



SWINDON YOUTH JUSTICE STRATEGIC PLAN 2024-2025

LEADING WITH CARE



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Sharing power and creating new, innovative and non-traditional partnerships that involve children and families will be key to the success of this strategic plan, as such you will see quotes from the children, young people and communities of Swindon, talking about what will help to improve youth justice services and outcomes in Swindon. Counter narrative of the voices that are usually silent has been a central tenant to our approach and we thank all the residents of Swindon who took part.

1. INTRODUCTION, VISION AND STRATEGY

YJS SHARED VISION:

'We aim to become a centre of excellence for child first and identity development practice. We will always seek to work in partnership with children and families supporting children to engage with Activities, Interactions and Roles that will support the development of pro-social identity'.

1.1 Foreword

Welcome to our 2024-25 Swindon Youth Justice strategic plan and vision. I am confident that this plan will support the strategic partnership to deliver the highest quality Youth Justice Services in Swindon and sets clear strategic priorities for 2024 and beyond. This year's Plan builds on the success of our Outstanding HMIP Inspection in 2022 and the recommendations for further improvement. It also builds on our practice model of Child First and Identity focused approaches to desistance.

The plan is aligned with the Swindon Borough Council Plan and priorities, the priorities of our Community Safety and Safeguarding Partnerships, the Police and Crime Plan 2022-25 and the pan-Wiltshire Serious Violence Duty strategy which was developed in early 2024 in order for us as a partnership to improve outcomes related to reductions in Serious Youth Violence.

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 next year.

Following the success of Swindon YJS from 2022-2024 and evidence of the practice model having a direct impact on outcomes for children in Swindon, the YJS Management Board agreed at the Development Away Day in May 2024 that driving Child First and Identity Development practice would continue to be the overarching focus for the service. The Board and service are ambitious to develop this approach and continue with the vision for 2024/25 to develop the first Centre of Excellence for Child First practice in a Youth Justice setting.

The Board and service continue to support the overarching focus and vision of the Youth Justice Partnership to ensure:

'We aim to become a centre of excellence for child first and identity development practice. We will always seek to work in partnership with children and families supporting children to engage with Activities, Interactions and Roles that will support the development of pro-social identity'

This is a shared partnership vision for Youth Justice Services in Swindon and permeates across this strategic plan into everything we do.

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 Child First Practice, 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.



Working with communities will help to find solutions to challenging problems such as youth violence and drug use



1. INTRODUCTION, VISION AND STRATEGY

CONT.

The overall effectiveness of the Youth Justice Service continues to be monitored by the Youth Justice Board (YJB) and Ministry of Justice (MoJ) and this year will continue to be monitored by a wider set of Key Performance Indicators that link directly to the service's core aims for children, families and their communities. The new KPIs will support us to drive improvement across the partnership and further improve the lives of children, families and victims of crime in Swindon

In 2023/24 our local data shows that there were a total of 26 children who became First Time Entrants across 23-24, which is a 13% decrease compared to the previous year. This further highlights the positive progress that is being made in the Out of Court space with the Youth Restorative Intervention diverting many children from the Criminal Justice System. This year this has been further strengthened by the success of our Turnaround Programme, which has exceeded targets for children engaged in the programme as set by the Ministry of Justice (MOJ).

The most recent PNC (Police National Computer) data for the period April 2021-March 2022 indicates a positive decrease in re-offending from the previous year of 11.9%. This provides us with an indication that our practice model and focus on identity development, that was introduced in 2021, is beginning to show an impact on outcomes. Further to this, our most recent live tracker data, which tracked all children who offended in 2022-23 shows a binary reoffending rate of 11.8%, further supporting our continued energy for child first and identity focused approaches. Despite the reduction, the rate remains above that of the South West, Wiltshire and National averages. This is an area of specific focus for the partnership over the next year of the strategic plan.

There was a slight decrease in the number of re-offences per re-offender to 3.21 in the period April 2021 to March 2022, compared to 3.33 for the previous year (aggregated annual figures). This is lower than Wiltshire, South West, YJS Family and National averages.

Disappointingly, we have seen a spike in our custody rate between January 2023 and December 2023, which is now at 0.21 for Swindon Youth Justice Service. This is higher than Wiltshire, South West and National averages, with 5 (6 episodes) children being sentenced to custody in this period. This rate increase relates specifically to challenges regarding serious youth violence, with 2 out of the 5 children becoming first time entrants as a result of a custodial sentence. As a result, serious violence and reducing custody remain a high priority area to continue to reduce and sustain at low levels over the next year.

In 2023/24, 3 children were remanded to Youth Detention Accommodation, a decrease of 2 compared to the previous year (5). The number of nights on remand has also decreased significantly (by 48%) with a total of 125 nights in 23/24. Despite the positive reduction, we need to continue to focus on prioritising the reduction of the use of secure remands.

In 2023, Swindon Youth Justice Service experienced 16 Serious Youth Violence related offences (resulting in a substantive outcome), which is a significant increase on the previous year by 10. The rate per 10,000 is now higher than YJS Family, South West and National averages. The development of the Serious Violence Duty strategy in 2023/24 is taking a public health approach to proactively target this and this year it will further support this work, with funding of additional evidence-based interventions, such as the piloting of the Focused Deterrence model in Swindon, alongside the Policing focus of 'Clear, Hold, Build' in hotspot areas.

Our local data shows that global majority ethnic children continue to be 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 three years are children with mixed ethnicity, and represent 17% of all post Court Youth Justice Service referrals and 22% of all the pre-court disposals over the last full year 2023/24, compared to Swindon's combined populations for these groups of 24%. As such, tackling disproportionality remains a key strategic priority for us over the next year.

In relation to gender, our local data for 2023/24 also indicates a disproportionate number of females in the out of court space with 32% of all children being female. This is compared to national averages of around 15% and therefore we know that we need to do more to prevent female children coming to the notice of the police. Local data also informs that many of the reasons for coming to notice relate to peer group related conflict and assaults against figures of authority.

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. 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 continue to prioritised our focus on ETE, emotional and mental health and the participation of children to support identity development.

1. INTRODUCTION, VISION AND STRATEGY

CONT.

2024-25 Youth justice strategic priorities

The 2023/24 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 changes in our strategic priorities until 2025:

- Swindon YJS to progress becoming a Centre of Excellence for Child First Practice, in line with the developments at the Lyndhurst Centre from March 2025.
- Increasing participation and collaboration with a focus on our practice model- identity development. Developing a dedicated participation strategy for the YJS.
- Reducing First Time Entrants.
- Reducing re-offending rates and offences per re-offender.
- Reducing the use of custody- including police custody and the use of custodial remands.
- Reducing youth violence- driving the work of the pan-Wiltshire serious violence duty strategy
- Reducing disproportionality with a continued focus on children from black and mixed ethnicity backgrounds.
- Supporting victims of youth crime.

Cross cutting themes and priorities

- Improving emotional and mental health and wellbeing (shared priority with education and public health).
- Reducing the number of children who are not in education, employment or training (shared priority with education).

The priorities for 2024/25 remain similar to 2023/24 with the continued vision and ambition to become a Centre of Excellence for Child First and Identity Development practice.

On behalf of the YJS Management Board, I am pleased to present our Youth Justice Strategic Plan for 2024-25.



Michael O'Connor, Chair of the Swindon Youth Justice Service Management Board

“ Making Swindon a safe place to work and live, reducing the prevalence of violence and exploitation in communities to enable them to thrive ”

1. INTRODUCTION, VISION AND STRATEGY

CONT.

1.2 Introduction

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 aligns itself with the Youth Justice Board strategic Plan for 2024-2027 and the vision of developing:

'A youth justice system that sees children as children first, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims'.

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

1. Reduce the number of children in the youth justice system.
2. Reduce reoffending by children in the youth justice system.
3. Improve the safety and wellbeing of children in the youth justice system.
4. Improve outcomes for children in the youth justice system.
5. Create safer communities and fewer victims.

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 council, education, 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, the number of children reoffending and the number of children entering custody. From April 2023, a wider range of key performance indicators (KPIs), in addition to the existing KPIs, will also monitor and support our performance.

The 10 new impact indicators that the Youth Justice Service will be measured against are:

1. KPI 1 – Accommodation
2. KPI 2 - Education, training and employment (ETE)
3. KPI 3 - Special educational needs or disability (SEND)
4. KPI 4 - Mental healthcare and emotional wellbeing
5. KPI 5 - Substance misuse
6. KPI 6 – Out-of-court disposals
7. KPI 7 - Management Board attendance
8. KPI 8 - Wider services
9. KPI 9 - Serious violence
10. KPI 10 - Victims

1. INTRODUCTION, VISION AND STRATEGY

CONT.

“

Consequences and punishment make no difference. Belonging, connection and a positive identity are what will help reduce violence

”

Young person open to the Youth Justice Service

These new KPIs are aligned to the Board’s strategic priorities as outlined in the foreword and will ensure that the Board holds itself and partners to account with regard to outcomes for children, families and victims in the youth justice system.

The Youth Justice Board (YJB) and Ministry of Justice (MoJ) have introduced new additional key performance indicators to reflect areas that are strategically important in delivering effective services for children and will provide an understanding of how YJS partnerships are responding to this different context.

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.

We will review this plan and our current strategic priorities on a quarterly basis at an 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 by the Board annually.

This plan will be submitted to the Youth Justice Strategic Partnership Board and YJB in June 2024 according to guidance or as directed.

“

We agree that it is important to take a child first approach but we believe working with families should depend on the situation; if a child is being abused by parents or their parent has an abusive partner, it is important to support the child as well as parents on the same level

”

Quote from Youth Council Scrutiny Panel

1. INTRODUCTION, VISION AND STRATEGY

CONT.



Provide young people with genuine career paths and not entry level courses that don't have a destination

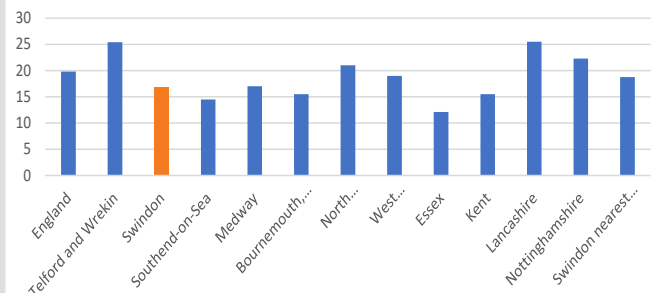


LOCAL CONTEXT

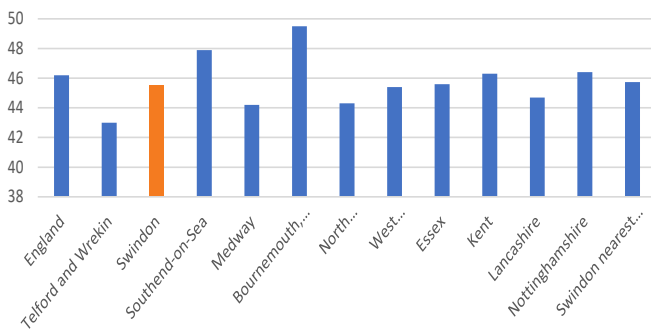
16 to 17 year olds not in education, employment or training (NEET) or whose activity is not known percentage of population 2022/23



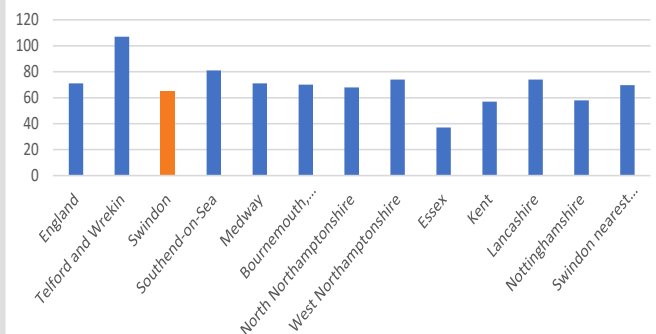
Children in relative low income families (under 16s) percentage of population 2022/23



Average Attainment 8 score 2022/23



Children in care (crude rate per 10,000 population) 2022/23



The above data shows four risk indicators for children and outcomes in Swindon relating to income, education, employment/training and children in care, compared with England and areas that are statistically similar to Swindon in terms of children's services. These areas are known as Children's Services Statistical Neighbour Benchmarking Tool (CSSNBT) neighbours. In 2022/23, Swindon had a smaller proportion of children under 16 in relative low-income families compared to England, but a higher proportion of 16-17 year olds not in education, employment or training. As can be seen in the figures, Swindon sits favourably in comparison with its CSSNBT neighbours on two out of the four indicators.

1. INTRODUCTION, VISION AND STRATEGY

CONT.

Youth Justice Vision

Within our Youth Justice Strategic Partnership and Service, we have the following shared vision for Youth Justice Services across the borough:

"We aim to become a centre of excellence for child first and identity development practice. We will always seek to work in partnership with children and families supporting children to engage with Activities, Interactions and Roles that will support the development of pro-social identity"

How we work in Swindon Youth Justice Service

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 an evidence-based 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 underpinned by a child first approach:

- 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 and that they are evidence based and informed by our practice model, focused on strengths and identity shift.
- Providing high quality trauma informed, 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 children in service development.
- The quality assurance of their practice and impact.

"A few of my friends have been through Youth Justice Service but haven't had ongoing support and are more likely to reoffend"

2. GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

The Youth Justice Service is structurally located within Children's Services

Youth Justice Service structure

The strategic leadership of the service is provided by the Service Manager (Head of Service) supported by the Team Manager. At the time of writing this plan the Youth Justice Service has 19 full-time equivalent (fte) posts. Appendix 1 - Organisation Chart.

- 1 fte IAS Service Manager
- 1 fte YJ Team Manager
- 2 fte YJ Assistant Team Managers
- 2 fte YJ Case Officers
- 1.7 fte Social Workers
- 0.5 fte Probation Officer
- 0.4 fte Communications Worker
- 2 fte Police Officers
- 2 fte YRI Case Workers
- 1 fte Data & Performance Review Officer
- 0.5 fte Health Nurse
- 0.7 fte Mental Health Practitioner
- 0.8 fte RJ & Victim Worker
- 0.2 fte Speech and Language Therapist
- 1 fte Constructive Resettlement & ISS Worker
- 1 fte Turnaround Worker
- 0.5 fte ETE Advisor
- 0.3 fte Peer Advocates
- Plus 10 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.
- Post 16 EET Advisor.
- 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 Family Safeguarding Teams, OPAL Integrated Adolescent Service, Youth Engagement and the Children Looked After and Positive Futures- 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 ICB (Integrated Care Board). Examples of services supporting the work of Swindon YJS include:

- U-Turn Children's Substance Misuse Service.
- FCAMHS for sentence planning and case formulation-Enhanced Case Management model (ECM).
- Youth Engagement Team.
- On Trak Youth Counselling Service.
- RESPECT (Adolescent to Parent / Child Domestic abuse) programme.
- Parenting Workers, who are co-located at the Youth Court and within the YJS Office.
- Edge of Care Team.
- Emergency Duty Service (out of hours support).

2. GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

CONT.

Governance

The YJS Management Board was established to ensure that the 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 and always seen as children first.
- Reducing the likelihood of reoffending.
- Minimising the risk of harm that children can cause to other people and themselves.
- Create safer communities with fewer victims.

The Youth Justice Strategic Partnership is operating under the 2021 Guidance-Youth Justice Service governance and leadership. The Board meets six times a year and from August 2024 will be chaired by Swindon's Corporate Director of Communities who was appointed as Chair of the YJS Management Board in May 2024. 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. This was strengthened in 2023, with the addition of representation for victims from the voluntary sector. In 2023/24, the intention was to further develop the membership to ensure the Board was representative of the demographic of the children within the YJS cohort. This was not achieved and therefore is a continued priority for 2024/25.

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

- Having a clear vision for the service and how it can deliver a high-quality, personalised and responsive service to all children.
- Ensuring the outcomes described in the standards for children in the Youth Justice system are being achieved.
- Addressing any gaps in knowledge about the YJS, how it operates and the needs of the children with whom it is working.
- Ensuring the YJS partnership arrangements actively support effective service delivery and swiftly resolving any problems which need to be addressed.
- Challenging and addressing any resource issues which may impact on service delivery.
- Advocating for the YJS cohort within respective home organisations.
- Being assured that the YJS can demonstrate that it works effectively to support desistance and positive outcomes for children.
- Understanding the characteristics of children coming into the local justice system, and any disparity in groups from the local population.
- Ensuring HMIP inspection findings, including thematic inspections, have been addressed.
- Overseeing the services management and response to our local Community Safeguarding Public Protection Incidents.
- Providing financial governance for the partnership.

The Board also seeks to understand the functions, outputs and outcomes from the service in the following ways:

- Through management reports prepared for Board meetings.
- Inviting different representatives from the YJS to talk about their work e.g. restorative approaches, reparation, trauma-informed practice, resettlement and transitions and other aspects of working with children.
- Inviting Board members to meet informally with staff to explain their work.
- Case studies and presentations from children who have experienced the service.
- Use of data to understand the local cohort.
- Regular development days for Board members.
- Children and parents attending Board to talk about their experiences and challenge the Board.

2. GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

CONT.

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.

Whilst the Board received an Outstanding rating from HMIP in 2022, we remain ambitious to develop and innovate further. Our development and key areas of focus are outlined in the Child First Action Plan, which is attached to this plan as appendix 2.

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 Partnership Board.
- PREVENT 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.
- Integrated Care Board (ICB).
- Wiltshire Criminal Justice Board (WCJB).
- The Police and Crime Plan 2022-25.
- Pan Wiltshire Serious Violence Duty Steering Group

Links with Voluntary, Community, Faith and Social Enterprise sector (VCFSE)

In 2023/24, the Youth Justice Service has worked hard to develop its community presence and has developed deeper partnerships with VCFSE organisations. The Youth Justice Service has supported joint commissioning of organisations to support the engagement with children at teachable, reachable moments, such as the Way Beacons programme in Great Western Hospital. The Youth Justice Service is also leading the development of two grant funded programmes of work, that aim to target serious violence and exploitation. Both projects engage with VCFSE organisations.

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.



We need someone to listen and support us, we don't need more punishment. Help us achieve our goals



2. GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

CONT.

Current Youth Justice Service Management Board Membership

Table 1

Stakeholders	
Chair	Corporate Director of Stronger and Safer Communities
Children's Services	Director of Safeguarding and Support
Police	Neighbourhood Harm Reduction Lead
Police and Crime Commission	Commissioning Manager (Demand)
Community Safety and Housing	Director of Housing
Safeguarding and Community Safety Partnership	Partnership Community Safety Development Manager
National Probation Service	Head of Probation Delivery Unit Wiltshire
Health CCG	Designated Nurse for CLA
Health – CAMHS	Designated Nurse for Safeguarding
Public Health	Public Health Consultant
Youth Justice Service	Service Manager
Children's Social Work	Director of Children's Social Work
Children's Early Help	Service Manager
Integrate Adolescent Service	Service Manager
Courts	Chair of the Youth Bench
Education	Director of Inclusion and Achievement
Council Members	Cabinet Member for Children's Services
Young Victims of Crime Service - SPLASH	Service Development and SPLASH Manager
Guests	Regular attendance by YJS team, Multi-agency, and children and parents
Children and Parents/Carers	Regular attendance by children and their parents/carers

The existing Board membership includes all key statutory partners (see table 1). Current Board members participated in governance and strategic priority discussions and challenge at our May 2024 Away day, led by our Chair and Service Manager that focused on the following objectives:

- Enhancing understanding of the Youth Justice Service and the journey of the child through the youth justice system including type of disposals and support on offer.
- Understanding our local data, performance and needs of the cohort
- Hearing the voice of children and parents
- Developing our strategic priorities for the duration of this plan.

Over the past three years, the YJS Board has worked hard to develop a shared vision. This will continue this year with a renewed focus on embedding our Child First Practice model across the partnership. In 2023/24 the Board continued to engage in enhanced Board Induction processes for new members and increased engagement of Board members in YJS workforce development sessions and training. Board members have engaged with the team in training and bitesize sessions and have engaged in two away days in the last year to develop the Board, good governance and our strategic priorities for the plan ahead.

The YJS Workforce Development Strategy includes a section on Board development and plans for Board learning in 2024/25.

3. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

Within the last year of our three-year strategic plan we have achieved the following outputs and outcomes:

- We have further developed and embedded our practice model of **case formulation and identity development** as our approach to desistance, strengthening the link between predisposing factors in a child's life and interventions focused on identity development
- We have led **innovative and identity focused projects** that have reduced first time entrant and re-offending rates
- We have grown our approach to **participation and collaboration with children** and now have more children actively participating in co-production and service design
- We have progressed with our **child first action plan**
- We have led on **innovation and grant funding**, which will support wider opportunities for child first practice to flourish in 2024/25

This work has seen the following outcomes:

- Reductions in the numbers of children post Court in the Youth Justice system by 14.3%.
- Improvements in local FTE and re-offending rates
- Improvements in the numbers of children engaging in meaningful ETE.

Against our strategic priorities, the Board has given the following RAG ratings:

Developing a Centre of Excellence for Child First and Identity Development Practices

Key outputs - In 2023/24, we will:

- Develop a dedicated, partnership action plan focused on becoming a centre of excellence for child first practice
- Enhance the Service offer to ensure Child First approaches are embedded across the operational partnership.
- Enhance and develop the YJS and wider youth offer to support increased opportunities for children to engage with Activities, Interactions and Roles that support identity development.
- Develop the YJS offer to provide more opportunities for children to be employed across the partnership.
- Work towards the YJS office becoming a centre of excellence for child first practices, offering a wider youth provision for children attending the YJS.
- Lead the development of the wider youth offer and ensure children in YJS are able to engage with this.

Key outcomes - In 2023/24, we want to see:

- Child First and identity focused practice is embedded across the practice of all partners.
- The numbers of children from the YJS engaging in Activities, Interactions and Roles that support identity development will have increased, with the YJS aiming to evidence this with 100% of children open to the service.
- The numbers of children engaging with the wider youth offer from the YJS cohort will have increased.
- The numbers of children employed across the partnership will have increased, with a target of 10 children over the next year. Including consideration for a Skills Mill Project in Swindon.

Progress RAG rating-**Green**

“ It is important to make sure the young person doesn't feel like they're constantly starting afresh with new people. This would help young people build trust with adults in their own time ”

3. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

CONT.

Reducing FTEs

Key outputs - In 2023/24, we will:

- Ensure pace and energy is maintained in the police led FTE sub group to improve outcomes further across the strategic partnership.
- Grow and develop the Turnaround Project and ENGAGE model and consider where else YJS can engage children in diversion interventions at teachable, reachable moments.
- Specifically target motoring offences and children who provide no comment in police interviews for out of court diversion, including the use of Outcome 22.
- Enhance and develop the Out of Court Disposal scrutiny panel to challenge the partnership on decision making for children who become First Time Entrants, with a particular focus on Black, Asian or minority ethnic children and other vulnerable groups, including children looked after and care leavers.
- Continue to enhance the out of court disposal Intervention offer to ensure it is evidence based and focused on identity development.

Key outcomes - In 2023/24, we want to see:

- FTE rates to reduce further and be sustained, with evidence of the Turnaround Project supporting these outcomes further.
- Increased engagement at 'teachable, reachable moments' and point of arrest.
- An increase in pre-YRI and YRI diversionary outcomes with Turnaround and detached youth work interventions.
- Reduction in exclusions and children and young people who are not in education, training or employment.

Progress RAG rating - **Green**

Reducing re-offending rates and offences per re-offender

Key outputs - In 2023/24, we will:

- Ensure that the OPCC led Criminal Justice Partnership Reducing Re-offending Board (RRO Board) continues to develop a greater focus on children's offending and re-offending and further action is sustained to support the YJS Management Board activity.
- Challenge board members on the partnership contribution to addressing offending behaviour and desistance proactively targeting issues of trauma, abuse and neglect via our trauma champions and the embedding of the Enhanced Case Management Model approach.
- Sustain and develop further 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 2023/24, we want to see:

- A reduction of binary reoffending rates-across our live tracker cohort.
- Sustained low re-offences per reoffender.
- Increase in innovative approaches and developments to desistance via evidence-based models of practice-child first and identity focused.
- Reductions in cohort size and a continued shift to more children in the pre-court cohort as opposed to the post court cohort.
- Increased numbers of children and victims engaging in restorative interventions and approaches.

Progress RAG rating – **Amber**

“

My role as a Peer Advocate is to create new ideas that will help young people to actively participate within YJS as well as bringing a young person's perspective to the table. The role means I am able to represent other young people that have faced similar challenges as I have and this gives me a great sense of pride and achievement.

”

3. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

CONT.

Reducing the use of Custody – Including Police Custody and the use of Custodial Remands

Key outputs - In 2023/24, we will:

- Ensure that the OPCC led Criminal Justice Partnership Reducing Re-offending Board (RRO Board) develops a greater focus on children's offending and risk of custody and further action is sustained to support the YJS Management Board activity. This will include cross cutting themes with the Violence Reduction sub group.
- Continue to 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, identity development and trauma informed practice.
- Work with Parc YOI with regard to developing an enhanced model of constructive resettlement for children from Swindon.
- Enhance our offer to prevent the unnecessary remand of children to youth detention where they can be managed safely in the community. Including the development of improved bail supervision and support and bail ISS offers and improved placement sufficiency for Remands to the Care of the Local Authority.
- Ensure disproportionality for children subject to youth detention is proactively monitored and challenged.
- Embed the children in police custody monitoring, and scrutiny panel.

Key outcomes - In 2023/24, we want to see:

- A sustained reduction in the rates of youth detention-remand and sentence below regional and national rates.
- Reduction in disproportionality within this cohort.
- Improved outcomes relating to resettlement, transitions and children kept overnight in local police custody. Including outcomes for victims of crime, in line with the HMIP improvement plan focus.

Progress RAG rating - **Red**

Reducing Youth Violence – Adopting the work of the Youth Safety Strategy (year 3 of the strategy)

Key outputs - In 2023/24, we want to see:

- Ensure that the CSP Led Violence Reduction forum continues to drive forward the YJS led Youth Safety Strategy and public health action plan. This will be aligned to the Serious Violence Duty and Key Performance Indicators
- Enhance preventative and early interventions in respect of youth violence and exploitation. Developing detached youth work and community based interventions.
- Continue to utilise the YJB Serious Youth Violence tool to monitor performance data and challenge the partnership accordingly.
- YJS Enhance and develop contextual safeguarding responses in partnership with the Swindon Safeguarding Partnership and Children's Services. Including the development and embedding of an integrated adolescent service in Swindon.
- Ensure the Focused Deterrence model is embedded in practice for children and communities in Swindon
- Increase the engagement of non-traditional partners in relation to the Focused Deterrence model and community led solutions to serious youth violence across Swindon.

Key outcomes (aligned to Youth Safety Strategy) - In 2023/24, we want to see:

- Focused Deterrence will become an operational reality and we will see a reduction in Serious Violence across Swindon.
- Increase the number of community and non-traditional partnerships addressing youth safety.
- Increase the participation of children, young people and communities in developing the solutions to enhance youth safety.
- Reduce the number of children and young adults who are victims of violence.
- Increase the number of residents who report feeling safe in their communities.
- Reduce the number of children entering or remaining in the criminal justice system by improving diversionary activity and activities focused on identity development.
- Increase the number of children and young adults who achieve in education, training and employment.
- Improve children's physical and mental health and wellbeing through improved community cohesion and safety.
- Tackle and disrupt the criminal gangs who make money from exploiting children.

Progress RAG rating - **Amber**

3. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

CONT.

Reducing Disproportionality with a Continued Focus on Children from Mixed Ethnicity

Key outputs - In 2023/24, we will:

- Ensure that the YJS and Children's Social Care led Equality and Diversity group is re-established to challenge and improve practice relating to disproportionality and Equality.
- Ensure the YJS and Children's Social Care led Equality and Diversity group continues to feed into the pan Wiltshire OPCC Disproportionality group.
- Continue to 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.
- Ensure the YJS led 'let's talk about disproportionality sessions' continues to expand and develop as a multi-agency reflective forum.

Key outcomes - In 2023/24, we want to see:

- Disproportionality within the youth justice cohort to reduce and progress towards aligning with local demographic and population. With a particular focus on children from mixed ethnicity backgrounds.
- Disproportionality to remain a shared priority across the partnership and wider local authority response.
- Increased engagement and participation of Black, Asian or minority ethnic children and families via our peer advocates, youth board and parents' forums (village circle).
- Increased engagement with voluntary and third sector organisations who specifically work with Black, Asian or minority ethnic communities.

Progress RAG rating - **Amber**

Increasing Participation with a Focus on our Practice Model – Identity Development

Key outputs - In 2023/24, we will:

- Ensure the participation forum led by Children's Services continues to drive improvements in participatory activity across the partnership-including partners completing the participation self-assessment tool.
- Continue to challenge board members on ensuring participation is a cross cutting theme for the partnership.
- Further work to establish a deeper understanding of participation as an evidence-based intervention focused on identity development.
- Further development of our youth board with the support of our peer advocates programme. Growing the number of peer advocates working for the service.
- Further development of our parent's participation forum 'The village circle' with increased numbers of parents attending.
- Continue to learn from Inspections and national best practice.

Key outcomes - In 2023/24, we want to see:

- An increase in the number of children and families actively participating in youth justice service design, scrutiny and desistance focused interventions.
- Recruitment of three further children/young people as YJS peer advocates from children and young people with lived experience of children's services
- Clear signs of the positive impact of participation on reoffending, youth detention and disproportionality rates.

Progress RAG rating - **Green**

“

It is important for young people in those areas [where there is deprivation] to know what opportunities are there for them so they can build their confidence and pride

”

3. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

CONT.

Improving Emotional and Mental Health, and Wellbeing

Key Outputs - In 2023/24 we will:

- Ensure the mental health subgroup is developed further to become a multi-agency group and drive the priority action plan for children in the YJS.
- Continue to 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 and having a direct impact on outcomes, including the development of the Enhanced Case Management model in Swindon-Sentence planning, FCAMHS and Trauma leads.
- Enhance preventative and early interventions in respect of Emotional and Mental Health & Wellbeing.
- Sustain and develop the CAMHS and FCAMHS offers in Swindon YJS.
- Further review of the Sexually Harmful Behaviour provision (pre-conviction) in Swindon to ensure both preventative and specialist interventions are available and timely for children and families.

Key Outcomes - In 2023/24 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.
- An increase in children being supported by an FCAMHS case formulation at sentence planned and/or engaging with the YJS CAMHS worker.
- A reduction in the number of children ending criminal justice outcomes with substance misuse issues.

Progress RAG rating - Amber

Reducing the number of children who are Not in Education, Employment and Training

Key outputs - In 2023/24, we will:

- Develop a further partnership group (via the education ecosystem) to support and drive the priority action plan for children in the YJS with regard to ETE and NEET.
- Sustain the agreed uplift in ETE provision follow Board challenge regarding the needs of the post 16 cohort.
- Develop bespoke pathways and services to support the Education, Training and Employment needs of children in the youth justice system in Swindon. Including the potential development of a Swindon Skills Mill Programme.

Key outcomes - In 2023/24, we want to see:

- A reduction in the number of children ending criminal justice outcomes Not in Education, Training or Employment.
- A reduction in exclusions.
- Increase in children who are in ETE having a direct impact on re-offending rates.

Progress RAG rating - Amber

“

[If there was] More help at a younger age... [it would support girls] not to make the wrong decisions and not to get influenced by other people

”

4. PERFORMANCE OVER PREVIOUS YEAR

Table 2

Total number of outcomes/disposals received by children in 2023/24	90
Outcome 22's	47
Youth Caution	1
Youth Conditional Caution	3
Total number of O OCD's	51
Compensation Order	1
Fine	1
Conditional Discharge	3
Reparation Order	0
Referral Order	24
Youth Rehabilitation Order	4
Detention and Training Order	3
Section 250	2
Section 259	1
Total number of court disposals	39

Breakdown of outcomes:

The number of children who have received an Out Of Court Disposal during 2023/24 exceeds the number of children receiving a statutory court outcome, with 57% of disposals being in the Out of Court arena. This again evidences the success and considerable development that Swindon has seen in the diversionary pathway of the Youth Restorative Intervention Process. 92% of the Out Of Court Disposals are the non-statutory disposal of Outcome 22 meaning that children do not have a criminal record or become first time entrants to the Criminal Justice System.

The most common court disposal is a Referral Order (62%), which is most commonly used for first time entrants to the criminal justice system.

15% of the outcomes in the court disposal space are for children entering custody, primarily for violence against the person offences.

“ You can't give the right help if you don't know what is happening in my life ”

4. PERFORMANCE OVER PREVIOUS YEAR

CONT.

Table 3

Offences by type	Count
Arson	0
Breach of Order	1
Criminal Damage	12
Drugs	9
Non Domestic Burglary	8
Motoring Offences	7
Public Order	3
Racially Aggravated	1
Robbery	0
Fraud and Forgery	0
Sexual Offences	12
Theft and Handling Stolen Goods	4
Vehicle Theft / Unauthorised Taking	3
Violence Against The Person	83
Total number of offences	143

Breakdown of offences:

This data does not include children who are open to Turnaround or children who have been remanded.

Violence against the person accounts for 58% of all offences. This is an 18% increase compared to the previous year 2022/23 of 40%. This remains an area of priority focus for 2024/25

Of the 83 violence against the person offences, 63% of the offences were given an Out Of Court Disposal, while 37% were given court orders. 42% of the violence against the person offences had a gravity matrix score of higher than 5 and were deemed serious youth violence. Serious youth violence accounts for 24% of all offences committed in 2023/24 and needs to remain a priority action on the strategic plan.



Get young people involved in as many activities as possible when they are aged 10-12



4. PERFORMANCE OVER PREVIOUS YEAR

CONT.

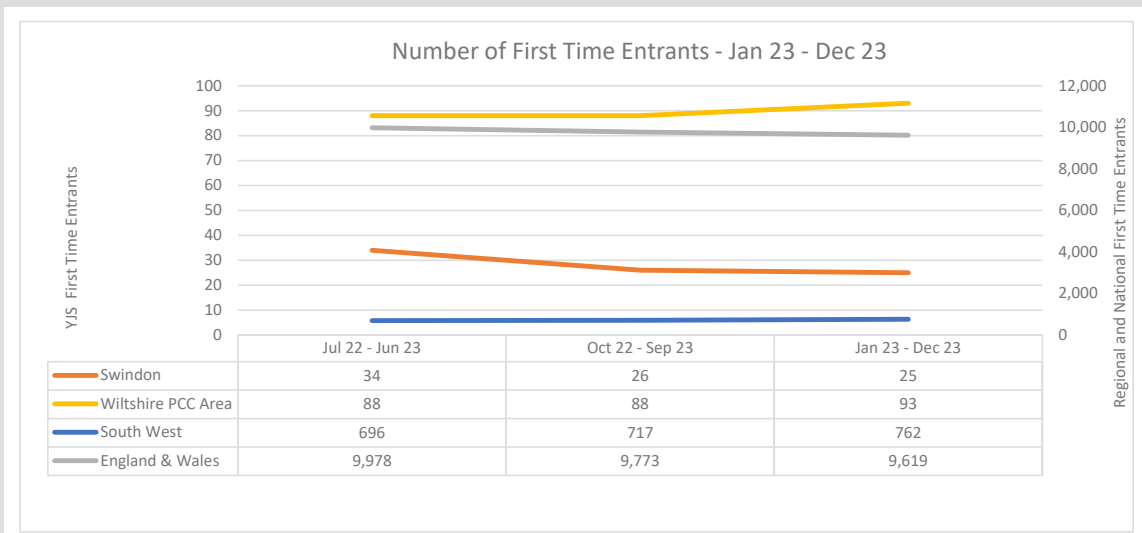
Characteristics of children subject to youth justice interventions in 2023/24

Table 4

Total number of applicable Children in 23/24 cohort	59
Substance Misuse concerns	27
Mental Health concerns	27
Physical Health Concerns/Disability	5
Speech Language, Communication and Neurodisability concerns	14
SEND/ALN needs	20
Children not in employment, education or training (NEET)	17
Children in Need (CiN) (current or previous)	25
Children Looked After (CLA) (current or previous)	20
Child Protection Plans (CPP) (current or previous)	13

The characteristics in table 4 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 focus on repairing harm through relationships and identity development. This continues to be an area of focus for the partnership and the Youth Justice Service, with our aspiration of becoming a Child First Centre of Excellence.

Performance



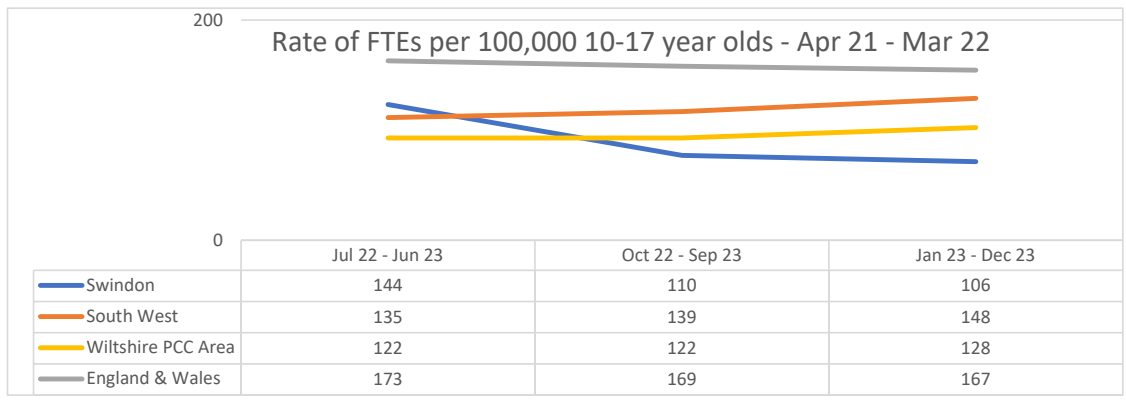
“

To talk to you is good as you care and are trying to understand how it is for me

”

4. PERFORMANCE OVER PREVIOUS YEAR

CONT.



The data for this indicator comes from the case level data in ChildView 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.

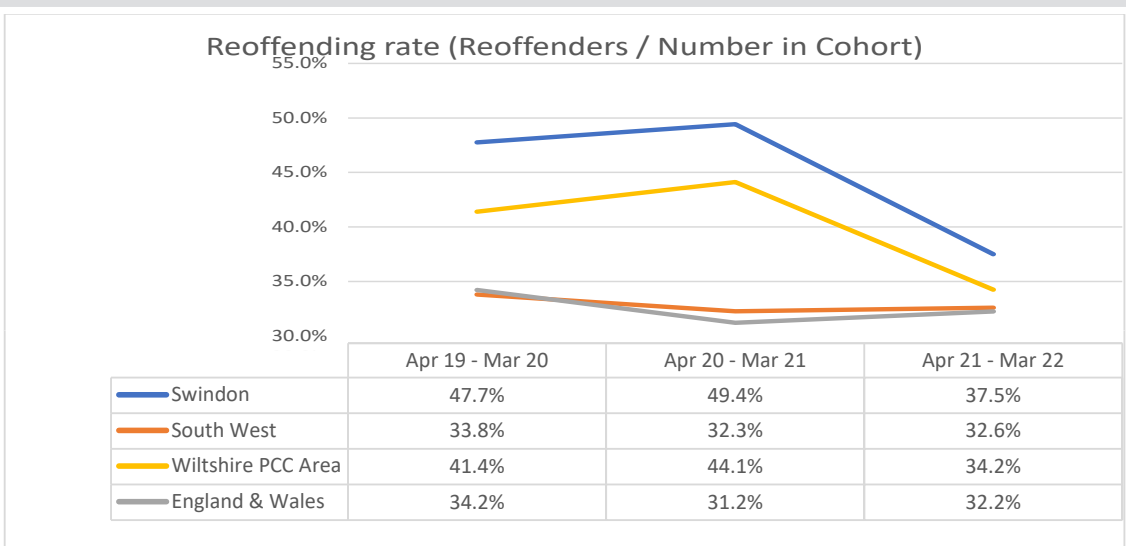
The continued low number of FTEs is positive and evidences that early intervention and prevention is working.

Local data shows that at the end of 2023/24 there were 26 FTE's. A 13% decrease from 2022/23. Although this is positive progress, this remains a priority area for us to proactively target and reduce further in 2024/25.

This year, we will enhance our approach further with a greater focus on prevention at point of arrest, increased engagement in teachable, reachable moments, increased diversionary outcomes with police and detached youth work interventions, and reduction of exclusions and children who are not in education, training or employment.

Reducing re-offending

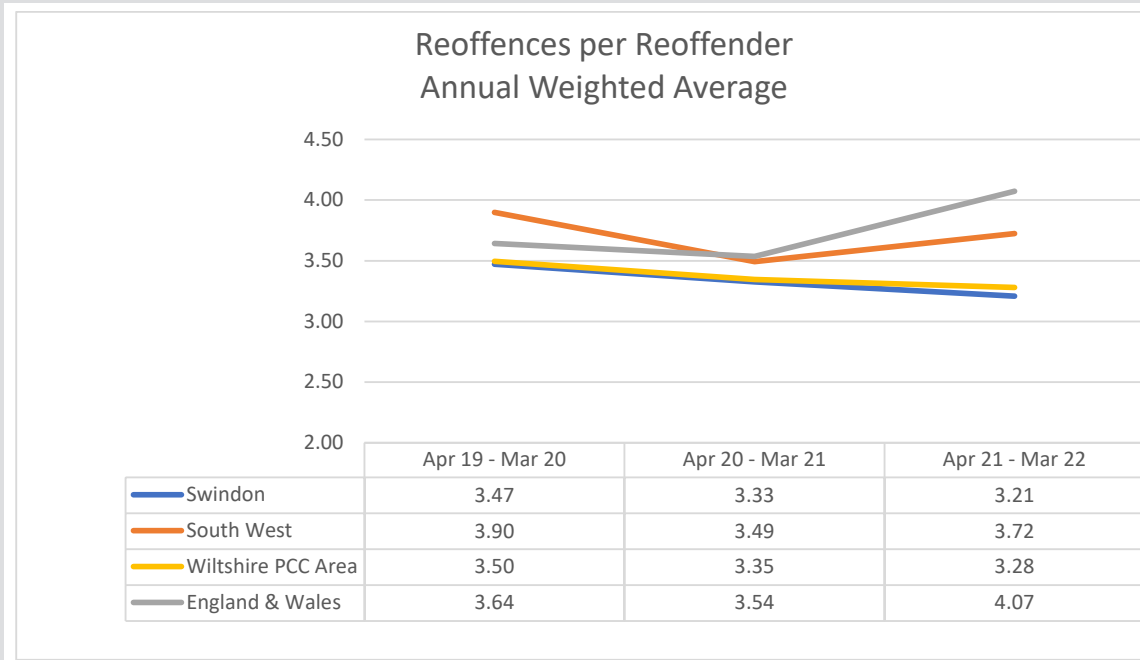
Re-offending binary rate



The binary re-offending rate for April 2021-March 2022 indicates a positive decrease in re-offending from the previous year of 11.9%. Despite the reduction, the rate remains above that of the South West, Wiltshire and National averages. However, our most recent live re-offending tracker data for the 2022-23 cohort is 11.8%, providing a positive indication that our model of practice is having an impact on outcomes for children at risk of offending. However, we know there is more work to do and this remains an area of specific focus for the partnership over the next year of the strategic plan.

4. PERFORMANCE OVER PREVIOUS YEAR

CONT.



Re-offences per re-offender frequency rate: the average number of re-offences per re-offender, based on aggregated annual cohorts of children. This shows a further reduction for the most recent period and Swindon currently sits below regional and national averages. Indicating that where children do re-offend, the frequency is reducing.

HMIP Inspection Outcome 2022

Swindon YJS was inspected in late 2022 as part of the current HMIP Inspection programme for Youth Justice Services. The inspection found the following practice; Swindon YJS was rated as 'Outstanding', with the quality of resettlement policy and provision, which was separately rated as 'Good'.

HMIP found Leaders and partners to be working effectively to create a clear vision and road map to help children thrive and achieve their potential. They found the management board to be well led by a chair who is knowledgeable, has good links with various departments in the borough, provides trust, freedom, and flexibility where a culture of developing creativity, and innovation is encouraged. Strong foundations were found to be in place leading to positive outcomes for children. Partners embrace their responsibilities passionately and work together well to overcome structural barriers experienced by children.

HMIP found YJS staff as highly driven to help each and every child to flourish, and that they were well led by an enthusiastic, reflective, and forward-thinking head of service. They found that senior leaders, managers, stakeholders, and operational staff across the partnership, actively sought and used feedback from children and their parents and carers to improve service delivery and noted that the impact of the youth Board and contribution of peer advocates was impressive and was empowering children to be heard.

However, whilst they found the partnership to have access to a range of reports and management information about the profile of children, covering first-time entrants (FTE), use of out-of-court disposals and re-offending, for example, they recommended that the YJS needs to establish a more comprehensive understanding of all its children, especially those with a range of protected characteristics. Furthermore, HMIP recommended that the YJS needs to strengthen its work to consistently support children's safety and wellbeing and their potential to cause harm to others.

This report led to the development of an HMIP improvement plan and subsequently our Child First action plan, which can be found in appendix 2 of this plan.

5. RISKS AND ISSUES

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 as an ongoing improvement journey within Children's Services following their Ofsted Inspection of Local Authority Children's Services (ILACS) in 2023.

The Swindon Youth Strategic Partnership receive regular updates regarding risk 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 children 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 children.

Performance and Standards

- Fail to achieve improved outcomes against KPIs.
- Increase in FTEs.
- Further increase in re-offending.
- Further increase in Custody.
- Connectivity and 'missing docs'. When children 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 the next 12 months. SBC and partnership financial pressures.
- Remand costs are met by the Local Authority.
- Small numbers remanded for a group offence or one child for a serious offence can have significant financial implication for the Local Authority.

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

- Serious Violence
- Data loss/ access due to deception or staff misdemeanour.

Buildings and Infrastructure

- Health and safety issue adversely affecting staff.

In addition to the above risks, the Partnership remains concerned about the longer-term impact of the cost of living crisis faced by children and families in Swindon in 2024/25 and beyond. The impact is currently unknown in terms of future pressures or costs as a direct or indirect consequence across the partnership, for example the emerging 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.

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 service offer and improved outcomes for children and families in 2023/24.

PLAN FOR FORTHCOMING YEAR 2024-25

6. CHILD FIRST

Context for child first and YJS age range

Table 5

Age at time of sentence/disposal:	Swindon children with substantive outcomes in 23/24 (30)	Children with non substantive outcomes in 23/24 (50)
11 years old	0%	4%
12 years old	0%	2%
13 years old	0%	16%
14 years old	13%	12%
15 years old	33%	32%
16 years old	20%	16%
17 years old	33%	18%

The YJS cohort is mainly male children aged 15-17, which is a continuation of trend from last year. 14-17 year old is the age group that receive the most substantive outcomes, with 53% of the cohort primarily being aged 16-17. This is different to the opposing OOC's area where 15 years old is the most common age for an Outcome 22/YC or YCC.

Swindon YJS-A centre of excellence for child first practice

In 2021, Swindon YJS set itself the challenge to ensure the tenants of child first practice informed everything the service did to support children at risk of offending. In 2022, our progress was recognised within our local and national data relating to outcomes for children and victims and in our Outstanding HMIP inspection. In 2023, we have aimed to take this vision further and have focused hard on practice and interventions that align to the evidence base and support children to develop pro-social identity.

Our ambition to become a Centre of Excellence for child first practice remains and this has progressed in 2023/24, with progress on our model of practice and offer and the development of a purpose-built centre for children, which will become operational towards the end of this strategic plan, in March 2025. The Lyndhurst Centre, will become a Centre of Excellence for Child first practice and we intend to work relentlessly this year to support partners to adopt our model of practice and the evidence base of child first.

Child first practice and collaboration with children will remain strategic priorities for the partnership and service in 2024/25 and we aim to achieve the following high-level outputs and outcomes relating to child first practice;

Developing a Centre of Excellence for Child First and Identity Development Practices

Key outputs - In 2024/25, we will:

Continue to drive our dedicated, partnership action plan focused on becoming a centre of excellence for child first practice. This will have renewed energy following our work in 2023/24 with our Voluntary, Community, Faith and Social Enterprise Sector partners, who have adopted our model of practice and will help lead the development of the Lyndhurst Centre.

6. CHILD FIRST

CONT.

As Children

- Using our Child First action plan, we will continue to enhance the service offer to ensure Child First approaches are embedded across the operational partnership.
- Challenge themes of adultification across the partnership to ensure children are seen as 'at risk' as opposed to 'a risk'

Build Pro-social Identity

- Develop the YJS offer to provide more opportunities for children to be employed across the partnership.
- Enhance and develop the YJS and wider youth offer to support increased opportunities for children to engage with Activities, Interactions and Roles that support identity development.

Collaborate with children

- Develop and launch a participation strategy for the YJ Partnership and YJS service to operationalise
- Increase the number of children actively participating across the strategic and operational partnership

Divert from Stigma

- Challenge ourselves to review every aspect of our Youth Justice system and address practice that stigmatises children and their families

Key outcomes - In 2024/25, we want to see:

- Develop and sign off on a delivery plan for the Lyndhurst Centre as a Centre of Excellence for Child First Practice
- Continue to embed Child First and identity focused practice across the practice of all partners.
- Increase the numbers of children from the YJS engaging in Activities, Interactions and Roles that support identity development, with the YJS aiming to evidence this with 100% of children open to the service.
- Fully embed the Integrated Adolescent offer in Swindon, with Child First and identity development central to the practice model
- Increase the numbers of children employed across the partnership, with a target of 10 children over the next year. Including reviewing the plan from 2023/24 to implement the Skills Mill Project in Swindon.



We believe there needs to be a programme to support young people when they are in prison. Young people and young adults need goals to work towards



6. CHILD FIRST

CONT.

Voice of the child

"YJS has helped me massively in growing my confidence in speaking with new and large groups of people. Waking up knowing I'm playing a part in helping the community has given me a great sense of responsibility and pride in myself that I never thought I'd have. Becoming a peer advocate also helped me gain humility as I realise although I may not have had the best upbringing other people also have/are struggling too, making me feel less alone in life. Knowing we are all in it together and that friends, family and community is all we need to get through tough times".

"Being with YJS has really helped my self-esteem. I have stopped self-harming in the last 3 months because I have felt like I belong somewhere at YJS. I am sad it is ending".

Participation and collaboration with children remain at the heart of everything we do and continues to be a strategic priority for 2024/25. In Swindon, we see participation and collaborating with children as the primary intervention to support desistance.

The involvement of children and families provides us with an opportunity to implement our practice model of using an identity lens to achieve desistance. We give children and their parents/carers fresh 'AIR'-Activities, Interactions and Roles to support identity shift and have the following approaches to ensure the voice of the child is central:

- We have a Council wide participation strategy, which the YJS and YJS children helped to design and implement. This year, we will launch a dedicated strategy for the Youth Justice partnership to sign up to.
- We have made a commitment to employ children/young people each year as our Peer Advocates. They will lead our Youth Board and activity to challenge, support and innovate within the service. This year we intend to develop this model further with five Peer Advocates.
- We have a parent led parenting group 'The Village Circle' and intend to grow this further over 2024/25
- We are also committed to ensuring parents and or children are in attendance at every YJS Management Board to ensure their voice is heard and valued.

Our approach to participation has ensured that children and their family are heard at every point in the Youth Justice system and their views are analysed and used to inform service design and delivery.

“

Don't treat me differently and single me out, people at school know I am on free meals

”

“

Most young people lack motivation but it only takes one person to inspire someone. Need to keep them motivated as young people with rough life experiences feel failed by the system

”

PLAN FOR FORTHCOMING YEAR 2024-25

7. RESOURCES AND SERVICES

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. We use our grant, partner contributions and available resources to deliver the best possible services for children at risk of offending and victims of youth crime.

Our budget predominately pays for staff to discharge the functions of the Youth Justice Service in order to drive outcomes for children and young people. This year, we will continue to seek additional in year grant funding in order to fund additional interventions and innovation that will drive our ambitions regarding child first and identity development.

Table 6

Budget 2023/24	
Agency	Income
Youth Justice Board	£290,611.00
Local Authority	£321,300.00
Police Crime Commissioner Office	£81,707.00
Probation	£5,000.00
Health	£23,500.00
Total	£776,107.00

Table 7

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 7). This year, we will see further investment from the Local Authority, in line with its pay and reward review for staff and an increased contribution from the Police and crime commissioner in line with the police and crime plan priorities for 2024/25

* YJB Grant allocation for 24/25 pending confirmation.

“ Support me to feel better about myself and who I am ”

7. RESOURCES AND SERVICES

CONT.

Table 8

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
2021/22	£32,423.00	£25,548.00	£6,795.00
2022/23	£41,826.00	£168,587.00	£126,761.00
2023/24	£41,826.00	£168,087.00	£126,261.00

The previous year's remand budget allocation was £41,826.00, and spend against it stood at £168,087.00, which has presented a significant deficit 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.

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 2024/25 has not yet been confirmed. However, given the pressure in 2022/23 and 2023/24, it is anticipated this will be higher than the previous two years.

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.



There is a lot of peer pressure for young people to take part in substance misuse. Lack of resources for support is an issue as lots of young people don't know where to go to get help



8. BOARD DEVELOPMENT

CONT.

The Board in Swindon, has had a consistent membership over the past three years and a sustained, long term commitment to creating the conditions for child first and identity focused practice to thrive.

The Board has a focused forward plan, that includes Board development and integration with the YJS Service. 2024/25 will see a new Head of Youth Justice and Chair of the Board take this vision further and we intend to review our forward plan and Board development programme in quarter 2 of 2024/25 to ensure it aligns with the transformation and improvement journey in Swindon's Children's Services and the needs of our cohort as identified by our wider performance indicators and local data.

Current Board members participated in governance and strategic priority discussions and challenge at our May 2024 Away Day led by our Chair and Service Manager that focused on the following objectives:

- Developing understanding of Board members responsibilities and purpose of the Board.
- Enhancing understanding of the Youth Justice Service and the journey of the child through the Youth Justice system including type of disposals and support on offer.
- Developing our strategic priorities for the duration of this plan.

The YJS Board has worked hard to develop a shared vision that remains for 2024/25. This year, the Board will continue to support the service to innovate and develop practice and ensure that it does everything it can to progress the ambition that the Lyndhurst Centre development will provide.

“

Involve local communities in the solutions to youth crime and violence, we can engage with people in our local areas

”

“

I would have liked to have seen a bit more work done around who my child is and their culture

”

9. WORKFORCE DEVELOPMENT

The YJS undertook a training needs analysis in June 2022. Since this time a large amount of training has taken place both through internal training and external providers. Internal training has been devised by the YJS management team and other specialist workers and services to support us in areas of development from our post HMIP Inspection Action Plan and includes:-

- Contingency planning
- Risk Management Planning
- Assessment analysis and Child First intervention plans focussed on identity development.
- Enhanced Case Management Model
- The Youth Justice Effective Practice Certificate

The above training has supported front-line case managers to develop their analytical and risk management skills as part of their Assetplus and Out of Court Assessments. Risk management and contingency plans take a holistic approach involving the child, their parent / carer and the professional network. Staff have been challenged to move away from generic plans, ensuring that instead they are individualised and designed to meet the specific needs of the child, with identified actions and timeframes.

Innovation and supporting child strengths and positive identity development have remained integral to our workforce development plan. It has seen the YJS link with partner agencies to create new Activities, Interactions and Roles for children inclusive of bespoke group work programmes, community art projects, the development of employment opportunities through a YJS food van and an emergency services course which provides children with opportunities to learn more about emergency services within the community, developing positive interactions with services and relationship building. Work continues to be completed on linking assessment analysis to plans to help further support our model of identity development.

Staff have also undertaken training in Enhanced Case Management. All case managers have been trained in this area of practice with one YJS Case Manager becoming the YJS Lead. This model has helped to enhance case formulation, informing the targeted and child first delivery of intervention with children on the YJS caseload.

Two YJS case managers and one specialist worker are AIM3 trained, which allows the YJS to undertake AIM assessments for children open to the YJS where there are concerns about harmful sexual behaviour.

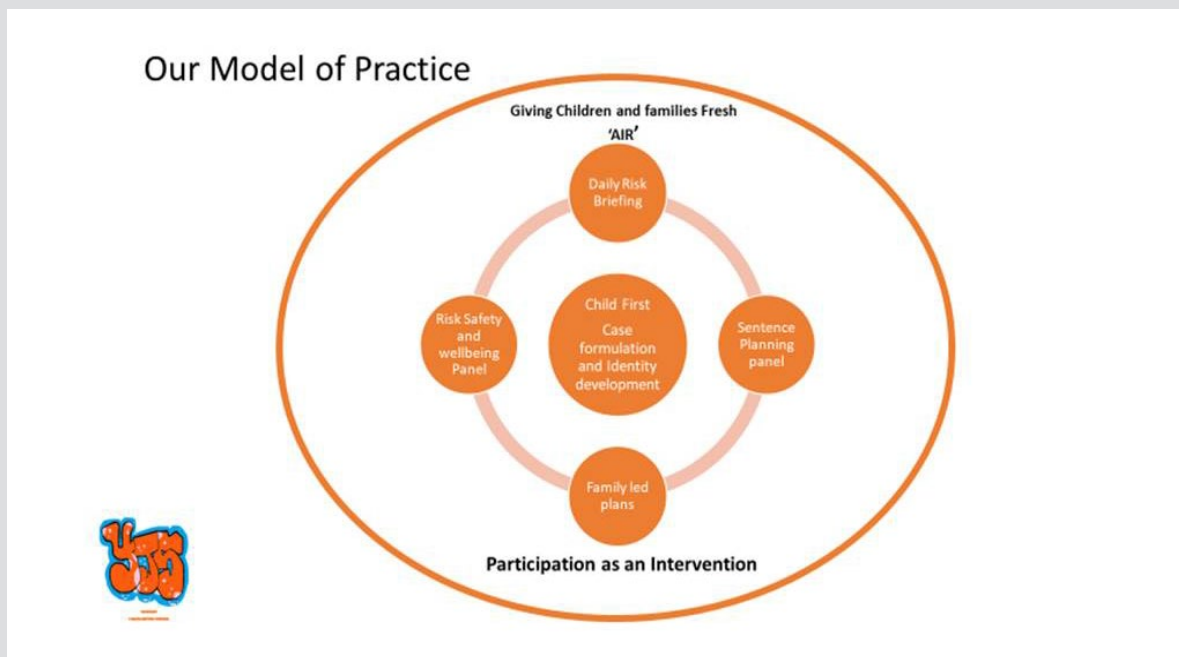
In the last year, the YJS have supported two staff members to complete the Youth Justice Effective Practice Certificate who have been able to share the current evidence base and learning from the course across the team. A third staff member has recently enrolled to complete the course.

Swindon Youth Justice Service, now sits within the wider Integrated Adolescent Service. Workforce developments in the next year will focus on supporting staff to deliver a robust and outcome focussed service of delivery. This will include, working with children from diverse ethnic backgrounds, child criminal and sexual exploitation, trafficking, harmful sexual behaviour and trauma informed practice. The Child First and identity development practice model will be implemented wider across all integrated adolescent services.

“
Since being supported by the YJS I have reflected on how peaceful my life has become
”

10. EVIDENCE BASED PRACTICE AND INNOVATION

The YJS have worked hard over the last year to embed our evidenced based practice model in everything we do. We have established this using an **Identity Development Lens to Desistance** and this combined with case formulation has been mainstreamed across practice as our framework:



We are also committed to Strengths Based, Restorative and Trauma Informed approaches to our practice and have recently enhanced our Enhanced Case Management Offer, with FCAMHS formulations supporting our work with the most complex and vulnerable children. We also have Youth and Parent led groups to ensure the voice of the child and a restorative approach is taken across everything we do.

In relation to innovation, the YJS is committed to leading Youth Justice Practice for the region and nationally. The following areas have been targeted for Innovation in 2024/25:

- Drive forward our dedicated action plan for Swindon YJS becoming a Centre of Excellence for Child First Practice and ensure a sustainable model for the Lyndhurst Centre is developed and agreed.
- Expand and embed Child First Principles across the strategic and operational partnerships, with YJS children and the peer advocates driving this forward with their input and playing a lead role in developing this.
- Developing our 'teachable, reachable moments' prevention and diversion scheme (ENGAGE screening and our Turnaround programme) further and into education and health settings.
- Developing our Enhanced Constructive Resettlement model further with Parc YOI and expanding this model within other secure settings.
- Developing a model of Focused Deterrence intervention for those most at risk of serious harm in Swindon. This will include the implementation and ongoing delivery of the 'emergency services course', and the completion and development of further community projects.
- YJS children and the peer advocates supporting to write and implement a participation action plan.
- Providing ongoing further opportunities for YJS children to engage with our partnership agencies and our community.

10. EVIDENCE BASED PRACTICE AND INNOVATION

- Continue to strengthen, enhance and build upon the YJS children and the peer advocates relationship with the police.
- Further enhancing our case formulation approach with FCAMHS.
- Further developing our identity focused practice model with AQA Unit accreditation, including children receiving accreditation and formal recognition for their participation and engagement within the YJS.
- Development of our intervention and ETE offer with the AQA Unit Award Scheme accreditation.
- Developing our Innovative Youth Court offer further to embed problem solving approaches and advocacy for children in the Youth Court.
- Further developing and accrediting our YJS group work programmes, such as the girls and boys group with the AQA Unit Award Scheme accreditation and partnership working with Voluntary, Community, Faith, and Social Enterprise organisations.
- Further enhancing our Youth Board, Peer Advocates and Parent Led participation groups.

Voice of the child

"When you write that positive breach report for me for court, it gave me so much respect for you as I realised you weren't there to f**k me over, you were there to help me and it helped me to trust you. I didn't trust any professionals before this."

"I don't feel judged at YJS."

“

Yeah it was great, I loved it, she was so straight forward and so lovely and inspiring. She was supportive and really pushed us and made us feel better about ourselves and about writing

”

“

It doesn't matter about sexuality or things like that - that's not important - it's who they are as a person

”

11. EVALUATION

The YJS remain committed to the continual evaluation of our work through quality assurance, random monthly audits and targeted thematic audits. Targeted thematic audits are completed quarterly with the findings shared with the YOT Management Board. A forward plan of evaluation and auditing is shared with the YOT Management Board to ensure a consistent approach and agreement with the focussed areas of evaluation. The most recent areas of evaluation and audit include:

- Out of Court Disposals
- Risk and Contingency Planning
- Work in Court.

The audit and thematic for work in Court was completed in line with the Youth Justice Boards commitment to Ministers to undertake audits of compliance in relation to the Lord Chancellors Standards for Children in the Youth Justice System (published in 2019). Twenty cases were looked at as part of the audit process with the three areas of focus being strategy, reports and process. Against the inspection criteria, the YJS self-graded our work in this area as Outstanding. The service was then picked at random for an audit validation visit to be completed by the Youth Justice Board. The findings confirmed the YJS audit grading of outstanding.

With each of the thematic audits completed, areas for improvement and action plans are identified. Action plans are created for both the Youth Justice Service and the wider partnership and are agreed upon at the YOT Management Board meeting where the findings are shared.

The thematic audit plan for 2024/25 includes the following areas for evaluation.

- Resettlement
- Global majority ethnic children
- Girls
- All protected characteristics
- Group work programmes
- Standard Three: In the Community (Court Disposals)

“

Getting help from one person,
who stuck with me whatever
happened in my life made
the difference

”

“

The thing I liked the most
is talking about music and
stepping out my comfort zone
reading in front of people I've
never met

”

12. PRIORITIES FOR THE COMING YEAR

Following the YJS Board away day in May, the following decisions were made with regard to strategic priorities and planned outputs and outcomes for 2024/25 strategic plan.

Strategic priorities agreed at YJS Management Board Away day

- Swindon YJS to progress becoming a Centre of Excellence for Child First Practice, in line with the developments at the Lyndhurst Centre from March 2025.
- Increasing participation and collaboration with a focus on our practice model- identity development. Developing a dedicated participation strategy for the YJS.
- Reducing first time entrants.
- Reducing re-offending rates and offences per re-offender.
- Reducing the use of custody- including police custody and the use of custodial remands.
- Reducing youth violence- driving the work of the pan-Wiltshire serious violence duty strategy
- Reducing disproportionality with a continued focus on children from black and mixed ethnicity backgrounds.
- Supporting victims of youth crime.

Cross cutting themes and priorities

- Improving emotional and mental health and wellbeing (shared priority with education and public health).
- Reducing the number of children who are not in education, employment or training (shared priority with education).

Outputs and intended outcomes for 2024/25

The below outputs and outcomes for 2024/25 will be driven by the YJS Child First Practice Action Plan. This will be monitored by the Board at 6 monthly intervals and driven by the YJS Management Team and Board sub groups.

Developing a Centre of Excellence for Child First and Identity Development Practices

Key outputs - In 2024/25, we will:

- Continue to drive the dedicated, partnership action plan focused on becoming a centre of excellence for child first practice and progress towards delivery from the Lyndhurst Centre in 2025
- Enhance the Service offer to ensure Child First approaches are embedded across the operational partnership.
- Enhance and develop the YJS and wider youth offer to support increased opportunities for children to engage with Activities, Interactions and Roles that support identity development.
- Develop the YJS offer to provide more opportunities for children to be employed across the partnership.
- Work towards the Lyndhurst Centre becoming a centre of excellence for child first practices, offering a wider youth provision for children attending the YJS.
- Lead the development of the wider youth offer and ensure children in YJS are able to engage with this.

Key outcomes - In 2024/25, we want to see:

- Child first and identity focused practice is further embedded across the practice of all partners.
- The numbers of children from the YJS engaging in Activities, Interactions and Roles that support identity development will continue to increase, with the YJS aiming to evidence this with 100% of children open to the service.
- The numbers of children engaging with the wider youth offer from the YJS cohort will have increased.
- The numbers of children employed across the partnership will have increased, with a target of 10 children over the next year. Including further consideration for a Skills Mill Project in Swindon.

12. PRIORITIES FOR THE COMING YEAR

CONT.

Increasing Participation and collaboration with a focus on our practice model- identity development.

Key outputs - In 2024/25, we will:

- Ensure the **participation forum led by Children's Services** continues to drive improvements in participatory activity across the partnership-including partners completing the participation self-assessment tool.
- Develop and launch a dedicated YJS participation strategy that will drive participation and collaboration across the criminal justice partnership for children.
- Continue to challenge Board members on ensuring participation is a priority for the partnership.
- Ensure child, parent and peer advocate attendance and representation at our YJS management Board.
- Further work to establish a deeper understanding of participation as an evidence-based intervention focused on identity development.
- Further development of our Youth Board with the support of our peer advocates programme. Growing the number of peer advocates working for the service.
- Further development of our parent's participation forum-'The Village Circle' with increased numbers of parents attending.
- Increase the genuine opportunities for future development that children in the YJS can access through participation, including paid roles within the Council and wider partnership, social enterprise opportunities, community engagement and peer mentoring.
- Continue to learn from Inspections and national best practice.

Key outcomes - In 2024/25, we want to see:

- The partnership to adopt the YJS participation strategy and drive participation and collaboration activity for children at risk of offending
- An increase in the number of children and families actively participating in Youth Justice Service design, scrutiny and desistance focused interventions.
- Recruitment of three further children/young people as YJS peer advocates from children and young people with lived experience of children's services
- Clear signs of the positive impact of participation on re-offending, youth detention and disproportionality rates.

Voice of Parents/Carers

"Nice to meet other parents/carers that understood"

"I felt empowered"

"Attending helped me build confidence"



It made me feel like I'm able to express myself more and it's okay to open up



12. PRIORITIES FOR THE COMING YEAR

CONT.

Reducing First Time Entrants

Key outputs - In 2024/25, we will:

- Ensure pace and energy is maintained in the FTE sub group to improve outcomes further across the strategic partnership.
- Where children have been listed for court and are first time entrants, a collaborative approach will continue to be used to prevent children from becoming first time entrants through diversion to the Youth Restorative Intervention Panel.
- Develop a clear exit plan from the Turnaround Project and consider how YJS can support to engage children in diversion interventions at teachable, reachable moments.
- Specifically target motoring offences and children who provide no comment in police interviews for Out Of Court diversion, including the use of Outcome 22.
- Continue to enhance and develop the Out of Court Disposal scrutiny panel to challenge the partnership on decision making for children who become first time entrants, with a particular focus on Black, Asian or minority ethnic children and other vulnerable groups, including children looked after and care leavers. Considering how the child's voice can become part of the scrutiny process
- Continue to enhance the Out Of Court Disposal intervention offer to ensure it is evidence based and focused on identity development.

Key outcomes - In 2024/25, we want to see:

- FTE rates to reduce further and be sustained.
- Increased engagement at 'teachable, reachable moments' and point of arrest.
- An increase in pre-YRI and YRI diversionary outcomes and detached youth work interventions. Specifically focusing on bespoke prevention and diversion for girls in the criminal justice system.

Reducing Re-offending Rates and Offences per Re-offender

Key outputs - In 2024/25, we will:

- Ensure that the **OPCC led Criminal Justice Partnership Reducing Re-offending Board (RRO Board)** continues to develop a greater focus on children's offending and re-offending and further action is sustained to support the YJS Management Board activity.
- Continue to challenge Board members on the partnership contribution to addressing offending behaviour and desistance- proactively targeting issues of trauma, abuse and neglect via our trauma champions and the development of the Enhanced Case Management Model approach.
- Sustain and develop further 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.
- Conduct and complete a self-assessment of Standard Three: In the Community (Court Disposals), with a specific focus on child first practice and the needs of victims

Key outcomes - In 2024/25, we want to see:

- A reduction of binary re-offending rates-across our live tracker cohort.
- Sustained low re-offences per re-offender.
- Increase in innovative approaches and developments to desistance via evidence-based models of practice-child first and identity focused.
- Reductions in cohort size and a continued shift to more children in the pre-court cohort as opposed to the post court cohort.
- Increased numbers of children and victims engaging in restorative interventions and approaches.

12. PRIORITIES FOR THE COMING YEAR

CONT.

Reducing the use of Custody – Including Police Custody and the use of Custodial Remands

Key outputs - In 2024/25, we will:

- Ensure that the **OPCC led Criminal Justice Partnership Reducing Re-offending Board (RRO Board)** develops a greater focus on children's offending and risk of custody and further action is sustained to support the YJS Management Board activity. This will include cross cutting themes with the Violence Reduction and serious violence duty sub groups.
- Continue to 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, identity development and trauma informed practice.
- Enhance our offer to prevent the unnecessary remand of children to youth detention where they can be managed safely in the community. Including the development of improved bail supervision and support and bail ISS offers and improved placement sufficiency for Remands to the Care of the Local Authority.
- Ensure disproportionality for children subject to youth detention is proactively monitored and challenged.
- Embed the children in police custody monitoring and scrutiny panel.

Key outcomes - In 2024/25, we want to see:

- A reduction in the rates of youth detention-remand and sentence to bring the YJS back in line or below regional and national rates.
- Reduction in disproportionality within this cohort.
- Improved outcomes relating to resettlement, transitions and children kept overnight in local police custody. Including the development of a PACE bed for children remanded in police custody overnight.

Reducing youth violence- driving the work of the pan-Wiltshire serious violence duty strategy

Key outputs - In 2024/25, we want to see:

- Ensure that the **CSP Led Violence Reduction forum and the pan-Wiltshire serious violence duty steering group** continue to drive forward activity to target and address the root causes of serious violence. This will be aligned to the Serious Violence Duty and Key Performance Indicators
- Enhance preventative and early interventions in respect of youth violence and exploitation. Developing detached youth work and community based interventions.
- Continue to utilise the YJB Serious Youth Violence tool to monitor performance data and challenge the partnership accordingly.
- YJS enhance and develop contextual safeguarding responses in partnership with the Swindon Safeguarding Partnership and Children's Services, including the development and embedding of an Integrated Adolescent Service in Swindon.
- Ensure the Focused Deterrence model is embedded in practice for children and communities in Swindon
- Increase the engagement of non-traditional partners in relation to the Focused Deterrence model and community led solutions to serious youth violence across Swindon.
- YJS Managers to attend the Swindon Tactical Gang meetings.
- Engagement with partners where appropriate in support of Clear, Hold, Build.

Key outcomes (aligned to the serious violence duty strategy) - In 2024/25, we want to see:

- Focused Deterrence will become an operational reality and we will see a reduction in Serious Violence across Swindon.
- Increase the number of community and non-traditional partnerships addressing youth safety.
- Increase the participation of children, young people and communities in developing the solutions to enhance youth safety.
- Reduce the number of children and young adults who are victims of violence.
- Increase the number of residents who report feeling safe in their communities.
- Reduce the number of children entering or remaining in the criminal justice system by improving diversionary activity and activities focused on identity development.
- Increase the number of children and young adults who achieve in education, training and employment.
- Improve children's physical and mental health and wellbeing through improved community cohesion and safety.
- Tackle and disrupt the criminal gangs who make money from exploiting children.

12. PRIORITIES FOR THE COMING YEAR

CONT.

Reducing Disproportionality with a Continued Focus on Children from black and Mixed Ethnicity backgrounds

Key outputs - In 2024/25, we will:

- Ensure that the **YJS disproportionality action plan and Youth Endowment Fund race equity** plan is taken forward to challenge and improve practice relating to disproportionality and equality.
- Continue to challenge Board members on ensuring that tackling disproportionality remains 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.

Key outcomes - In 2024/25, we want to see:

- Disproportionality within the Youth Justice cohort to reduce and progress towards aligning with the local demographic and population. With a particular focus on children from black and mixed ethnicity backgrounds.
- Disproportionality to remain a shared priority across the partnership and wider local authority response.
- Increased engagement and participation of Black, Asian or minority ethnic children and families via our peer advocates, youth board and parents' forums (Village Circle).
- Increased engagement with voluntary and third sector organisations who specifically work with Black, Asian or minority ethnic communities.

Supporting victims of youth crime.

Key outputs - In 2024/25, we will:

- Ensure that the correlation between victim and offender is understood across the partnership and that children are seen as being 'at risk', rather than 'a risk'.
- Ensure that there is a consistent and robust offer for all victims of youth crime across Swindon.
- Drive and prioritise restorative approaches that meet the needs of victims, support children's identity development and divert children from stigma.
- Ensure victim safety is prioritised across risk and decision-making forums for children.
- Developing our reachable moments at hospital through Community partnership to strengthen opportunities for long term support and reductions in re-offending.

Key outcomes - In 2024/25, we want to see:

- A reduction in victims of youth crime.
- A reduction in children becoming victims of crime.
- Improved risk and safety planning for victims of youth crime.
- Increased numbers of victims engaging in direct reparation and restorative interventions.
- Enhanced partnership working and an increased number of victims receiving support tailored to their needs at the earliest opportunity.



I liked the way we learned how to write creatively.
We learned in a very fun way



12. PRIORITIES FOR THE COMING YEAR

CONT.

Improving Emotional and Mental Health, and Wellbeing

Key Outputs - In 2024/25 we will:

- Continue to challenge Board members on ensuring emotional and mental health and wellbeing is a cross cutting theme for the partnership.
- Ensure a trauma informed workforce is in place and having a direct impact on outcomes, including the development of the Enhanced Case Management model in Swindon-Sentence Planning, FCAMHS and Trauma leads.
- Enhance preventative and early interventions in respect of emotional and mental health and wellbeing.
- Sustain and develop the CAMHS and FCAMHS offers in Swindon YJS.

Key Outcomes - In 2024/25 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 and wellbeing.
- An increase in children being supported by an FCAMHS case formulation at sentence planning and/or engaging with the YJS CAMHS worker.
- A reduction in the number of children ending criminal justice outcomes with substance misuse issues.

Reducing the number of children who are Not in Education, Employment and Training

Key outputs - In 2024/25, we will:

- Develop a further partnership group (via the education ecosystem) to support and drive the priority action plan for children in the YJS with regard to ETE and NEET.
- Develop bespoke pathways and services to support the education, training and employment needs of children in the Youth Justice system in Swindon. Including the potential development of a Swindon Skills Mill Programme.

Key outcomes - In 2024/25, we want to see:

- A reduction in the number of children ending criminal justice outcomes not in education, training or employment.
- A reduction in exclusions.
- Increase in children who are in ETE, having a direct impact on re-offending rates.

“
It is hard to be motivated after the COVID lockdowns, we need people to look up to
”

13. STANDARDS FOR CHILDREN IN YOUTH JUSTICE

In 2023, the YJS Leadership team and Board conducted a self-assessment of its strategic response and operational practice in relation to Standard 2: In Court. The findings from the self-assessment were broadly positive and echoed much of what HMIP found in 2022. The findings were validated by a YJB validation visit in early 2024 and the following strategic themes were identified:

Strategy: strengths

- There is strong evidence of both strategic and operational efforts to reduce the unnecessary criminalisation of children.
- Swindon YJS been working with the police around focused deterrence and using this as an opportunity with peer advocates to support relationships between children and the police.
- Swindon YJS do not have a dedicated court lead, all YJS case managers and managers are trained to support children in court. This provides resilience to service delivery
- Swindon YJS have a dedicated bail, remand and resettlement worker - can dedicate time to individual children and maintain relationships with those in custody through to resettlement.

Strategy: Areas for Improvement

- Development of ability to divert motoring offences.
- Integration of child gravity matrix in decision making.
- There remains work to do on placement sufficiency and the ability to provide a suitable placement in the community if needed. There is also ongoing work around securing a PACE bed to avoid children being held unnecessarily overnight in police custody
- Exploration around increasing capacity for report writing and building resilience as currently only social workers do this.

The validation visit found outstanding operational practice and noted 'from the evidence reviewed, the findings from the validation are congruent with those from the national standard's self-assessment. The service self-assessment was rated as outstanding, and this was concurred with through the validation process'.

In 2024/25, we intend to complete Standards self-assessments for Standard 1: Out of Court and Standard 3: In the Community (Court Disposals), with a specific focus on child first practice and meeting the needs of victims.



My role as a Peer Advocate is to create new ideas that will help young people to actively participate within the YJS as well as bringing a young person's perspective to the table. The role means I am able to represent other young people that have faced similar challenges as I have and this gives me a great sense of pride and accomplishment



14. SERVICE DEVELOPMENT

Following the HMIP inspection in 2022 and subsequent improvement plan, we have driven this forward over 2023/24 and now have dedicated action plans for developing child first practice and targeted disproportionality.

We are confident that our priorities and dedicated action plans align to the YJB 2024-2027 strategy and main strategic objectives, focused on improving Youth Justice Services in local communities; addressing persistent disparities across the Youth Justice system, including those that reflect children's racial heritage; and influencing policy and practice to increase the adoption of the Child First framework throughout the Youth Justice system.

“

One of the best things about Swindon YJS was meeting the workers and actually creating a bond

”

“

She knew how to chat to us, she understood what we have gone through as cultural women. She can talk to us in a different way from you guys as she can resonate with us, she has been through similar stuff. Meeting with her gave me hope, she has gone through similar stuff to us and she still put herself on the right path and that makes me think maybe I can still get somewhere. The only people I have to look up to in my life are still in prison, that gives me no hope, but she showed us you can get out the other side and made me think that I gotta keep trying for me too. I haven't written anymore yet, but I have picked up her book a couple of times and started to read it, I ain't done that stuff for years.

”

15. CHILDREN FROM GROUPS WHICH ARE OVER REPRESENTED

Table 9

Ethnicity	Swindon 10 - 17 population as of mid 2021	Swindon children with substantive outcomes 23/24 (30)	Swindon children with non substantive outcome 23/24 (50)
		2023/2024	2023/2024
White	76%	83%	78%
Asian	13%	3%	0%
Black	4%	0%	6%
Mixed Heritage	6%	7%	10%
Other ethnicity/unknown	2%	7%	6%

The diversity profile, illustrated above, of the children supported in 2023/24, indicates that Swindon YJS has a disproportionate number of black and mixed heritage children within the Youth Justice system. Children from mixed/dual heritage (17% in 2023/24 in comparison with 15.5% in 22/23) are significantly over represented in the cohort (all minorities represent 23% of YJS cohort in 23/24).

As a result, Swindon has continued to drive forward its disproportionality action plan and in late 2023/24 created a race equity plan to support its Youth Endowment Fund project to target serious violence. The YJS identity development approach to practice includes addressing over-representation of children from black and mixed ethnicity backgrounds, children that are child looked after and females in our cohort. The action plan has been updated in March 2024 and will continue to be driven by the partnership in 2024/25.

- YJS Case managers use a range of interventions that promote identity development such as norms and values cards, the roles we play, impact wheel and the NACRO identity tool-kit.
- The YJS continue to work with a Brit Award winning black male recording artist, who will be working with us at the Lyndhurst Centre once operational
- YJS have commissioned a black led mentoring project to support its delivery of the Youth Endowment Fund project to target serious violence

As part of our commitment to recognising diversity and promoting inclusiveness, the YJS have developed a reflective space for all staff to explore disproportionality.

The Aim of the sessions is to:

- To create a safe, supportive and reflective environment for members of the team to explore practice in relation to diversity, inclusiveness and disproportionality within the YJS.
- To share knowledge, experiences and create a culture of awareness for staff regarding issues faced by children and families of Black, Asian and ethnic minority groups in Swindon.
- To explore anti-racist practice, what this means in the context of the Youth Justice Service and how we implement this.
- Tackling over-representation is a strategic priority across the partnership which has been progressed and led by the YJS to co-create a Children's Services' Diversity and Inclusion sub-group which consists of a multi- agency partnership to promote anti-racist practice to improve outcomes of children and families, to develop a consistent response to dealing with staff who have faced discrimination and to improve staff awareness of cultural competency within frontline practice.

The YJS are currently liaising with police to secure our attendance at the Wiltshire Police Disproportionality Board, which includes different services from the Criminal Justice Service. This group will provide governance for our disproportionality action plan, a space to share good practice and develop multi-agency partnership working across the Criminal Justice service to address over-representation.

15. CHILDREN FROM GROUPS WHICH ARE OVER REPRESENTED

CONT.

Females in the Youth Justice System

Table 11

Gender	Swindon children with substantive outcomes in 23/24 (30)	Children with non substantive outcomes in 23/24 (50)
Male	90%	68%
Female	10%	32%

In comparison to national averages in the criminal justice system, females as proportion of the YJS cohort in Swindon still remains disproportionately high, with a specific challenge in the Out of Court Disposal space - girls represent 32% of this cohort.

In 2022/23 YJS completed a thematic audit into the experiences of girls in the criminal justice system in Swindon as a result of the rise in females within the cohort and this led to the development of a bespoke intervention to meet the distinct needs of females who become involved with the Youth Justice system – The YJS Girls Group. This group has gone from strength to strength resulting in YJS offering a rolling programme. The girls take part in sessions that focus on giving them **AIR** - **A**ctivities **I**nteractions and **R**oles which supports an identity shift and strengthening their pro-social identity.

An example of the groups **AIR**:

Activities

Physical sessions such as Boxing
Child led planning of sessions for the next cohort

Interactions

Developing social, emotional, mental health and communication skills alongside peers in a group setting
Cards of encouragement to the next group

Roles

A video for future groups - sharing their experiences and offering encouragement and words of advice and support
Returning to support with future groups and take on a mentoring role

These sessions support their own pro-social identity as well as promoting the AIR model to the future groups. In line with our strategic priorities for 2024/25, we intend to increase our efforts to divert girls from the criminal justice system, specifically where offences are related to peer on peer low level violence and offences against figures of authority, that often stem from behavioural issues in education and community settings.

Voice of the child

"I've learnt more than school in some of my sessions, I've learnt things that will actually help me in life."

"I've made some good friends with people I'd heard negative things about."

"One of the good things about YJS is they offer you things that help you interact with others."

NATIONAL PRIORITY AREAS

16. POLICING

Swindon YJS benefits from a mature partnership with Wiltshire Police colleagues, supporting both strategic and operational responses to issues of youth crime and serious violence. Wiltshire's Chief Constable is the NPCC strategic lead for children and therefore this remains a priority for Wiltshire locally. Wiltshire police are committed to adopting child first approaches to policing and in 2024/25 will be working in partnership with the YJS to operationalise new and innovative approaches to youth crime, including focused deterrence interventions, the YJS Youth Endowment Fund project targeting youth violence and the clear, hold, build programme of work.

Swindon YJS have a well-established Out Of Court Disposal partnership, where Outcome 22 is utilised to divert children from the criminal justice system where possible. Wiltshire police also divert children via their SWIFT diversion scheme and intend to develop this further in 2024/25 to target more children at risk of crime.

“

Since being supported by the YJS I have reflected on how peaceful my life has become

”

“

It made me feel like I'm able to express myself more and it's okay to open up

”

NATIONAL PRIORITY AREAS

17. PREVENTION

Swindon have a well-established Youth Engagement Service and the role of the Youth Engagement Worker (YEW) was developed in Swindon in April 2011.

In January 2024, Swindon launched the transformation of the Early Intervention Service, which saw the integration of The Youth Engagement Service, alongside the Family Service and Parenting Hub, to become 3 geographically based integrated locality teams offering Youth Engagement and Family Worker roles.

This youth engagement aspect of the workforce is a team of highly skilled practitioners with a range of backgrounds from youth work, careers advice, and education. The basis of all their work is to develop productive, effective and professional relationships with children, and their families to create opportunities for successful outcomes and prevent involvement with specialist services such as the Youth Justice Service.

The work is delivered in a variety of settings such as family homes, education settings and neutral venues.

The 10 FTE members of staff provide support, using relationship-based practice, which is a key intervention to manage risk of young people in the community.

In 2023/24 the Youth Engagement Service received a total of 230 referrals. 56% of referrals identified as female, 42% identified as male and 2% did not identify as male or female. The amount of people working with the service at the end of March was 119 (highest 175 was in June 2023 / lowest 115 was in September 2023).

Referrals came from the following sources:

- 21% Assessment and Child Protection Team
- 8% Early Help Hub
- 29% Education Provisions and Services
- 18% Social Care Family Safeguarding Teams
- 3% Family Service
- 21% Other

The top three reasons for a referral to youth engagement are:

- Significant difficulties with managing emotions
- Significant difficulties with peer relationships
- Significant family relationship issues

Oversight/governance of our prevention work is via the children services performance Board chaired by the Director of Children Services (DCS) and both the DCS & Head of early intervention/prevention are YJS Board members. Alongside the work of the Youth Engagement Team, the YJS have begun to develop further Prevention pathways and interventions at teachable, reachable moments. We have developed our approach to point of arrest and now have the 'ENGAGE' programme that engages with every child who is arrested, specifically focusing on those who have been released on bail or No Further Actioned (NFA). In 2023/24 we will develop this programme further to consider other teachable, reachable moments such as school exclusions, hospital admissions, Anti-social behaviour incidents etc. Our detached youth work offer in Great Western Hospital, detached youth work in hotspot areas and detached youth work with the parish Council youth work offer will be operational within the duration of this strategic plan.

NATIONAL PRIORITY AREAS

18. DIVERSION

Swindon YJS have a strategic priority to reduce First Time Entrants (FTE's) and work closely with Wiltshire Police to divert children away from the formal Youth Justice system wherever appropriate to do so. The YJS Child First Approach is written into our joint (Wiltshire Police/Swindon Borough Council) Out of Court Disposal (OOCD) protocol and is at the heart of the decision making process.

Children are eligible for diversion if they commit a low level offence, or are at risk of entering the justice system for the first time. However, children must meet the OOCD criteria (full admission) and follow Police charging guidelines. If children are deemed 'unsuitable' for OOCD and charged, Swindon YJS will advocate for possible OOCD sanctions at Court if appropriate.

Referrals are sent onto Swindon YJS after screening by the Wiltshire Police OOCD team. This triggers allocation of a case manager and beginning of the assessment phase. A multi-agency joint-decision making panel is scheduled for 15 working days where the case manager presents the case formulation and risk and safety factors.

Swindon's joint-decision making panel has a multi-agency core membership from YJS, Wiltshire Police, Early Help, Family Intervention Service, Education and Social Care. There are also partner agencies providing research and background information in Health, Speech and Language and CAMHS. Core professional members are present as well as key members of the child's professional network. A joint decision is made through vote and rationale, by all members of the panel which is ratified by Wiltshire Police.

Swindon YJS utilise the ASPIRE framework when working with all Out of Court children:

Assessment – OOCD Assessment tool complete pre joint-decision making panel and presented to professionals.

Planning – Each child receives a bespoke intervention plan which must include strengths based goals focused on identity development (Activities, Interests, Roles) and a family plan.

Intervention – Children supervised under OOCD will be provided structured intervention and support sessions, as well as a myriad of referrals to specialist staff as required.

Review - Children are reviewed monthly through case supervision. Case managers provide OOCD closure forms which are reviewed by Wiltshire Police.

Evaluation – Swindon YJS run a monthly audit schedule which include OOCD cases. The Office of Police Crime Commissioner in Wiltshire run a quarterly scrutiny panel of volunteers that review a random sample of cases heard at joint-decision making panel.

Results of Swindon joint-decision making panel are reported within the Youth Justice Management Board (Strategic Partnership), Early Intervention Development Group (Wiltshire Police) and the OOCD Scrutiny Panel (Office of the Police and Crime Commissioner).

This year will see our diversion offer expand with the development of Swift Plus. We intend to target and divert children who are on the fringes of the criminal justice system

Voice of the child

"They have helped build my confidence up and it's made me do other things"

NATIONAL PRIORITY AREAS

19. EDUCATION

The current number of school age children open to the YJS is 32. 3 of the school age children are being schooled in the secure estate. The majority of the school age children are enrolled in a mainstream provision and attending 25 hours or more per week. There is a small proportion of children attending pupil referral units on reduced timetables. A total of 9 children currently open to the YJS have an identified SEND/ALN need, 3 of which are of school age. 5 of the identified 9 children have an EHCP. It is noted that a significant number of children are presenting with speech, language and communication needs but have not been referred for an EHCP assessment.

Supporting children throughout their time in education is a key objective in Swindon YJS. There are several professionals dedicated to working with these children and the professional network around them.

Swindon's Education Welfare Service is in contact with the schools of children open to Swindon YJS advising of absences, behaviour in a school context and linking YJS case managers with wider professional networks. The Swindon Schools Safeguarding Lead takes an active role within the YJS planning and risk management processes to support information flow between schools and the YJS.

Swindon's Speech and Language Therapist offers consultation periods for staff to discuss concerns regarding SLCN. The SALT has also provided training for the team to ensure they are skilled in basic screening and evaluation to ensure all children are screened, with the SALT providing specific intervention or support if further needs identified. The SALT provides consultation and case discussion throughout Children's contact with YJS.

YJS Link with SEND/ EP teams – Monthly catch up's with SEND and EP leads to ensure staff are aware of the YJS cohort, this also promotes communication between specialist teams and the YJS case managers. Swindon YJS recognise the provision offered is strong, however further investigation and response to our children with speech language and communication needs is required. This has been challenged at the YJS Management Board with recommendations to increase SLCN support, further train staff and continue with SALT consultation process within YJS.

In relation to post 16, the YJS currently have 22 children currently open to the Service. 13 Children are identified as NEET and 9 are currently in ETE. The number of children who are NEET has fluctuated around similar numbers over the past 12 months. This is the result of a renewed focus in this area and an uplift in capacity of an additional NEET to ETE worker. However, remains a priority for our strategic plan with Skill Mill becoming a priority focus to target our NEET children and support them into paid employment.

“

I liked the way we learned how to write creatively. We learned in a very fun way

”

20. RESTORATIVE APPROACHES AND VICTIMS

The YJS Management Board has made working with victims a priority for 2024/25 and section 12 of this plan sets out key outputs and outcomes for the coming year.

Youth Justice Services (YJS) are required to consult with and involve victims of Youth Crime in pursuit of the overall aim of reducing offending by children. Restorative Justice (RJ) gives people who have been harmed by youth crime the chance to talk about the impact of the incident and seek answers about why it happened. Victims of crime often feel excluded, confused and re-victimised by the criminal justice process. The aim of the RJ worker in the Swindon Youth Justice Service is to bring them back to the heart of the discussion and allow them to have their voices heard.

In 2023/24 43 children were open to YJS with an identified victim/victim of youth crime. In total we had 59 victims.

We attempted to contact and request consent from all 59 victims, however due to the changes in recording it is difficult to measure how many victims did engage, or provided consent.

We have had some changes to our restorative justice worker, meaning the RJ opportunities presented in Swindon were limited. However, throughout the course of the year we were able to engage with 3 victims in RJ opportunities. The challenges in this area of work have become a strategic and operational priority for us to address this year.

The RJ worker in Swindon aims to:

1. Contact all victims of children open to the YJS.
2. Provide the victim with information and advice about the Youth Justice System.
3. Manage sentencing expectations.
4. Provide information about, and provide the opportunity to engage in, all aspects of Restorative Practice/Restorative Justice.
5. Gather information from victims about the impact of the offences upon them. This information will be included in pre-sentence reports and discussed in sentence planning, Youth Restorative Intervention (YRI) and Referral Order (RO) panels and risk, safety and well-being (RSW) panels. It will also be used to inform victim awareness with work with the children who have caused harm.
6. Provide the victim with information on the young person's progress.
7. Signpost victims to appropriate services should they need additional or ongoing support.
8. Identify and build a bank of reparation projects which support positive identity development, by further developing links within the local community and voluntary sectors.

“
The reason for
doing this is to
get a message of
diversity out into the
community
”

20. RESTORATIVE APPROACHES AND VICTIMS

CONT.

Out of Court Disposals

1. Victims are contacted to ensure their views are included as part of the pre-assessment tool and heard at the multi-agency YRI panel. The RJ worker attends all YRI panels to represent the victim.
2. The RJ worker will also ensure the victim is updated with the outcome of the panel, the rationale around decision making and the completion of the intervention contract.

Post Court

1. All victims are contacted to ensure that their views are reflected within assessment and intervention planning. Restorative work is then offered to all suitable victims of crime and will be an option throughout the duration of any child's Order. The RJ worker can attend Referral Order panels to represent the view of the victim. However, this offer to victims is under review as we continue to move towards a more trauma informed, child-first approach.

How are we trying to continue improving engagement in restorative work?

Levels of participation and levels in RJ improved with the transition of offering all victims a face-to-face meeting to discuss the impact of the offence(s) on them, to explain the Out Of Court and Post Court processes to them in detail, and manage as much as possible, their expectations of potential outcomes.

Our RJ Worker retired in post, and it took some time to recruit for the position. In the interim our YJS Police Officers contacted the victims in the Out Of Court space in order to capture the voice of the victim, to be shared at the multi-agency YRI panel and would contact them to inform them of the outcomes. This approach has resulted in victims feeling listened to and having more realistic expectations of possible outcomes.

Unfortunately we could not offer the same in the Post Court, as we were unable to offer ongoing support should they need it and did not want to re-traumatise any victims.

We are fortunate to have the position filled now, and we anticipate our work with victims and Restorative Justice will increase significantly in the coming months.

Victims who do not want to meet face-to-face have been willing to speak on the phone and are pleased to have more information about the Out Of Court process.

There is still progress to be made in the following areas:

- Supporting victims to understand that restorative options such as letters and conferences will only happen if the child is willing to take part.
- Balancing the needs of victims with the needs of the child within a service that offers a trauma-informed, child-first approach. This will be considered during the ongoing TIP training. Combining TIP and restorative work allows for a neutral, targeted approach that contributes to the overall goal of repairing the harm caused, preventing reoffending, and finding a way to move forward that meets the needs of all involved.

21. SERIOUS VIOLENCE, EXPLOITATION AND CONTEXTUAL SAFEGUARDING

Serious Violence and exploitation remain the single highest priority across the strategic partnership and for our strategic plan this year. Our data (below) tells us that we have had a challenging year regarding rates of serious violence and violence offences. This has directly impacted on our custody rates and the numbers of children in custody. We continue to have too many violent incidents involving weapons in Swindon.

We are ambitious to do more and this year will see us drive this work and outcomes further through the Serious Violence Duty and our planned evidence-based innovations.

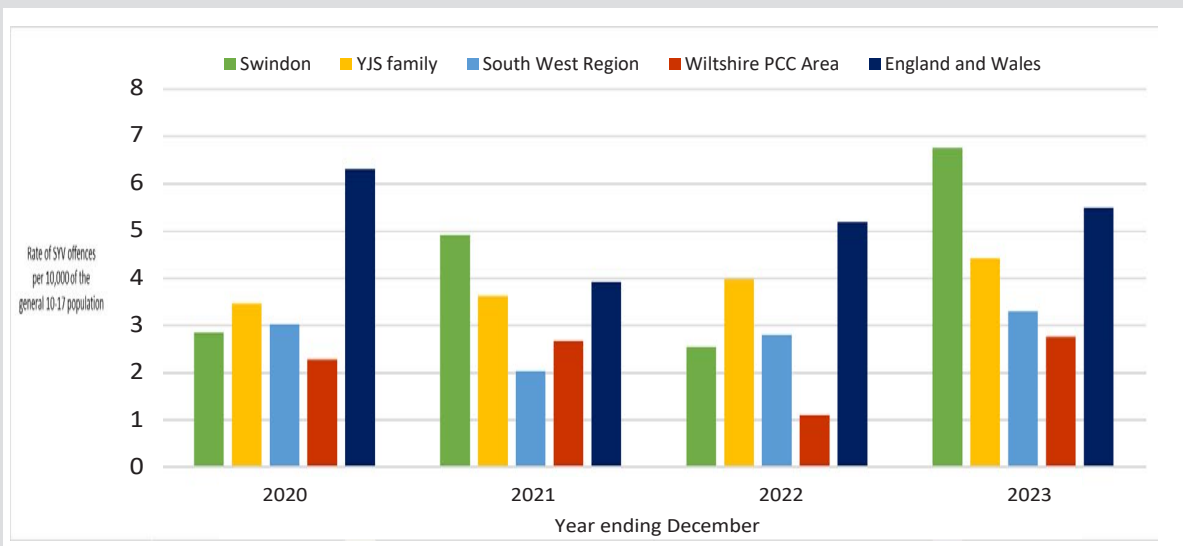


Table 12

	Year ending December							
	2020		2021		2022		2023	
YJS family	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences
Swindon	6	2.8	11	4.9	6	2.6	16	6.8
Family average	24	3.5	25	3.6	27	4.0	30	4.4
Kent	53	3.8	57	3.2	67	4.4	69	3.8
Medway	11	3.9	3	1.1	1	0.0	0	0.0
Northamptonshire	32	4.1	28	3.2	29	4.1	30	3.0
Southend-on-Sea	8	2.9	28	19.3	10	4.0	11	5.2
Essex	43	2.9	60	4.2	51	3.7	86	4.8
Suffolk	29	4.0	15	2.3	36	5.8	26	2.6
Nottinghamshire	20	2.6	12	2.5	31	3.4	19	1.8
Lancashire	34	3.2	43	3.4	33	2.0	44	3.7
Dorset Combined YOS	23	2.2	12	2.4	27	3.8	26	3.3
Flintshire	4	2.0	2	2.7	7	3.4	3	2.0

The Data outlined above indicates the rates of serious youth violence incidents increased in 2023 by 4.2 in comparison to 2022, with a further 10 serious violence related offences. The actual numbers of serious youth violence offences by children are above the YJS family, South West, Wiltshire PCC, and England and Wales. As a partnership this needs to remain a strategic priority for 2024/25.

The pan-Wiltshire Serious Violence Duty strategy has recently been launched and a steering group has been set up. Work is underway to develop and embed evidence based models of practice to reduce violence. Interventions include our focused deterrence work, our Youth Endowment Fund project and our Youth Investment Fund programme.

21. SERIOUS VIOLENCE, EXPLOITATION AND CONTEXTUAL SAFEGUARDING

CONT.

Exploitation

The YJS are an active member of the Pan-Wiltshire Exploitation Group and have supported to enhance and develop our local strategic and operational responses to exploitation, which have been embedded into the Integrated Adolescent approach during 2023/24. This work is complemented by the current innovation and devolved National Referral Mechanism decision making and panel, which has significantly reduced delays in decision making for children who are identified as victims of exploitation

Prevent

Swindon Council has a Prevent strategy in place and the Integrated Adolescent Service Manager is a core member of the multi-agency Channel Panel. The Channel meeting assists agencies working with vulnerable people to 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.

“

It's a way for me to express myself and show people what I believe in

”

22. DETENTION IN POLICE CUSTODY

Swindon YJS and the strategic partnership recognise that spending time in police custody can be traumatising for any child and as a result, actively try to avoid arrests and time in custody where possible and safe to do so. Swindon YJS monitor this in a number of ways; operationally, Swindon YJS Police check live custody for any children within custody and share details via email with the YJS team, including Engage.

YJS Police also check the past 24 hours in custody for any children who may have been in custody the previous evening or night. This information is then shared at the Daily Risk Briefing (DRB) with YJS Police staff providing details of the child, their time of arrest, details of their alleged offence, who their Appropriate Adult (AA) is and whether a Child to Notice form has been completed (this form is shared by Wiltshire Police with Contact Swindon). If the child is open to Swindon YJS then the Child to Notice form is shared with their YJS caseworker. If a Child to Notice form has not been completed by the officer in the case, YJS Police will put an entry on the police occurrence entry log requesting one is completed as soon as practicable. If during DRB information is shared about a child that requires a flag on the Wiltshire Police Niche system YJS Police will arrange this.

Swindon YJS provide initial screening for all children in custody that reside in Swindon, our Turnaround custody intervention offer. The aim of this screening is to engage with children at 'reachable, teachable moments' to promote engagement with additional support services and highlight pathways of intervention, concerns or risk, in conjunction with the Public Protection Notice (PPN) and Contact Swindon triage process. The YJS screening process will complement the support provided by Liaison and Diversion Service and will in no way impede the Police investigation or interview process. All information gathered is then attached to the PPN for professional oversight.

Strategically, the monthly Wiltshire and Swindon Children in custody meeting ensures appropriate monitoring and challenge of inappropriate use of custody for children. A monthly overnight report is sent by police to YJS and Emergency Duty Service (EDS) for review and comment, any queries/challenges are then openly discussed and actioned accordingly. Multi-agency professional attendance at this meeting is strong, including police at inspector/sergeant level, and, YJS and EDS management level from both Swindon and Wiltshire. This ensures a strong and consistent approach across pan-Wiltshire. In addition, strip searches are now on the agenda and discussed monthly at the Wiltshire and Swindon Children in Custody meeting to ensure that these are appropriate and where required challenged.

As part of the Wiltshire and Swindon Children in custody meeting, the partnership continues to challenge and monitor the need for PACE beds and are currently exploring options of securing a PACE bed within Swindon. The network are liaising with other YJS in relation to how they access these and what processes/procedures are in place to reduce the number of children being held in police custody overnight.

The Wiltshire and Swindon Custody/EDS/YJS Working Agreement is in place, this outlines responsibilities and procedures in relation to all children arrested and detained in police custody. This working agreement sets out both Swindon and Wiltshire's policy in relation to AAs, as well as procedures in relation to children detained out of hours and EDS responsibilities. SBC in partnership with Wiltshire Police have commissioned The Appropriate Adult Service (TAAS) to be utilised for children and any vulnerable people in Swindon requiring an AA whilst in police custody.

The Memorandum of Understanding Custody Concordat was reviewed and finalised (May 2023), receiving multiagency input and approval from police, YJS and Children's Services, Emergency Duty Service.

Swindon YJS attend the Children and Young People (CYP) In Police Custody Meeting. The purpose of this meeting is for Wiltshire Police, Swindon and Wiltshire YJS, LADS and the Office of the Police and Crime Commissioner (OPCC), to review the engagement activity and interventions when working with children who are attending police custody. Outcomes from this meeting are then shared and fed back with the LADs Partnership Board or Youth Justice Boards as appropriate.

Swindon YJS sit on the LADs Board and attend the quarterly subgroup meetings. This allows for the strengthening of the relationships across the multiagency platform of all professionals working with children who enter police custody and to ensure that they receive the best service available to them. This provides a space for further reflection, challenge and development of delivery plans to continue to strive for positive outcomes and support for children arrested and in police custody.

NATIONAL PRIORITY AREAS

23. REMANDS

Table 13

Remands To Youth Detention Accommodation:
Number of children in placed in youth detention accommodation

Year	Young Offender Institute	Secure Children's Home	Secure Training Centre	All Settings
2019/2020	2	2	0	3
2020/2021	2	3	2	7
2021/2022	2	1	0	3
2022/2023	2	2	1	5
2023/2024	1	1	1	3
Total	9	9	4	21

Table 14

Number of nights on remand

Year	Young Offender Institute	Secure Children's Home	Secure Training Centre	All Settings
2019/2020	193	1	0	194
2020/2021	129	117	175	421
2021/2022	63	8	0	71
2022/2023	58	118	82	258
2023/2024	41	84	27	125
Total	484	328	284	1069

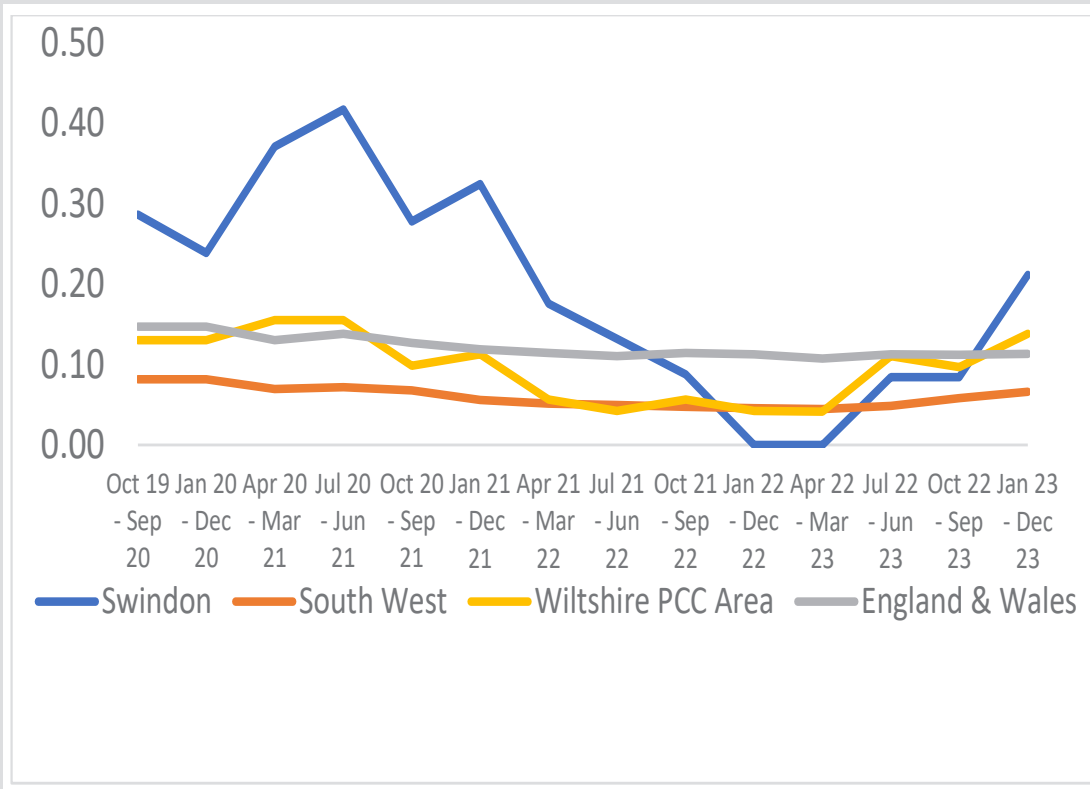
In 2023/24 3 children were Remanded to Youth Detention Accommodation, a decrease of 2 compared to the previous year (5). The number of nights on remand has also decreased significantly (by 48%) with a total of 125 nights in 23/24. Despite the positive reduction, we need to continue to focus on prioritising the reduction of the use of secure remands.

24. USE OF CUSTODY

AND CONSTRUCTIVE RESETTLEMENT

Reducing the use of custody

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



	Oct 19 - Sep 20	Jan 20 - Dec 20	Apr 20 - Mar 21	Jul 20 - Jun 21	Oct 20 - Sep 21	Jan 21 - Dec 21	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22	Jan 22 - Dec 22	Apr 22 - Mar 23	Jul 22 - Jun 23	Oct 22 - Sep 23	Jan 23 - Dec 23
Swindon	0.29	0.24	0.37	0.42	0.28	0.32	0.18	0.13	0.09	0.00	0.00	0.08	0.08	0.21
South West	0.08	0.08	0.07	0.07	0.07	0.06	0.05	0.05	0.05	0.05	0.04	0.05	0.06	0.07
Wiltshire PCC Area	0.13	0.13	0.16	0.16	0.10	0.11	0.06	0.04	0.06	0.04	0.04	0.11	0.10	0.14
England & Wales	0.15	0.15	0.13	0.14	0.13	0.12	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11

The custody rate for Swindon YJS between January 2023 and December 2023 has increased on last years rate of 0.00 to 0.21 this is now above the South West, Wiltshire and National averages.

25. WORKING WITH FAMILIES

CONT.

Seeing children 'as children', means that we must work systemically with whole families to support children to move away from offending behaviour. In Swindon, we apply the tenants of child first practice to parents, carers and families as well as individual children. We offer support for parents through our parenting offer and parent led support groups and work in partnership with children's services using the Family Safeguarding model where children are deemed to be in need of help and protection.

Within this year of our strategic plan, we intend to develop this further through our Youth Endowment Fund Project, where we have commissioned bespoke mentoring support for whole families through Safe Families. This will be independently evaluated for impact in early 2025.

Voice of the Parent/Carer

"Having this support has meant that we are communicating much better now and my child's behaviour has improved"

"I knew there was no judgement"

Voice of the child

"You can just be yourself"

“

No matter ethnicity, belief or religion you have to treat people equally and fairly

”

26. SIGN OFF, SUBMISSION AND APPROVAL

Interim Chair
of YJS Board:

Michael O'Connor, Youth and Community Transformation Lead –
Youth Justice Service

Signature:



Date:

27.06.2024

Children's Services

Lisa Arthey, Corporate Director of Children's Services

Signature:



Date:

27.06.2024

Wiltshire Police

Supt. Guy Elkins, Borough Commander

Signature:



Date:

27.06.2024

27. GLOSSARY

Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices.
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour.
ASB	Anti-social behaviour.
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour.
CAMHS	Child and adolescent mental health services.
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity.
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strengths based, promote participation, and encourage diversion.
Child looked-after	Child looked-after, where a child is looked after by the local authority.
CME	Child Missing Education.
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social.
Contextual Safeguarding	An approach to safeguarding children which considers the wider safeguarding community and peer influences on a child's safety.
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt.
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs.
ETE	Education, training or employment.
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school.
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting.
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal).

27. GLOSSARY

CONT.

HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services.
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves.
JAC	Junior Attendance Centre.
MAPPA	Multi agency public protection arrangements.
MFH	Missing from Home.
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them.
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending.
Over-represented children	Appearing in higher numbers than the local or national average.
RHI	Return home Interviews. These are interviews completed after a child has been reported missing.
SLCN	Speech, Language and communication needs.
STC	Secure training centre.
SCH	Secure children's home.
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach.
YOI	Young offender institution.
YRI	Youth Restorative Intervention.

APPENDIX 1

SERVICE STRUCTURE CHART

Integrated Adolescent Service Manager (1 FTE)				
Team Manager (YJS 1 FTE)				
YJS Team Administrator (YJS 1 FTE)	YJS Assistant Team Manager (1 FTE)	Assistant Team Manager (1 FTE)	Assistant Team Manager (1 FTE)	Data and Performance Review Officer (YJS 1 FTE)
	YJS Social Worker (YJS 0.7 FTE)	- Family Group Conference	YRI / ENGAGE Case Worker (YJS 1 FTE)	
	Constructive Resettlement and ISS Worker (YJS 1 FTE)	YEF Social Worker	Vacancy - YRI / ENGAGE Case Worker (YJS 1 FTE)	
	(YJS Post Court Case Manager) (YJS 1 FTE)		Turnaround Worker (YJS 1 FTE)	
	Probation Officer (Seconded 0.5 FTE)		Vacancy - Senior Mental Health Practitioner - YJS CAMHS	
	Vacant – YJS Social Worker (1 FTE)		Restorative Justice Worker (YJS 0.8 FTE)	
	(YJS Post Court Case Manager) (YJS 1 FTE)		Young People Health Nurse (SBC / YJS 0.5 FTE)	
	Peer Advocates		Specialist Speech & Language Therapist (SBC / YJS 0.2 FTE)	
	Volunteers		Police Youth Justice Worker (seconded 1 FTE)	
			Police Officer (Seconded 1 FTE)	
			EET Advisor (SBC/YJS 0.5 FTE)	

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CHILD FIRST ACTION PLAN

Swindon YJS Child First Centre of Excellence Action Plan

As children	Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
Building pro-social identity	Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
Collaborating with children	Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
Diverting from stigma	Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

As Children					
Prioritise the best interests of Children and recognising their particular needs, capacities, rights and potential. All work is child focussed, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.					
Actions/What	Lead/Who	Timescales/When	Progress/How	Quality Assurance/Know	RAG
YJS actions					
Change the layout of pre-sentence reports and referral order reports so that details of the child and their lived experience are presented prior to the offence.	YJS TM	August 2022	Pre-sentence report template and referral order report templates have been amended and updated. A review of reports was completed to ensure that they continue to promote a child first approach. Child first prompts have been added to support case managers in completing these reports.	Magistrates and Panel members will learn about the child, their lived experiences, their strengths and opportunities prior to the offence helping ensure a Child First approach to sentencing.	
A photograph of children will be provided at the front of YRI paperwork (and displayed throughout the panel) to help ensure that the child remains at the forefront of the decision making process.	OCCD Case Managers	December 2023	A photo of the child will be displayed at each YRI Panel (where permission has been granted by the child and their family). 'Who Am I' Document is now displayed at all YRI panel meetings (with the permission of the child/ parents)	A photo of the child will be presented throughout the YRI panel discussion. This will help to ensure that the child that is being discussed remains at the forefront of the panels decision making process. Helps to prevent adultification of the child.	
A photograph of children will be provided at the front of sentence planning meeting (and displayed throughout the meeting) to help ensure that the child remains at the forefront of the professional networks minds when considering intervention requirements and support	Post Court Case Managers	September 2024	A photo of the child will be displayed at each sentence planning meeting (where permission has been granted by the child and their family) Discussion held with the team to implement this moving forward.	A photo of the child will be presented throughout the sentence planning panel discussion. This will help to ensure that the child that is being discussed will remain at the forefront of the professional networks mind when discussing sentence planning objectives. This will also help to prevent the adultification of the child.	

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CHILD FIRST ACTION PLAN

A photograph of children will be provided at the front of the risk, safety and well-being meeting (and displayed throughout the meeting) to help ensure that the child remains at the forefront of the professional networks mind when they are assessing risk safety and well-being and putting risk management plans and safety plans in place.	Post Court Case Managers	September 2024	A photo will be displayed at each sentence planning meeting (where permission has been granted by the child and their family) Discussion held with team to implement this moving forward.	A photo of the child will be presented throughout the risk, safety and well-being panel discussion. This will help to ensure that the child that is being discussed will remain at the forefront of the panels mind and help prevent adultification of the child.	
Pictures of children to be uploaded to their ChildView case file.	All Case Managers	December 2023 and ongoing	A photo to be displayed on each child's ChildView file (where permission has been granted by the child and their family). To reduce adultification of the child and ensure that the child is seen as an individual throughout. The above is being rolled out across the team and the child's pictures are beginning to be uploaded onto ChildView.	Children's photo's will be attached to the ChildView case management system.	
Introduction opportunities for the children to get to know and meet the team.	Whole Service	December 2024	Getting to know me profiles of all staff available for children. Introduction and meet the team events to be arranged. Team 'Who Am I' document has been completed by the YJS team. This is available for children to access in reception. 'Who am I' staff family tree in reception. New staff to complete 'Who Am I'.	Staff profiles available in reception. Introduction events scheduled and taking place.	
SEND Lead quality mark with Child First Commendation	Dan Vizor and SEND Team	April 2023	YJS and the partnership working together to secure better outcomes for children with special educational needs in the youth justice system.	SEND Quality Lead Award achieved with Child First Commendation	

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CHILD FIRST ACTION PLAN

Partnership Actions					
Create a child First Impact assessment.	Youth Justice Service and partnership agencies.	September 2024	All policies to be updated to have a Child First Impact assessment	Polices reviewed and updated.	
All partnership policies and procedures that effect children to have a Child First impact assessment (like a Equality Impact Assessment)	Youth Justice Service and partnership agencies.	September 2024	All policies to be updated to have a Child First Impact assessment	Polices reviewed and updated.	
All partners to challenge the language and adultification of children.	Youth Justice Service and all partnership agencies	Ongoing	Ensuring Child First language is adopted in all settings. None Child First language and attitudes to be challenged by the partnership	A change in language and further development in Child First Practice across the professional network.	
Train adult magistrates and Judiciary in Child First approaches.	Youth Justice Service and HMCS	November 2024	Training to be delivered to adult magistrates (similar to that which has already been delivered to youth magistrates) in child first approaches for working with children in Bail and Remand Courts. A peer advocate and her parent attended the Court user group to share their experiences of Court and to support child first Court practice.	Training to be delivered and refresher training provided to youth magistrates	
Greater intervention and commissioned services so that we are employing adults with lived experience. Targeted commissioned projects. Relatable people.	Youth Justice, Partnership Services and Community Links	September 2024	Re-evaluating the services that are commissioned to work with YJS Children Continued funding and support for NLT or exploring similar programmes available. Continued funding and support for Street Doctors	National Literacy Trust Authors Street Doctors Links with community providers	
Continued access to specialist support	YJS and partnership	Ongoing	Continued specialist and multi-agency support through multi-agency staffing in the Youth Justice Service Partnership updates to be provided at quarterly YJ Boards.	Specialist services continue to be available to children in the Youth Justice Service at the YJS location and through home visits in line with their multi-agency sentence plans with minimal waiting lists.	
Develop a centre of excellence for child first practice and identity development-Creating a building that is focused on Activities, Interactions and roles to support identity development	YJS and partners	Jan 2025	Work with YIF to fund the renovation of the Lyndhurst centre to become a centre of identity development. Centre programme will be focused on giving all children fresh AIR		

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CHILD FIRST ACTION PLAN

Building Pro-Social Identity					
Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future focussed built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.					
Actions/What	Lead/Who	Timescales/When	Progress/How	Quality Assurance/Know	RAG
YJS Actions					
Building a set of outcome measures that support child first practice	YJS Management Board chair	December 2024	Work with Salford University has commenced to develop an outcome measure focused on identity development		
Chair / children leading meetings – Panels / sentence planning etc.	Youth Justice Service Case Managers	December 2024	Work with panel members and case managers to design a pre-panel process where children are supported and empowered to lead their own panel and identify their own interventions with the support of parents / carers and YJS staff. Panels and planning meetings to adopt a Family Group Conference model to ensure children and families lead on creating, developing and implementing their plans.	Child and family led sentence planning meetings Child chairing the referral order panel meeting.	
Developing a Youth Justice Service Presence online (this is a child's comfort zone). Our children are the experts. Can Children lead on this with peer advocate support?	Peer Advocates YJS ATM	September 2024	Discussion with peer advocates about the Dock and what needs to be on the website Discussions with YJS children and peer advocates about what other forms of social media the YJS should use and what it should look like. Development of Podcasts with children, parents/carers and YJS staff focusing on child first practice and impact uploaded onto The Dock. YJS have an online presence on The Dock and two podcasts have been uploaded. A number of YJS children have completed podcasts talking about their experiences. YJS parenting worker and Village Circle volunteer have created a video to share with parents about the YJS parenting offer.	The Dock contains up to date relevant information. Social media / website opportunities are explored with our peer advocates	

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CHILD FIRST ACTION PLAN

<p>Involving children in the promotion of the Youth Justice Service (AIR)</p>	<p>Peer advocates YJS Children YJS Case Managers</p>	<p>Ongoing</p>	<p>Seeking opportunities to promote the YJS through involvement at Board Meetings, YJB Meetings, Podcasts and community based activities.</p> <p>This is ongoing and integrated into our day-to-day practice as part of our practice model.</p> <p>Peer advocates regularly attend YJS Board and present papers on the peer advocate role.</p> <p>Children and police collaboration event took place, 9 children attended (including 3 of our peer advocates).</p> <p>Children open to the YJS recorded podcasts and videos talking about their YJS experiences – identity and child first practice and how this made a difference for them.</p> <p>Children and peer advocates have contributed towards the creation and development of the 'emergency services course', Covingham underpass project and YJS/SMASH food van.</p>	<p>Children meeting with the YOT Management Board Children meeting with the Youth Justice Board Children involved in the Child First Podcast Children leading on the Big Dog Arts trail Children speaking about their engagement with Skills Mill Children speaking about their YJS experiences and achievements</p>	
<p>The child, their family and those important to them need to be involved in their safety, risk and contingency planning.</p>	<p>Lead by YJS Case Managers</p>	<p>Ongoing</p>	<p>To be completed with the child and their family as a minimum at the start of their order and three monthly in line with review assessments – this will need to be updated and amended as risk / need dictates.</p> <p>Training has been delivered on safety planning and contingency planning to the YJS team. This was implemented across the team and has been reviewed.</p> <p>Safety and contingency planning plans implemented, these are developed with the child, their family and support network.</p>	<p>Safety planning forms to be completed with all children and their families in line with A+ assessments and reviews.</p>	

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All plans of intervention will be strength based and identity focussed.	YJS case managers YJS Managers	Ongoing	<p>Ensuring that all plans are strength based and identity focussed with a focus on this throughout the YJS Order and through exit planning.</p> <p>Management feel that strengths and 'AIR' model have successfully been implemented – Plans 'on the whole' are more strength based than deficit focussed. Commitment from managers to ensure QA continues to review this.</p> <p>Our long-term goal is to have strengths only planning.</p>	<p>Through individualised sentence planning developed in collaboration with the child and their personal and professional support networks.</p> <p>Through countersigning and audit</p> <p>Supervision template to have an identity focussed section for all children to ensure it remains a focus of discussions and intervention.</p>	
A greater level of attendance and presentations by children at the YJS management board.	Case Managers YJS Managers	Ongoing	<p>Attendance of Children at the Boards through both regular and ongoing attendance and one off attendance. To be promoted and supported by YJS case managers.</p> <p>Standing agenda for YJS children to be at management Boards. This is evidenced by attendance throughout 2023.</p> <p>Children and peer advocates continue to attend YJS Boards and present papers at each of these Boards.</p>	<p>Children attending the Board Parents / Carers attending the Board meeting Peer advocates in attendance at Board meetings</p>	
Creative and long term projects – confidence grows with long term projects.	Case Managers	Ongoing	<p>Development of contacts made in Asset Walk to support long term community projects for the children that we are working with</p>	<p>Swindogs Skills Mill Further long term projects in the community.</p>	

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CHILD FIRST ACTION PLAN

Partnership Actions					
7 minute briefing shared across the partnership	YOT Management Board Participants	September 2023	7 minute briefing to be shared across services by attendees at the YOT Management Board	Circulation of 7 minute briefing.	
Training re child first and identity development for desistance across partnership	YJS Managers and partnership staff	September 2024	Attending other services Team Meetings to deliver Child First Training Attending Neighbourhood policing team briefings to deliver training. Attending varying social work teams meetings to deliver training.	Delivered to ACP Delivered to Youth Magistrates Delivered to YJS Management Board Delivered to SEND Team Delivered to LaDS Team	
Podcasts by Kika and Ollie rolled out across the partnership	YJS Managers	September 2023	Partnership attendees at the YOT Management Board to share podcast with teams. These have been finalised and shared across the partnership. Further podcasts opportunities with YJS children in development.	Shared with the YJS Management Board Attendees. Attendees to role out across the partnership.	
IOM relationship building prior to the child turning 18.	Police National Probation Service Seconded Probation Officer	December 2023	Seconded Probation Officer and IOM staff to arrange meetings and relationship building sessions as part of transitions to adult services Children are referred and introduced to their IOM officer as part of their transition over to the probation service.	Contact with IOM begins at 17.5 years inline with the transition to NPS process.	
Targeted training where certain staff groups are identified as not using child first practice.	YJS Managers Partnership staff	Ongoing	Targeted training delivered where gaps in Child First practice is identified	Regular training provided	

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CHILD FIRST ACTION PLAN

Collaborating with Children					
Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.					
Actions/What	Lead/Who	Timescales/When	Progress/How	Quality Assurance/Know	RAG
YJS Actions					
Growth of the Youth Board and Peer Advocates	ATM Annie Todd	October 2023	Advertise and recruit three additional peer advocates. Successfully have 3 peer advocates in post, with a aim to recruit a further 3 in 2024.	Recruitment and retention of peer advocates	
Increased roles in the Youth Justice Service for Children	YJS Managers YJS Case Managers	Ongoing	Increased focus on social enterprise and employment opportunities YJS and Police collaboration event took place, where children were given the role of consultants, and each received a £100 amazon voucher for their expertise and contribution. Children to be subsequently involved in the development, management and drive of future projects/ideas that arose from this event. SMASH and YJS working in collaboration re food truck and ongoing community based projects such as the Covingham underpass.	Development of the YJS food truck Skills Mill Growth of peer advocate and youth Board roles Emergency Services Collaboration Event Community Art Projects	
Increased devolved budgets to children and young people to help design and commission services	YJS Managers	November 2024	Meetings with YJS Children and peer advocates to help design and commission services. YJS and police collaboration event took place. Peer advocates to support in the design and development of a police version of the SPECTRA programme. Focused Deterrent funding to support with future projects identified within collaboration event. Further youth collaboration events have taken place which has resulted in the creation and development of the YJS 'emergency services course.'	Child lead commissioned services	
Peer advocates sitting on Out of Court Disposal Scrutiny Panels.	ATMs	December 2024	Development of Swindon and Wiltshire local Out of Court Disposal scrutiny panel	Peer advocate attendance at newly developed Swindon and Wiltshire quarterly Out of Court Disposal scrutiny panel	

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CHILD FIRST ACTION PLAN

Tailored feedback forms – peer advocate support in driving change through feedback.	Case Managers Peer Advocates	December 2024	Case Mangers to work with children to develop tailored feedback forms to be completed with children at the start, mid-point and end of their YJS Orders	Feedback forms are received and peer advocates lead in driving change based on the feedback provided.	
Young people to challenge profiles and themes presented by services	Case Managers YJS Managers	Ongoing	Case Managers to work with children to form groups to challenge and discuss data and perceptions of risks and safeguarding concerns in certain areas so that the child's voice and experience continually forms part of our data set and analysis. Criminal Intelligence Analyst team from Wiltshire Police have delivered a child friendly version of their serious youth violence presentation to present to a group of children open to the YJS. The aim of this session is for the police to present their findings around youth safety; including data, themes and trends etc. and for the children to have the opportunity to comment, challenge and feedback on these. These to take place quarterly.	Work with Police Intelligence regarding profile areas and behaviour of concern and children views.	
Team Asset Walk	YJS Team Members	August 2023	Completed through the summer team day.	Report to YJS Board feeding back RE community impact and opportunities for children.	
Asset walk with children following up on links.	Case Managers Peer Advocates	August 2024	Asset walk links to be supported and followed up with children leading on the areas that will be of most value to them	Developed and sustained links within the community	
Child to write their own panel report and lead their own Referral Order Panel	YJS Managers Case Managers	April 2025	Work with panel members and case managers to design a pre-panel process where children are supported and empowered to lead their own panel and identify their own interventions with the support of parents / carers and YJS staff. Implementation of Family Group Conference model within panels and planning meetings.		
Partnership Actions					
Identity focussed approach in education	Education	April 2024			
Professional language e.g. children not Young People	Across the partnership	Ongoing	All staff to challenge language and promote child first practice	Education and challenge	

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CHILD FIRST ACTION PLAN

Diverting from Stigma					
Promote a childhood removed from the Justice System, using pre-emptive diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.					
Actions/What	Lead/Who	Timescales/When	Progress/How	Quality Assurance/Know	RAG
Assessment					
YJS Actions					
Lyndhurst building to be a centre focussed on identity development for children.	Managers	January 2025 scheduled completion and implementation of plans	YIF Bid	Successful YIF Bid and implementation of plans.	
Skills Mill	YJS Managers		Recruitment of Skills Mill staff. Identification and recruitment of suitable children	Successful completion of six month Skills Mill employment with follow on employment sourced.	
Sit with children in the dock – act as interpreter	YJS Court Duty Staff	October 2024	Court staff trained. Standard agreement for YJS Court staff to sit with the child in the dock and further support with their understanding of the court process and hearing.	Children better supported through the court process.	
Sharing and spreading positive outcomes	YJS Staff	Ongoing	Positive promotion of YJS by staff on work related social media sites e.g. linkedin and twitter. Podcasts Sharing positive news stories with local media Greater involvement in community based projects such as Swindogs		
Partnership Actions					
Ensuring that Child First environments (such as the one in the YJS Reception and meeting rooms) are developed in other services	Partnership agencies Courts Police	December 2024	Court - Child only waiting areas. Child first posters and notices Child fist Police police cells e.g. ipads, foam footballs, books etc.	Child First environments across all services	
Pegasus card scheme to be used in Swindon and Wiltshire with the Police	Police	December 2024	Pegasus vulnerability identification scheme card to be employed in Swindon and Wiltshire within Wiltshire Police. Professional network educated regarding the scheme. Staff to support in registering children under the Pegasus card scheme.	The implementation and Police awareness of the Pegasus card	
Ambition of no children in custody as agreed by the YMB	All services	Ongoing	Child First Practice Development of support in the community. Focussed deterrence	No children in custody	

