 where this rate was 25.7%.

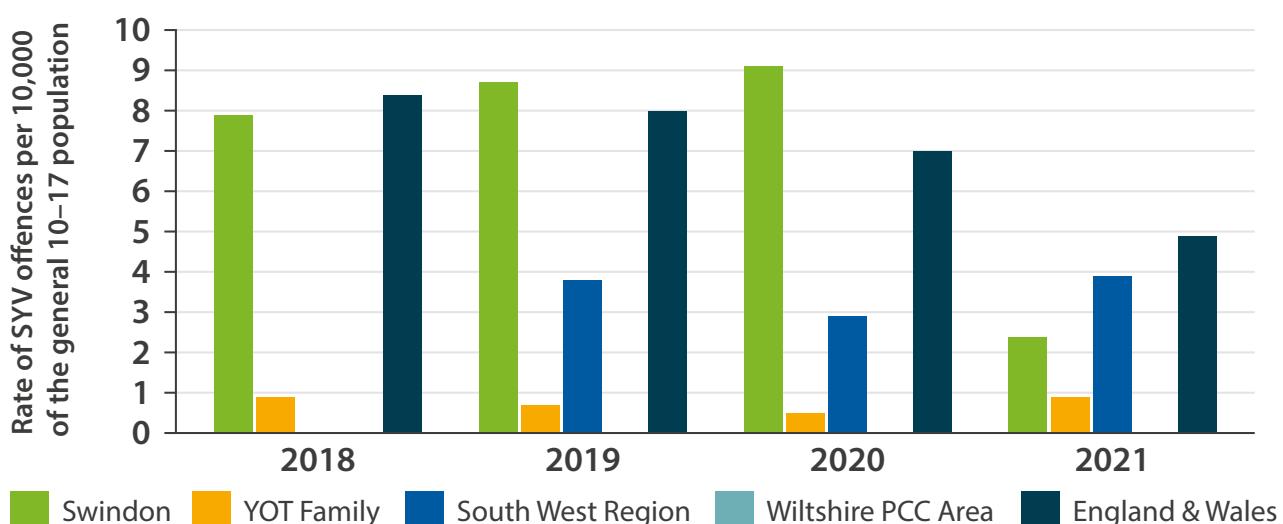
### **Characteristics of children subject to youth justice interventions in 2020/21**

**Table 3.**

<b>Total number of children in the cohort</b>	<b>88</b>
Substance Misuse concerns	63
Mental Health concerns	55
Speech and Language, Communication and Neuro-disability concerns	52
Special Educational Needs or Disabilities identified	18
Education, Health and Care plans	9
Children not in employment, education or training (NEET)	17
Children in Need (current or previous)	48
Child Protection plans (current or previous)	25
Children looked after (CLA) (current or previous)	16
Vulnerable/ at Risk of Child sexual exploitation/ Child criminal exploitation (CSE/ CCE)	40

The above characteristics demonstrate that the Youth Justice Service is working with an increasingly complex cohort of children, who are likely to have experienced abuse, trauma and neglect within their care histories. This means the interventions required to bring about desistance and sustained outcomes need to be focus on repairing harm through relationships and identity development. This will become an area of focus for the partnership and Youth Justice Service.

**The rate of serious youth violence offences per 10,000 children aged 10-17 by YJS, YJS family, YJS region, PCC area and national average**



	Year ending March								
	2018		2019		2020		2021		
YOT family	Number of SYV offences	Rate of SYV offences	Number of SYV offences	Rate of SYV offences	Number of SYV offences	Rate of SYV offences	Number of SYV offences	Rate of SYV offences	
Swindon	16	7.9	18	8.7	19	9.1	5	2.4	
Family average	31	4.7	32	4.6	29	4.2	23	3.4	
Kent	56	0	44	3.8	48	3	60	3.1	
Medway	21	0	26	7.8	24	9.6	11	8.7	
Northamptonshire	35	0	25	5	12	3.5	31	1.6	
Southend-on-Sea	16	0	7	9.9	11	4.2	5	6.5	
Essex	49	0	85	3.7	79	6.3	41	5.8	
Suffolk	45	0	17	6.8	26	2.5	28	3.8	
Nottinghamshire	35	0	37	4.9	33	5.1	20	4.5	
Lancashire	32	0	55	3	37	5	37	3.3	
Dorset Combined YOS	33	0	27	5.2	26	4.2	15	4	
Flintshire	6	0	6	4.3	4	4.1	3	2.7	
South West	180	0	140	3.8	190	2.9	133	3.9	
England and Wales	4,439	0	4,264	8.4	3,846	8	3,356	7	

The Data outlined in the above two tables indicates that rates of serious youth violence incidents increased significantly since 2018. Although, there is a reduction in the year ending March 21 (correlating with COVID-19 regulations) and the actual numbers of serious youth violence offences by children are low and below YJS family, South West and National comparison numbers. However, the above trends, pre COVID-19, remain an area of specific focus and priority for 2021-22.

## Ethnicity, age and gender

Table 4.

<b>Ethnicity</b>	<b>Swindon 10 to 17 population</b>	<b>Swindon children with substantive outcomes 2020/21</b>
White	87.1%	69.3%
Asian	7.6%	3.4%
Black	1.5%	8.0%
Mixed heritage	3.4%	10.2%
Other ethnic group/ unknown	0.4%	9.1%

Table 5.

<b>Ethnicity</b>	
White	61
Asian	3
Black	7
Mixed heritage	9
Other ethnic group/ unknown	8

The diversity profile, illustrated above, of the children supported in 2020/21, indicates that Swindon YJS has a disproportionate number of Black, Asian or Minority Ethnic children within the youth justice system. Children from Black and mixed/dual heritage are significantly over represented in the cohort.

**Table 6.**

Age at time of sentence	
12 years old	3
13 years old	3
14 years old	10
15 years old	18
16 years old	30
17 years old	24

**Table 7.**

Gender	
Male	72
Female	16

Tables 6 and 7 demonstrate the YJS cohort is mainly made up of males with the 15-17 age range and therefore the strategic priorities set out in this plan will need to ensure interventions are sensitive to the needs of the cohort, particularly focused on areas such as adolescent mental health and wellbeing and transitions.

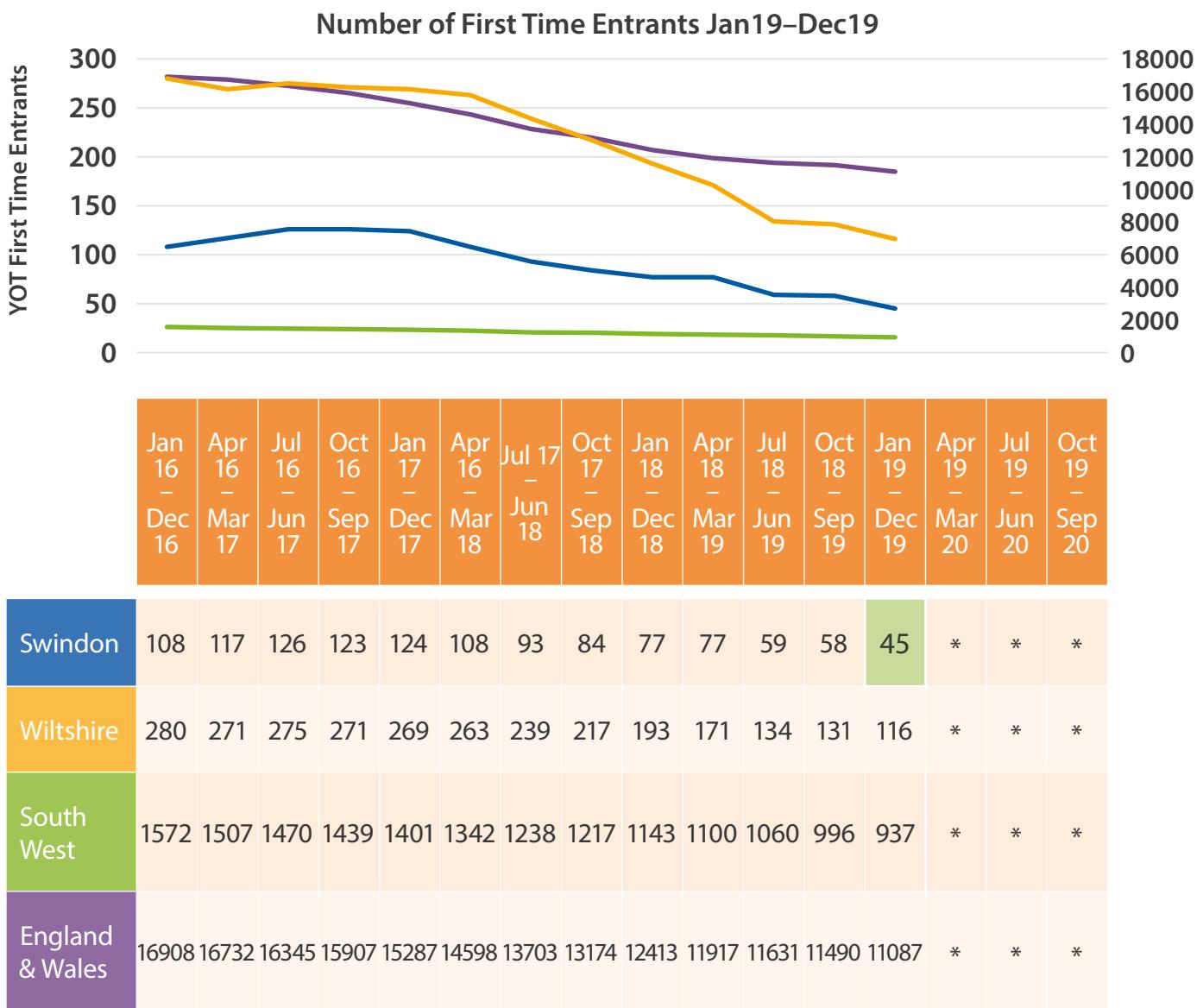
We have also seen a significant increase in females as proportion of cohort - 18.2% in 20/21 in comparison to 6.9% in 19/20, demonstrating a further need to develop bespoke interventions to meet the needs of females who become involved in the criminal justice system.

## National key performance indicators

Our performance against the key indicators (Continuing reduction of first time entrants, reduction in re-offending and sustained low numbers of children receiving custodial sentences) presents a more challenging outlook for the partnership to address in 2021-22. We know we need to do more to improve outcomes, particularly relating to re-offending, use of custody and remand.

## First time entrants

First time entrants (FTEs): The number of young people with a substantive youth justice outcome in the period who have not previously entered the youth justice system.



\* Data for last 3 periods not yet made available by YJB

The data for this indicator comes from the Police National Computer and is published by the Ministry of Justice (MoJ). The data is shown in rolling full years for the 12 month period to March, June, September and December of each year.

This relatively low number is due to a number of factors, one of which is the Youth Restorative Intervention Panel (YRIP) which is delivered by the YJS in Partnership with Wiltshire Police. The continued low number of FTEs is positive and points to the fact

that early intervention and diversion is working. However, what this does mean is that the YJS is working with an increasingly complex cohort of children in the post Court arena. This requires a fundamental shift in how interventions are delivered, with a focus on evidence based, trauma informed and identity development focused approaches to support desistance and resettlement.

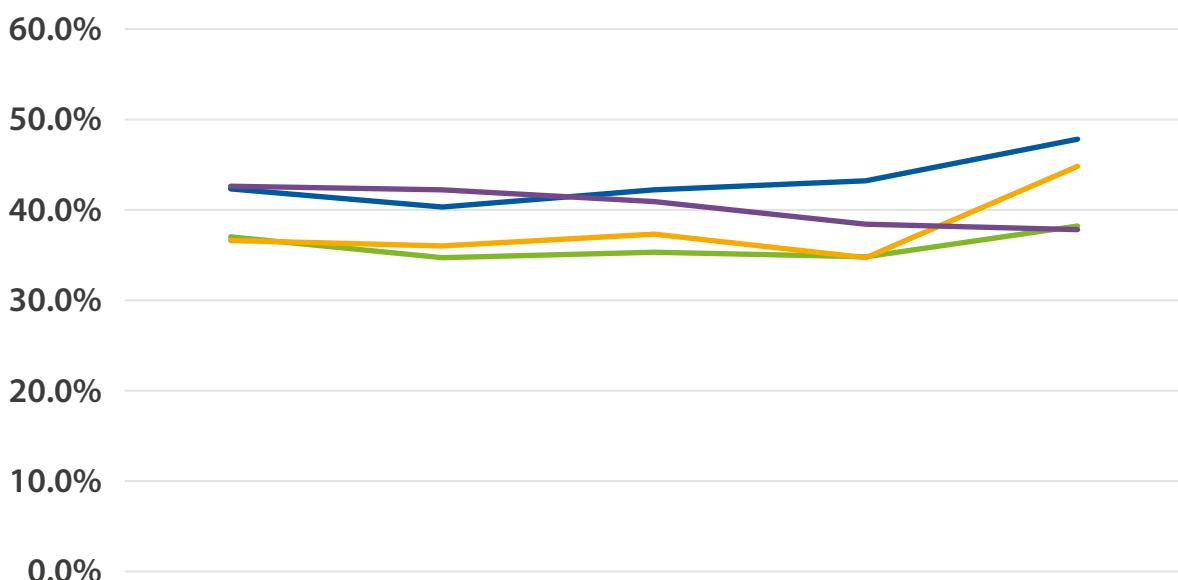
Our workforce development strategy therefore forms a key element to achieving the aims set out in this strategic plan.

Local data shows that during the first six months of COVID-19 the number of children coming through to the Youth Restorative Intervention Panel reduced alongside the number of FTE's in the Court system. However, at the end of 2020/21 there were 44 FTE's in comparison to 38 in 2019/20. Therefore, this remains a priority area for us to proactively target and reduce further.

## Reducing reoffending

Reoffending binary rate

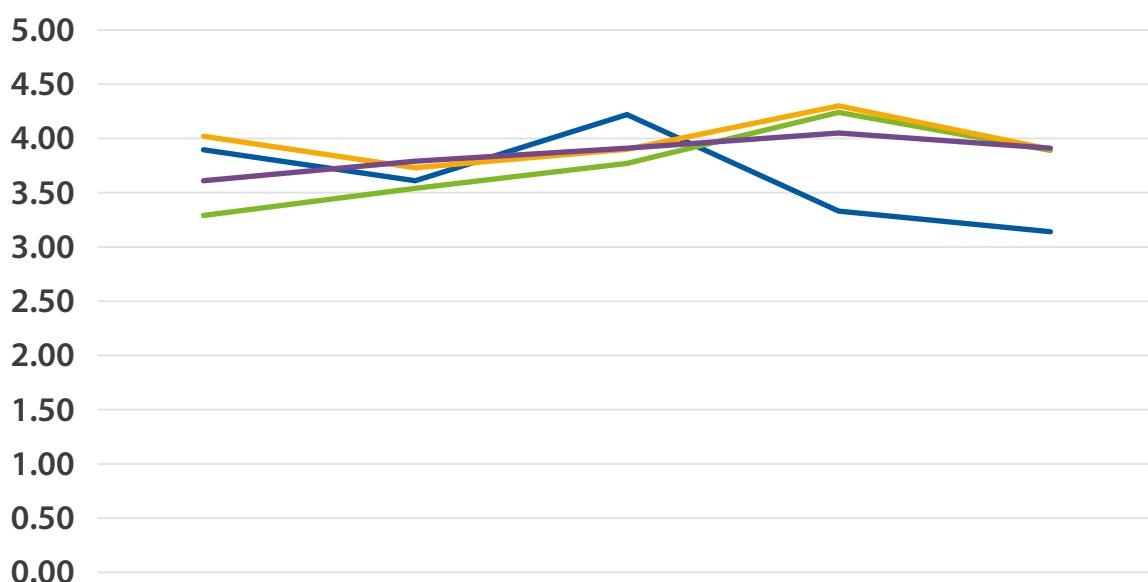
**Re-offending Rate (Re-offenders/ Numbers in Cohort) – Annual weighted average**



	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18	Apr 18 – Mar 19
Swindon	42.3%	40.3%	42.2%	43.2%	47.8%
South West	37.0%	34.7%	35.3%	34.8%	38.2%
Wiltshire PCC Area	36.6%	36.0%	37.3%	34.7%	44.8%
England & Wales	42.6%	42.2%	40.9%	38.4%	37.8%

The Binary re-offending rate for April 2018-March 2019 indicates an increase in re-offending from the previous year of 4.6%. The rate and increase is above that of South West, Wiltshire and National averages. Our live re-offending tracker shows the figure for period March 2020 to April 2021 as being 46.7%. This is an area of specific focus for the partnership over the next year of the strategic plan.

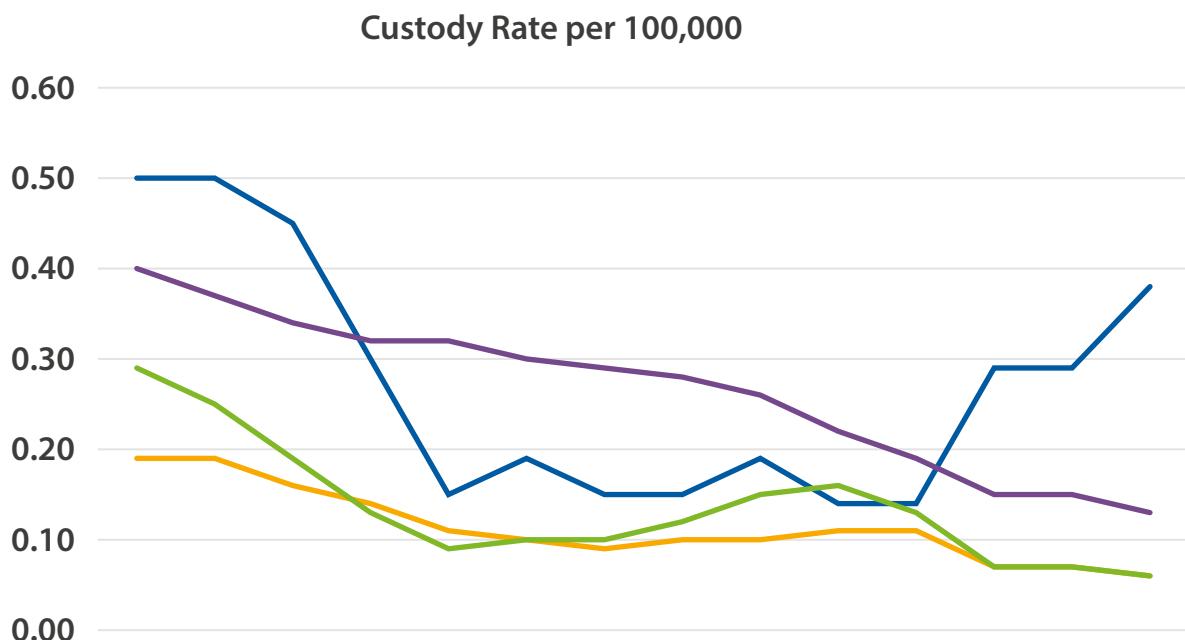
### Re-offenders/ Re-offences – Annual weighted average



Re-offences per re-offender frequency rate: the average number of re-offences per re-offender, based on aggregated annual cohorts of children.

## Reducing the use of custody

Rate of custodial sentences (per 1,000 of 10 to 17 population),



	Jan 17 – Dec 17	Apr 17 – Mar 18	Jul 17 – Jun 18	Oct 17 – Sep 18	Jan 18 – Dec 18	Apr 18 – Mar 19	Jul 18 – Jun 19	Oct 18 – Sep 19	Jan 19 – Dec 19	Apr 19 – Mar 20	Jul 19 – Jun 20	Oct 19 – Sep 20	Jan 20 – Dec 20	Apr 20 – Mar 21
Swindon	0.50	0.50	0.45	0.30	0.15	0.19	0.15	0.15	0.19	0.14	0.14	0.29	0.29	0.38
South West	0.19	0.19	0.16	0.14	0.11	0.10	0.09	0.10	0.10	0.11	0.11	0.07	0.07	0.06
Wiltshire PCC Area	0.29	0.25	0.19	0.13	0.09	0.10	0.10	0.12	0.15	0.16	0.13	0.07	0.07	0.06
England & Wales	0.40	0.37	0.34	0.32	0.32	0.30	0.29	0.28	0.26	0.22	0.19	0.15	0.15	0.13

The custody rate for Swindon YJS between April 2020 and March 2021 has significantly increased and is above South West, Wiltshire and National average, with eight children being sentenced to custody in this period. The YJS has seen a concerning upward trend regarding the use of custody and although actual numbers remain small, this rate remains too high and therefore there is a need to prioritise reducing the use of custody and remands over the next year.

## Remands To Youth Detention Accommodation

Number of children in placed in youth detention accommodation.

Table 10.

	Young Offender Institute	Secure Children's Home	STC Nights	All settings
2018/19	3	0	1	4
2019/20	2	1	0	3
2020/21	2	3	2	7
	7	4	3	14

The number of children remanded to Youth Detention Accommodation in 2020/21 compared to the previous year has increased to more than double. This increase is in line with the national picture that is seeing increased use of remand to youth detention and an area requiring focus in Swindon.

## Number of nights in remand

Table 11.

	Young Offender Institute	Secure Children's Home	STC Nights	All settings
2018/19	82	0	4	86
2019/20	193	1	0	194
2020/21	129	117	175	421
	404	118	179	701

The increase in numbers of children being remanded to youth detention has increased the number of nights on remand by children in Swindon, which has more than doubled since 2019/20. This has been further compounded by the impact of COVID-19 on Courts and delays in the listing of Trials.

## National standards self-assessment

Our National Standards self-assessment of our practice between September 2019 and the end of February 2020 has highlighted the following key practice themes for development in 2021/22.

### NS1 Out of court disposals (OOCD)

- Further development of point of arrest diversion and programme of evidence based interventions, learning from best practice.
- Ensuring consistency and quality of practice via a joint protocol, and Quality Assurance Framework focused on Assessment, Sentence Planning, implementation, review and Evaluation (ASPIRE).

### NS2 At court

- Ensuring there is clear communication and partnership working with the secure estate.
- Proactively targeted issues of Disproportionality within the Criminal Justice System- Explain or Reform.

### NS3 In the community

- Improving evidence based models to assessment, sentence planning and interventions, including improving sentence planning and risk management in partnership with children and families.
- Increasing the level of participation and partnership with children and families subject to YJS Orders-focused on identity development.

### NS4 In secure settings

- Developing evidence-based models to supporting desistance and resettlement - constructive resettlement and identify development.

### NS5 In transitions (resettlement)

- Enhancing multi-agency and evidence based models to support transitions and resettlement - constructive resettlement and identify development.

These themes have informed the focus of our strategic priorities and service improvement work, reflected within our team operational improvement plan (August 2020), training plan and Youth Justice strategic plan for 2021-24.

# 6. Youth Justice Service structure and governance

The Youth Justice Service is structurally located within Children, Families and Community Health Directorate.

## Youth justice service structure

The strategic leadership of the service is provided by the Service Manager supported by the Team Manager. At the time of writing this plan the Youth Justice Service has 21.7 full-time equivalent (fte) posts. Appendix 1 - Organisation Chart.

- 1 fte YJ Service Manager
- 1 fte Interim YJ Manager
- 1 fte YJ Team Manager
- 1 fte YJ Assistant Team Manager
- 3 fte Case Officers
- 1.8 fte Social Workers
- 0.8 fte Reparation Worker
- 0.5 fte Probation Officer
- 0.4 fte Communications Worker
- 2 fte Police Officers
- 1 fte PA/ Finance Officer
- 0.6 fte Volunteer Co-ordinator
- 0.5 fte Nurse
- 0.7 fte Mental Health Practitioner
- 0.8 fte RJ & Victim Worker
- 0.2 fte Speech and Language Therapist
- 1 fte Bail Support and Intensive Interventions Co-ordinator
- 1 fte ISS Worker
- 0.6 fte Education Welfare Officer
- 0.8 fte Court Admin Supervisor
- 1 fte Court Admin Worker
- 1 YRI Case Worker
- Plus 20 volunteers

Swindon Youth Justice Service enjoys a strong and effective multi-agency partnership. Funding streams, staff deployment and secondments/ placements from our partners ensure there is an effective and meaningful relationship between all key stakeholders; which provides challenge, oversight and support. These include the following staff:

- CAMHS – Child and Adolescent Mental Health Service
- School Nurse
- Education Welfare Officer
- Speech and Language Therapist
- Probation Officer
- Police Officer/ Police Youth Justice Worker

As Swindon YJS is located in the Civic Campus at Clarence House, there is immediate internal access to the Multi-Agency Safeguarding Hub (MASH) Assessment and Child Protection Team, Locality Safeguarding Teams, OPAL Child Exploitation and Missing Team, the Early Help Hub and the Care Leavers Team.

The YJS has access to a range of Early Help and Specialist Services that include those provided by Swindon Borough Council and also commissioned Services including those provided by the CCG (Clinical Commissioning Group). Examples of services supporting the work of Swindon YJS include:

- U-Turn Young People's Substance Misuse Service
- On Trak Youth Counselling Service
- RESPECT (Adolescent to Parent / Child Domestic abuse) programme
- Parenting Worker
- Emergency Duty Service (out of hours support)

## Transforming youth justice services

- The Youth Justice Service underwent a management transformation and restructure in 2019/20 which resulted in the move of the restorative early intervention youth services into the Early Help side of the business – bringing greater integration with a wider range of support services and more specialist management. This change related to UTurn, Ontrak and Parenting Support – it did not however relate to specialist areas of youth offending work and staff.
- The management capacity of the Youth Justice Service was subsequently reviewed resulting in two new management posts – a Team Manager and an Assistant Team Manager created to ensure a dedicated and focused response for children at risk of offending.
- As a result, youth justice workers will have a specialist and dedicated function in Swindon Borough Council and will only work with children in the youth justice system pre and post court. However, the Youth Justice Service will continue to have access to the full range of services throughout the Early Help division.
- Further transformation work is planned for 2021/22 with regard to Swindon's approach to safeguarding adolescents, who are at risk of criminal and/or sexual exploitation. This work will see an enhanced approach to contextual and extra-familial harm and will support the developing practice in the YJS focused on trauma and identity development.

## Governance

The YJS Management Board was established to ensure that Youth Justice Service is provided with clear and coordinated strategic governance and support to continue delivering high quality youth justice services with a focus on:

- Making sure that children are safe.
- Reducing the likelihood of reoffending.
- Minimising the risk of harm that children can cause to other people and themselves.

The Youth Justice Strategic Partnership is operating under revised Terms of Reference that have been developed in line with the YJB guidance on Modern Youth Offending Partnerships guidance 2013. The board meets four times a year and is chaired by Swindon's Corporate Director of Children's Services who was appointed as Chair of the YJS Management Board in October 2017. There is a high level partnership representation on the board from across the strategic partnership, and there are good working relationships with all partners that ensures effective integrated strategic planning and delivery of good youth justice services.

The arrangement for chair and membership of the board ensures it is well placed to discharge its responsibilities, which include:

- Setting the direction and strategy local youth justice services, prioritising the quality of service and adherence to the evidence base.
- Understanding the risks to the service and ensuring appropriate mitigations are in place.
- Delivering the principal aim of reducing offending and reoffending.
- Ensuring that children involved in the youth justice system receive high quality, effective, personalised and responsive services and have access to universal and specialist provision delivered by partners and other key agencies.
- Ensuring the skills of YJS staff, through workforce development, training and supervision supports the delivery of high-quality practice.
- Ensuring services and practice prioritise the safety and wellbeing of children and our responsibility to victims of youth crime.
- Ensuring that policies and guidance are in place.
- Monitoring strategic performance oversight including analysis of diversity factors and patterns.
- Accountability and representation of youth justice issues within the local authorities.
- Ensuring the local youth justice service environment to meet children is appropriate and accessible.
- Ensuring the local authorities discharge their duties under the Children Act 1989, in particular those in Schedule 2, paragraph 7, to:
  - discourage children within their area from committing offences.
  - take reasonable steps designed to reduce the need to bring criminal proceedings against children.
  - avoid the need for children within their area to be placed in secure accommodation.
- Monitoring the services response to thematic inspections.
- Overseeing the services management and response to our local Community Safeguarding Public Protection Incidents.
- Providing financial governance for the partnership.

Overall, the board is responsible for ensuring that there are effective multi-agency working arrangements, and sufficient and proportional resources deployed to deliver high quality youth justice services that meet local needs and statutory requirements. The board is well established, operating with a clear forward plan and provides the service with 'critical friend', challenge and scrutiny. The board receives progress reports in relation to financial expenditure and performance at each meeting, and is presented with reports on significant national and local youth justice developments likely to affect Youth Justice Service performance and service delivery. Additionally, reports on all other aspects of Youth Justice Service work are provided to the board under the structured cyclical arrangement to support oversight function.

The existing board membership includes all key statutory partners (see table 10). The board recently undertook a self-assessment of its effectiveness and partnership working to help inform our forward plan and to strengthen its effectiveness.

Current board members participated in governance and strategic priority discussions and challenge at our November YJS Management Board and away day workshop in February 2021 led by our Chair and an independent consultant that focused on the following objectives:

- Developing understanding of board members responsibilities and purpose of the board.
- Improving understanding of key features of highly effective governance/board arrangements in line with the HMIP inspection criteria and the YJB Modern Youth Offending Partnership's guidance enhancing understanding of the Youth Justice Service and the journey of the child through the youth justice including type of disposals and support on offer.
- Enhancing understanding of the Youth Justice Service and the journey of the child through the youth justice including type of disposals and support on offer.
- Developing our strategic priorities for the duration of this plan.

## Links with other strategic or stakeholder groups

The Youth Justice Service has the following strategic and operational links within both boroughs that enable us to deliver effective youth justice services which contribute to wider strategic priorities:

- Swindon Safeguarding Children Partnership (SSCP) and associated sub groups
- Children's Services Corporate Parenting Board
- Swindon Community Safety Partnership (CSP)
- Multi-agency Public Protection Arrangements group (MAPPA) and Multi-agency Risk Assessment Conference group (MARAC) Wiltshire Liaison and Diversion partnership
- Clinical Commissioning Group (CCG)
- Wiltshire Criminal Justice Board (WCJB)
- The Police and Crime Plan 2017-22

For an overview of the YJS Strategic Management Board governance interface with wider governance arrangements, please refer to Appendix 2.

In this context the Youth Justice Service and partnership is strategically well placed to influence and deliver the local children's and crime reduction priorities and work effectively with partners to meet the needs and gaps in services for children at risk of offending.

## Current youth justice service management board membership

Table 12.

Stakeholders	
Children's Services	Corporate Director of Children's Services
Police	Superintendent - Public Protection
Police and Crime Commissioner	Commissioning Manager (Demand)
Community Safety and Housing	Director of Housing
Community Safety Partnership	Head of Community Safety
National Probation Service	Senior Operational Support Manager
Health CCG	Designated Nurse for LAC
Health - CAMHS	Service Manager
Public Health	Principal Officer Health and Wellbeing (Children and Families)
Youth Justice Service	Service Manager
Children's Social Work	Director of Children's Social Work
Children's Early Help	Service Manager
Courts	Chair of the Youth Bench
Education	Head of Skills and Education Partnerships - Inclusion and Achievement
Members	Cabinet Member for Children's Services
Guests	Regular attendance by the YJS team and Multi-agency
Young Victims of Crime Service - SPLASH	TBC

# 7. Partnership arrangements

The Youth Justice Service operates across Swindon areas as part of Swindon's wider Children's Services.

The Youth Justice Service and its strategic partnership board interfaces effectively with a diverse range of partners as illustrated in table 12 and participates in a wide range of multi-agency forums as illustrated in table 13. Partnership arrangements will be reviewed and monitored through service level agreements, where appropriate, to ensure an effective collaborative and interface with the shared service.

**Table 13.**

Swindon
Swindon Safeguarding Partnership
Swindon Community Safety Partnership Board.
Swindon and Wiltshire Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board.
Swindon Multi Agency Risk Panel (MARP)
Swindon Multi-Agency Risk Assessment Conference (MARAC)
Wiltshire Criminal Justice Board including Integrated Offender Management processes.
Swindon Prevent Board (including Channel Panel when appropriate)
Wiltshire Youth Magistrates Panel
Swindon Crown Courts Users forum.
Wiltshire Liaison and Diversion Partnership Health.
Swindon Volunteer Forum
The YJS Manager also attends quarterly regional SW YJS Manager's meetings which facilitates regional networking with YJSs and the YJB

## Prevent

Swindon Council has a Prevent strategy in place and the Youth Justice Service Manager is a core member of the multi-agency Channel panel. The Channel meeting assists agencies working with vulnerable people meet their responsibilities under the Counter-Terrorism and Security Act 2015. Section 26 of this act places a duty on certain bodies ('specified authorities') in the exercise of their functions to have 'due regard to the need to prevent people from being drawn into terrorism'. Swindon Council is a 'specified authority' and derives this status from schedule 6 of the Counter Terrorism and Security Act 2015.

# 8. Resources and value for money

The Swindon Youth Justice Service has a complex budget structure comprising of partner agency funding and in-kind contributions. The Youth Justice Board grant and the Council's financial contributions are managed within the council's financial regulations and are subject to stringent control and accountability mechanisms. Alongside this, the YJS budget and spend is also regularly reported to the YJS Management Board.

The overview of the YJS budget for 2020/21 is presented in the following tables:

**Table 14.**

Budget 2020/21	
Agency	Income
Youth Justice Board	£248,314.00
Local Authority	£307,600.00
Police Crime Commissioner Office	£81,707.00
Probation	£5,000.00
Health	£23,500.00
Other	£25,800.00
<b>Total</b>	<b>£691,921.00</b>

**Table 15.**

Income in-kind
1 fte Police Officer
1 fte Police Youth Justice Worker
0.5 fte Probation Officer
0.7 fte Mental Health Practitioner
0.5 fte Health Nurse

In addition to the core budget, the YJS continues to receive in-kind contributions from partners towards the resourcing and delivery of youth justice services (table 15).

## Remand position

Table 16.

Remand budget			
Financial year	Remand allocation	Remand outturn	Budget deficit year end
2014/15	£49,488.57	£88,748.00	£39,259.43
2015/16	£37,304.47	£48,555.00	£11,250.53
2016/17	£22,973.88	£67,297.00	£44,323.12
2017/18	£9,413.00	£138,432.00	£129,019.00
2018/19	£34,887.00	£18,637.00	£16,250.00
2019/20	£37,538.00	£47,019.00	£9,481.00
2020/21	£57,399.00	£209,094.00	£151,695.00

The previous year's remand budget allocation was £57,399.00, and spend against it stood at £209,094.00, which has presented a significant financial liability for the Local Authority. The YJS works closely with partners to always present a robust credible community package to the court as an alternative to remands to youth detention where the risk to the public and the child can be managed.

Out of the seven children remanded to youth detention accommodation during 2020/21:

- Five were sentenced to custody (4 received Detention and Training Orders and 1 received a Sec. 91 Order)
- Two received a community sentence (Youth Rehabilitation Order), however as one of them turned 18 before sentence the case went directly to Probation

It is noted that 71.4% (5 children) of the remand cohort were sentenced to a custodial sentence and therefore there is further work to be done across the duration of this plan to ensure effective community alternatives to remand to youth detention.

43% (3 children) of the children remanded were BAME which is disproportionately high when compared to local demographics, although numbers of children remain very low. (12.5% latest available 10-17 mid 2011 population by ethnicity).

Since the introduction of the devolution of the remand budget to the local authorities, the table above illustrates the fluctuation of the remand budget since 2014 alongside the year-on-year budget deficit as a result of this arrangement. The major contributor to the level of spend has been the long duration of the remand period, attributed to the speed of the judicial process. This area of spend is monitored closely with robust operational management arrangements in place to mitigate unnecessary remands.

The MOJ remand grant allocation for 2021/22 is £28,949.00 (a significant decrease from previous year). Historical patterns suggest that this will be a budget pressure for the Local Authority in 2021/22. There were no children in detention accommodation in Qtr1 2021/22 but thus far in Qtr2 there has been one episode.

The youth justice budget and resourcing will continue to be a high priority and monitored and scrutinised by the YJS Management Board to ensure that we provide an effective and efficient service.

## 9. Strategic priorities 2021-24

In order for the Youth Justice Service to drive improved outcomes for children at risk of offending in Swindon, the Youth Justice Strategic Partnership has set a range of strategic priorities that reflect national drivers and local need. The Partnership set the following strategic priorities as a result of our end of year performance in 2020/21 and away day in February 2021.

The strategic priorities of focus in 2021/22 have been informed by:

- The Youth Justice Strategic Partnership
- The Swindon Safeguarding Children Partnership
- The Community Safety Partnership
- The Swindon Borough Council Plan 2019-20, Vision for Swindon 2030
- The Police and Crime Plan 2017-22

### Key challenges and opportunities within the landscape of youth justice services delivery for 2021/22

We will continue to shape delivery of the local Youth Justice Service and its underpinning local systems, in order to contribute to the YJB 2020/21 Business Plan and strategic objectives which cover:

- To strengthen and enhance the delivery of our statutory functions.
- To see a youth justice system that sees children as children first and foremost.

- To see an improvement in the standards of custody for children and promote further rollout of constructive resettlement.
- To influence the youth justice system to treat children fairly and reduce over-representation.
- To see a reduction in serious youth violence and child criminal exploitation.

The key strategic priorities that we will focus on as a partnership are:

- 1) Continue to reduce and sustain the low level of first time entrants (and maximising use of diversion and pre-court outcomes).**
- 2) Reduce offending and reoffending.**
- 3) Reduce the use of youth detention and improving resettlement outcomes (with a sharper focus on reducing remands to youth detention).**
- 4) Tackle disproportionality.**
- 5) Reduce serious youth violence and child criminal exploitation.**

Alongside these five key priorities there are three additional cross cutting themes that will be considered within each priority area where the need for improvements have been identified.

- 1) Participation of children and families – focusing on identity development approaches to desistance.**
- 2) Education, Training and Employment**
- 3) Emotional and Mental Health and well-being – including a focus on trauma.**

In order to ensure grip and sustained pace against our strategic priorities, we have agreed that each priority will be driven by either a dedicated sub group of the board or an existing appropriate group within the wider partnership forum. Each priority will have a Board member sponsoring the work and a clear action plan.

## **Year one outputs and outcomes**

Within the first year of our strategic plan we aim to achieve the following outputs and outcomes (all action plans are working documents and available on request).

## 1) Continue to reduce and sustain the low level of first time entrants (and maximising diversion and pre-court outcomes)

### Key outputs

In 2021/22, we will:

- Establish strategic priority and sub group action plan across the strategic partnership
- Review the OOCD protocol to ensure early help for adolescents is provided at 'teachable, reachable moments' and at point of arrest.
- Develop a scrutiny panel for out of court disposals to challenge the partnership on decision making for Black, Asian or minority ethnic children and other vulnerable groups, including children looked after and care leavers.
- Enhance the out of court disposal Intervention offer to ensure it is evidence based and focused on identity development.

### Key outcomes

In 2021/22, we want to see:

- FTE rates reduce and be sustained.
- Increased engagement at 'teachable, reachable moments' and point of arrest.
- An increase in pre-YRI and YRI diversionary outcomes.
- Reduction in exclusions and children and young people who are not in education, training or employment.

## 2) Reduce offending and reoffending

### Key outputs

In 2021/22, we will:

- Establish strategic priority and sub group action plan across the strategic partnership.
- Challenge board members on the partnership contribution to addressing offending behaviour and desistance- proactively targeting education and the post-16 offer and addressing the impact of COVID-19.
- Establish evidence based models of practice that build upon our restorative approaches, including: whole family approaches to desistance, trauma informed approaches to assessment, intervention and risk management and interventions focused on identity development.

## **Key outcomes**

In 2021/22, we want to see:

- Reduced binary reoffending rates-across our live tracker cohort.
- Sustained low reoffences per reoffender.
- Innovative approaches and developments to desistance via evidence based models of practice.

### **3) Reduce the use of youth detention**

#### **Key outputs**

In 2021/22, we will:

- Establish strategic priority and sub group action plan across the strategic partnership.
- Challenge board members on the partnership contribution to addressing risk of youth detention: proactively targeting children's social care, contextual safeguarding, education and the post 16 offer.
- Establish evidence based models of practice that build upon the family safeguarding approach, including: constructive resettlement and identity development.
- Enhance our offer to prevent the unnecessary remand of children to youth detention where they can be managed safely in the community.
- Ensure disproportionality for children subject to youth detention is proactively monitored and challenged.
- Build on internal monitoring mechanisms for children kept overnight in Wiltshire police custody cells.

#### **Key outcomes**

In 2021/22, we want to see:

- Reduction in the rates of youth detention-remand and sentence.
- Reduction in disproportionality within this cohort.
- Improved outcomes relating to resettlement, transitions and children kept overnight in local police custody.

## 4) Tackle Disproportionality

### **Key outputs**

In 2021/22, we will:

- Establish strategic priority and sub group action plan across the strategic partnership.
- Challenge board members on ensuring tackling disproportionality as a cross cutting theme for the strategic partnership.
- Establish and embed the Youth Justice Board disproportionality toolkit to proactively monitor and scrutinise the data and areas where partnership responses can have a positive impact on disproportionality.
- Develop a training and development plan focused on targeting disproportionality and issues suchas unconscious bias with the Workforce Development Team.

### **Key outcomes**

In 2021/22, we want to see:

- Disproportionality within the youth justice cohort to reduce and progress towards aligning with local demographic and population.
- Disproportionality as a shared priority across the partnership and wider local authority response.
- Increased engagement and participation of Black, Asian or minority ethnic children and families.
- Increased engagement with voluntary and third sector organisations who specifically work with Black, Asian or minority ethnic communities.

## 5) Reduce serious youth violence and child criminal exploitation

This priority is shared across the Swindon Safeguarding Partnership and Community Safety Partnership:

### **Key outputs**

In 2021/22, we want to see:

- Establish strategic priority and sub group action plan jointly with the other partnerships.
- Review and align approaches to risk management for adolescents-including MARP, IOM.
- Enhance preventative and early interventions in respect of youth violence.
- Conduct a multi-agency Child Criminal Exploitation and serious youth violence audit and challenge the strategic partnership with the findings.

- Utilise the YJB Serious Youth Violence tool to monitor performance data and challenge the partnership accordingly.
- Enhance and develop contextual safeguarding responses in partnership with the Swindon Safeguarding Partnership and Children's Services.

## **Key outcomes**

In 2021/22, we want to see:

- A reduction/sustained low rate in serious youth violence and knife related offences and the rate per 10,000.
- A reduction in the numbers of substantive outcomes in youth justice relating to violence and knife crime.
- An improved and coordinated approach to youth safety and violence reduction-including contextual safeguarding.
- Improved supported transitions from youth justice services and targeted support for 18 to 25 year olds.
- A greater emphasis on providing services at 'teachable, reachable moments' for adolescents at risk of serious youth violence and child criminal exploitation.

## **Cross cutting priorities**

### **1) Participation of children and families focusing on identity development approaches to desistance**

This priority is shared with the wider Children's Services.

## **Key outputs**

In 2021/22, we will:

- Establish strategic priority and sub group action plan across the strategic partnership.
- Challenge board members on ensuring participation is a cross cutting theme for the partnership.
- Establish a deeper understanding of participation as an evidence based intervention focused on identity development.
- Develop youth participation forums.
- Develop parent's participation forums.
- Learn from Inspections and national best practice.

## **Key outcomes**

In 2021/22, we want to see:

- An increased number of children and families actively participating in youth justice service design, scrutiny and desistance focused interventions.
- Emerging signs of the positive impact of participation on reoffending, youth detention and disproportionality rates.

## **2) Education, Training And Employment**

### **Key outputs**

In 2021/22, we will:

- Establish strategic priority and sub group action plan across the strategic partnership.
- Addressing the digital divide and impact on Education, Training and Employment opportunities post COVID-19.
- Develop bespoke pathways and services to support the Education, Training and Employment needs of children in the youth justice system in Swindon.

### **Key outcomes**

In 2021/22, we want to see:

- A reduction in the digital divide within the youth justice cohort with an increase in the number of children and families able to access multi-media forms of technology and education.
- A reduction in the number of children ending criminal justice outcomes Not in Education, Training or Employment
- A reduction in exclusions

## **3) Emotional and mental health and wellbeing including a focus on trauma**

### **Key Outputs**

In 2020/21 we will:

- Establish strategic priority and sub group action plan across the strategic partnership.
- Challenge board members on ensuring Emotional and Mental Health & Wellbeing is a cross cutting theme for the partnership.

- Ensure a trauma informed workforce is in place.
- Enhance preventative and early interventions in respect of Emotional and Mental Health & Wellbeing.

### **Key Outcomes**

In 2020/21 we want to see:

- A reduction in the number of children ending criminal justice outcomes with emotional or mental wellbeing issues.
- An improved and coordinated approach to Emotional and Mental Health & Wellbeing.

### **Link to over-arching and shared strategic priorities**

The Youth Justice Service will also continue to contribute towards local strategic priorities across the partnership, reflected in the following:

- Swindon Borough Council Plan 2019-20, Vision for Swindon 2030
- The Children's Strategic Partnership Board
- The Wiltshire Criminal Justice Board
- The Swindon Community Safety Partnership
- The Health and Wellbeing Board
- Swindon Safeguarding Children's Partnership
- Joint strategic needs assessments

## **10. Risks to future delivery against youth justice outcome measures**

Within the last 12 months, we have faced the challenges of an ongoing efficiency agenda at national and local levels, changes within the local partnership landscape (health, police and probation), as well staffing challenges and organisational transformation in Swindon Council. We have also faced business continuity challenges as a result of the COVID-19 pandemic.

The Swindon Youth Strategic Partnership receive a quarterly risk update via a risk register which covers and reports on the following areas:

## **Operational**

- Dangerous or serious incident committed by child known to YJS. 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 child secure estate and risk of harm to young people.

## **Performance and Standards**

- Fail to achieve KPIs:
- Increase in FTEs
- Further increase in re-offending
- Further 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 child into the secure estate.

## **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 child for a serious offence can have significant financial implication for the LA.

## **Partnerships**

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

## **Reputation**

- HMIP Inspection regime.
- Data loss/ access due to deception or staff misdemeanour.

## **Buildings and Infrastructure**

- Health & Safety issue adversely affecting staff.

Learning from and incorporating audit and review into improving practice and systems  
The previous year has seen a variety of audits and reviews looking at the internal and case management practice of the YJS as well as wider issues such as finance and compliance with national and local standards. HMIP single, joint inspections and thematic inspections have also been considered and reviewed to challenge the partnership and improve practice.

For Example, the HMIP thematic report on YJS responses during COVID-19 have informed our strategic priorities for this year.

We have confirmed our compliance with the terms and conditions of grant from the YJB and thus there are no specific changes which result from this; save to assure that we continue to spend our grant and partnership contributions in maintaining front line practice and service delivery.

Our National Standards Self-assessment and improvement plan have also helped to inform our strategic priorities and areas of operational focus for 2021/22.

Further to the current risk register, the partnership has identified the following risk to future delivery:

## **COVID-19 business continuity and recovery**

Currently unknown future pressures or costs as a direct or indirect consequence of COVID-19 across the partnership, for example a potential increase in anxiety and emotional or mental health difficulties as a result; impact on Education, Training and Employment opportunities; Digital divide and isolation. These unknown pressures may lead to a reduction across partnership funds and resources.

Following the COVID-19 pandemic and various lockdown restrictions, the Youth Justice Service business continuity plans involved a number of phases. In March 2020 the Service moved to virtual delivery, although maintained face to face visits for any high risk children that were not responding to the attempted contacts. In July 2020, the Youth Justice Service has been implementing a model of 50% face-to-face meetings wherever possible (e.g., home visits, in parks, in open spaces). In November 2020 following the preparation of office space and facilities a staff rota was put in place for reduced occupancy of the office for the delivery of interventions. This approach has been maintained and supported within the wider Swindon Borough Council business continuity and recovery framework and command structure.

Overall, we have managed the associated risks effectively, remaining resilient, mitigating against any detrimental impact on the delivery and quality of the Youth Justice Service. This is a testament of our continued robust strategic leadership and support from the Youth Justice Strategic Partnership.

# 11. Summary

Our performance against many aspects of our service delivery, customer feedback and our current improvement journey highlight effective practice and ongoing commitment to high quality standards within our work. The Youth Justice Service has continued to deliver a quality service to children and the wider public through the challenging context of the Covid-19 pandemic.

Our leadership and commitment to staff, service user engagement and a focus on innovation has provided a strong platform and the capacity to continue ongoing service improvement to deliver an outstanding Youth Justice Service. However, we are aware of the need to improve certain elements of our practice to ensure we are able to achieve positive outcomes for all children within the criminal justice system and intend to drive these areas of work forward through our established management board, strategic partnership and future sub groups.

Overall the Youth Justice Service is well placed to deliver high performance in 2021/22, preventing offending and reoffending, and contribute to key strategic priorities.

## 12. Youth justice strategic management plan approval

Name	Susie Kemp		
Job title	Chief Executive Of Swindon Borough Council		
Signature		Date	
Name	David Haley		
Job title	Corporate Director of Children's Services Chair of the Swindon YJS Management Board		
Signature		Date	30/07/21
Name	Supt. Ben Mant		
Job title	Head of Public Protection, Wiltshire Police		
Signature		Date	
Name	Richard Temple		
Job title	Senior Operational Support Manager, National Probation Service		
Signature		Date	
Name	Gill May		
Job title	Director of Nursing & Quality, NHS Swindon Clinical Commissioning Group		
Signature		Date	

# 13. Glossary

<b>ABC</b>	Acceptable Behaviour Contract
<b>AIM</b>	Assessment Intervention Moving On
<b>ASB</b>	Anti-Social Behaviour
<b>ASSET</b>	Assessment Tool Planning, Interventions & Supervision
<b>BME</b>	Black & Minority Ethnic
<b>CAF</b>	Common Assessment Framework
<b>CAMHS</b>	Child and Adolescence Mental Health Service
<b>CPN</b>	Community Psychiatric Nurse
<b>CPS</b>	Crown Prosecution Service
<b>CSP</b>	Community Safety Partnership
<b>CSPI</b>	Community Safeguarding & Public Protection Incident
<b>CV</b>	ChildView Case Management System
<b>DTO</b>	Detention and Training Order
<b>ETE</b>	Education, Training and Employment
<b>EWO</b>	Education Welfare Officer
<b>FTE</b>	First Time Entrant
<b>HMCTS</b>	Her Majesty's Courts and Tribunal Service
<b>HMYOI</b>	Her Majesty's Young Offenders Institution
<b>IOM</b>	Integrated Offender Management
<b>ISS</b>	Intensive Supervision & Surveillance
<b>KPI</b>	Key Performance Indicator
<b>LAC</b>	Looked After Children
<b>LASCH</b>	LA Secure Children's Home
<b>LASPO</b>	Legal Aid Sentencing & Punishment of Offenders Act
<b>SCP</b>	Safeguarding Children Partnership
<b>MAPPA</b>	Multi Agency Public Protection Arrangements
<b>MARAC</b>	Multi-agency Risk Assessment Conference
<b>MARP</b>	Multi Agency Risk Panel
<b>MoJ</b>	Ministry of Justice
<b>NEET</b>	Not in Education, Employment or Training
<b>NOMS</b>	National Offender Management Service

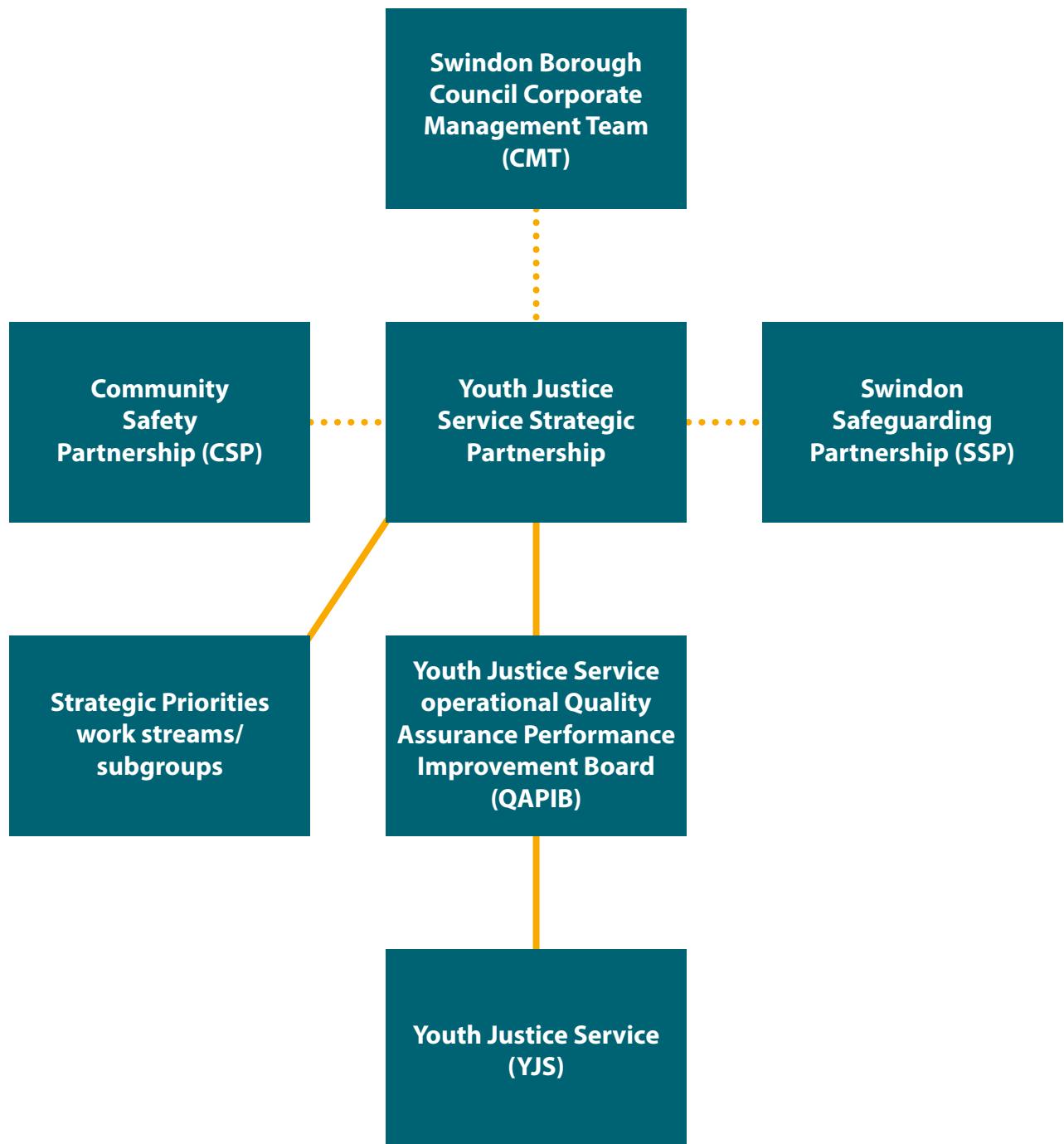
<b>NPT</b>	Neighbourhood Policing Team
<b>NS</b>	National Standards
<b>PHE</b>	Public Health England
<b>OHFT</b>	Oxford Health Foundation Trust
<b>On Trak</b>	Youth Counselling Service
<b>PACE</b>	Police and Criminal Evidence Act 1984
<b>PCC</b>	Police & Crime Commissioner
<b>PRAISE</b>	Peer review audit tool
<b>PSR</b>	Pre-Sentence Report
<b>PVE</b>	Preventing Violent Extremism
<b>RMP</b>	Risk Management Plan
<b>RJ</b>	Restorative Justice
<b>RLAA</b>	Remand to Local Authority Accommodation
<b>RO</b>	Referral Order
<b>ROSH</b>	Risk of Serious Harm
<b>RYDA</b>	Remand to Youth Detention Accommodation
<b>SAVRY</b>	Specialist Assessment of Violence Risk in Youth
<b>SEND</b>	Special Education Needs or Disability
<b>SCI</b>	Swindon Crime Initiative
<b>SHARP</b>	Safeguarding, Harm and Risk Panel
<b>SMU</b>	Substance Misuse
<b>SOS</b>	Signs of Safety (Safeguarding model of working)
<b>STC</b>	Secure Training Centre
<b>STASTC</b>	See the adult, see the child
<b>TAC</b>	Team Around the Child
<b>TaMHS</b>	Targeted Mental Health Service
<b>U-Turn</b>	Young Peoples drug service
<b>WLCJB</b>	Swindon Local Criminal Justice Board
<b>YEW</b>	Youth Engagement Worker
<b>YJB</b>	Youth Justice Board
<b>YJS</b>	Youth Justice Service
<b>YP</b>	Child
<b>YRIB</b>	Youth Restorative Intervention Board
<b>YRO</b>	Youth Rehabilitation Order

# Appendix 1 – Swindon YJS Structure

## Chart June 2021

SWINDON YOUTH JUSTICE SERVICE					
SERVICE MANAGER (AND OFFICER IN CHARGE YJC) – TRACY MERRITT					
Interim YJS Manager - Michael O'Connor					
YJS CASE MANAGEMENT, COURT, REMAND & INTENSIVE INTERVENTION			YJS SPECIALIST AND OF COURT SERVICES		
Interim YJS Team Manager - Vanessa Edwards (covering for Melissa Smith whilst on Maternity Leave)			YJS Assistant Team Manager – Dan Vizor		
Annie Todd Social Worker (YJS F/T)	Christine Garbutt (maternity leave cover) Social Worker (YJS F/T)	Laura Coombs Probation Officer (Seconded P/T 18.5hrs)F/T)	Fiona Buchanan Police Officer (Seconded F/T)	Muhammad Hamid Police Youth Justice Worker (Seconded F/T)	Vacancy Reparation Worker (YJS P/T 30 hrs)
Julie Coleman Bail Support and Intensive Interventions Co-ordinator (YJS F/T)	Cathy Hill ISS Worker (YJS F/T)	Denise O'Rafferty YJS Officer (YJS F/T)	Paula Snook Victim and Restorative Justice Co-ordinator (YJS P/T 17hrs p/w)	Emily Benson Communications Worker (YJS P/T 16hrs)	Tracey Hunt Senior Mental Health Practitioner (YJS P/T 27 hours)
Hannah Mason YJS Officer (YJS F/T)	Natasha Seaton YJS Officer (YJS F/T)		Jill Wells Education Welfare Officer (SBC/ YJS P/T 22.2hrs p/w)	Clare O'Driscoll Specialist Speech & Language Therapist (SBC/ YJS P/T 7.4hrs p/w)	Gwen Griffiths Young People Health Nurse (SBC/ YJS P/T 17hrs p/w)
COURT ADMINISTRATION, INFORMATION & VOLUNTEERS					
Carla Da Silva PA/ Finance Officer (YJS F/T)	Jeanette Glover Court Admin Supervisor (YJS P/T 30hrs p/w)	Mikala Shannon Court Admin (YJS F/T)	Sarah-Jayne Fell Volunteer Co-ordinator (YJS P/T 21hrs p/w)	<b>VOLUNTEERS (20)</b> Appropriate Adults – 17 RO Panel Members – 3 (Some may have dual roles)	
					

# Appendix 2 – YJS Management Board Governance chart



# Appendix 3 – Swindon YJS Terms of Reference

## Amendment History

- July 2005
- April 2008
- July 2011
- October 2011
- October 2013
- July 2015
- April 2017
- June 2021

## TERMS OF REFERENCE

### 1. Introduction

- 1.1** The Swindon Youth Justice Service 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 Youth Justice Service 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 Justice Service 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 YJS 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 Youth Justice Service 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 Justice Service is informed by national and local strategic requirements and relevant policy directives, as well as by the Youth Justice Board's document 'Modern YJS Partnerships' which requires members to have sufficient seniority and authority to be able to commit resources to the YJS 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 Youth Justice Service.
- 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 YJS 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 YJS Managers PA 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 Wiltshire Criminal Justice Board
- The Swindon Community Safety Partnership
- The Health and Wellbeing Board
- Swindon Safeguarding Partnership

The Sub groups of the YJS Management Board have been agreed in partnership with the above strategic groups and therefore many of the strategic priorities for the YJS will be operationalised through shared subgroups and cross cutting priorities.

## 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 YJS against key examples of effective practice, including key Youth Justice targets and outcomes from inspections to ensure continuous improvement.
- Ensuring that the work of YJS 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 YJS Plan for recommendation to Partner agencies prior to final submission to the Youth Justice Board. (YJS Plan) and the relevant SBC committee.
- Ensuring that YJS 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.

# Appendix 4 – Swindon YJS Partnership Agreement

## 1. Statutory Framework

**1.1** The Swindon YJS Partnership is responsible for the strategic direction, resourcing and the operational delivery of the Youth Justice Service in Swindon. 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 Justice Service 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 YJS 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 Justice Service will be provided by a YJS Management Board comprising the statutory partners above, and, as the YJS Management Board and/or YJS 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 YJS Management Board. The YJS 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 YJS 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 YJS 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 YJS 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 YJS Management Board will appoint the YJS Service Manager whose primary role is to manage the Youth Justice Service, which will be the primary vehicle for delivery of Youth Justice Services. The YJS Service Manager will also be responsible for promoting and advocating the purpose of the Youth Justice Service amongst the partnership, relevant statutory agencies, and other organisations, and the public. The YJS Service Manager will normally be employed by the Local Authority.

### 3. Vision and Objectives

#### 3.1 Vision:

**'We take a child first approach, and always seek to work in partnership with children and families to build resilience and sustain positive change.'**

#### 3.2 Primary Purpose:

- The prevention of offending
  - The reduction of re-offending
- 

by children & young people

#### 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 people 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 case 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 people.
- To encourage parents/ carers of young people who have offended, as well as those of children at risk of offending, to support the purpose and aims of the Swindon Youth Justice Service 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 Justice Service 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 BAME 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 YJS Management Board].

## 5. Organisation and Resources

- The YJS 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 YJS 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 Justice Service under the secondment agreement for staff ([O:\Socserv\WG\\_Limes\shared\POLICIES.PROCEDURES.PROTOCOLS & SLA's\POLICIES\YJS\Secondment arrangement for Staff](O:\Socserv\WG_Limes\shared\POLICIES.PROCEDURES.PROTOCOLS & SLA's\POLICIES\YJS\Secondment arrangement for Staff)) signed off by the relevant senior managers.
- The YJS 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 YJS 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 YJS Partnership.
- Major changes in contribution/ resources based on historical figures will be brought to the YJS Management Board for their consideration.

- The Chair of the YJS 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 YJS 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 YJS.
  - All staff seconded to/placed in the YJS 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 Childs Act 1969
- Children Act 1989
- Advice on Information Management in Youth Justice Services (England) 2011
- General Data Protection Regulations 2018

**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 and GDPR, in particular the eight principles forming Part 1 of Schedule.
- There is a statutory or common law power to do so (including the 'need to reduce crime').

- 7.4** The Data Protection Act and GDPR 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 YJS 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).

## 8. Review

The Swindon Youth Justice Service Partnership agreement will be reviewed by the YJS Management Board following a wider consultation amongst partner and other relevant agencies and community organisations every 3 years.

## Signatories

- Corporate Director Children's Services
- Service Manager, Youth Justice Service
- Senior Operational Support Manager, National Probation Service
- Director of Children's Social Work
- Superintendent Wiltshire Police
- 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 Skills and Education Partnerships, Inclusion and Achievement
- Office of Police and Crime Commissioner, Swindon and Wiltshire
- Designated Nurse, Swindon CCG
- Director of Housing, Community Safety and Housing
- Service Manager, Early Help
- Head of Community Safety

June 2021 (YJS Board)

# YJS management board member declaration/ commitment



Name: .....

Organisation: .....

Individual members of the Swindon Youth Justice Strategic Partnership have a duty to contribute to the effectiveness of the Board.

I accept responsibility:

- To ensure the Board functions effectively and takes forward the strategic plan.
- To play a key role in raising awareness of key Youth Justice, 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 and support the Board strategic priorities and Board subgroups.
- 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 Exploitation-Criminal and Sexual
- 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 YJS Board and sub-group meetings) promptly and effectively.
- To be an ambassador for Swindon Youth Justice in all my work areas and functions.

Signed: .....

Date: .....

# Appendix 5 – Diversity Statement

At Swindon YJS, we recognise that supporting diversity and engagement of children and families is central to everything we do and central to improving outcomes for children, families and communities. We recognise diversity in its broadest sense and recognise that many of the children and families within the youth justice cohort present with diverse and complex needs. We fully adhere to the Equality Act 2010 and proactively seek to challenge ourselves and others where we feel more could be done to celebrate themes of diversity and equality.

We have worked hard to consider the demographics of the local area and the diversity of the workforce to represent the needs and identity of the cohort. However, as outlined below, we know we need to do more to improve on this.

2011 Census data on Swindon Population Ethnicity	Swindon Population aged 10-17 (20,167)	Youth Justice Service (2020/21 data)	
		YJS – Community Sentence 97 (125)	YJS – Custody 8 (3)
White	87.2%	68.8% (79.2%)	75% (66.7%)
Mixed	3.4%	8.8% (11.6%)	25% (0%)
Asian	7.6%	3.8% (1.6%)	0% (33.3%)
Black	1.4%	8.82% (6.2%)	0% (0%)
Other	0.4%	10% (2.4%)	0% (0%)

\* Figures in brackets relate to 2019/20 data

YJS Staff (24 excl. 2 vacancies) and Volunteers (20)						
Ethnicity			Gender			
	Staff	Volunteer	Staff		Volunteer	
			Male	Female	Male	Female
White	83.3%	85%	8.3%	75%	5%	80%
Mixed	8.3%	10%	-	8.3%	-	10%
Asian	4.2%	-	4.2%	-	-	-
Black	4.2%	5%	-	4.2%	5%	-
Other	-	-	-	-	-	-

We have set participation as a cross cutting theme and priority for the next three years and intend to ensure meeting the diverse needs of our children and families is a priority with this work. We have also identified disproportionality as a strategic priority and will ensure that the strategic and operational partnerships are challenged and supported to address this theme across everything we do.

To find out more go to SBC [equality@swindon.gov.uk](mailto:equality@swindon.gov.uk)

## **Children's Services**

Swindon Borough Council  
Wat Tyler House  
Beckhampton Street  
Swindon  
SN1 2JH

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