



Bulletin December 2024



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News from the Executive Board

A note from the NEW Editor

Welcome to our December edition. I am really delighted to be taking over from Lesley Tregear, who ploughed years of public service into youth justice in practice and with the AYM.

Lesley's passion and tenacity to drive for better outcomes across justice will be sorely missed. We wish her all the best for a slightly slower jog into retirement and her many wider passions like sailing!

I join the AYM team having known many of you over the years from practice in probation and youth justice and latterly YJB, Probation Reform, YCS and now branching out into justice consulting. Youth justice is where for me it all started back in 1998, and I could not be prouder to be supporting the AYM ethos 'front and centre'.

As I ease myself into the editor's chair, I reflect on a busy year across youth justice including the closure of HMYOI Cookham Wood alongside the opening of our first Secure School, Oasis Restore, expansion of Turnaround funding and the anticipation of a new government commitments such as the Young Futures Hub model. As ever, however, no time to rest as we have experienced some substantial increases in first time entrants and received ongoing difficult messages on youth custody and the increased challenges to public sector spending.

The ability to face challenges with stamina and continually drive for effective practice under your youth justice sector leadership remains ever critical. Therefore, whatever valued members and readers you may be doing later this month, AYM wishes you well and hopes that you get some time to rest, rejuvenate and reflect on your achievements throughout 2024.

Finally, a plea, I would love to hear readers thoughts for the newsletter going forward. Keeping your attention in very busy careers is critical, so any suggestions to maintain value for the newsletter drop me a line lisa.harvey-messina@aym.org.uk Remember too that stories, adverts, vacancies courses are all welcome either via your regional AYM rep or direct to adminsupport@aym.org.uk by the 23rd of each month.



Huge thanks Lesley from all at AYM. Enjoy your well-deserved retirement!

Reviewing the role of our seconded Probation Officers



The AYM along with YOT Managers Cymru (YMC), have been representing the sector, in the HMPPS lead review of the role of Probation Officers across youth justice. We are providing a detailed view, from the effectiveness of the PO role to the importance of trauma informed and youth to adult transition practice. As the work progresses and any suggested changes emerge, we will reach out to wider colleagues.

Children's Commissioner review of summer disturbances



AYM leads have been working with Dame Rachel de Souza's team to help gain a wider perspective directly from our engaged children. Contact has been established with Heads of Service to request volunteers to take part in December/January interviews. Understanding why children became involved in protests is an important step therefore please do consider putting children forward if they are agreeable. AYM is pleased to have a growing relationship and inclusion of YJS voice with the CC team.



Representing YJS- Young Future Hubs cross Dept Roundtable

Following the pledge in Labour's manifesto, the *Young Futures* Programme is currently being established and will bring together expertise from the Department for Education (DfE), Home Office (HO), Department for Health and Social Care (DHSC), Department for Work and Pensions (DWP), Department for Culture, Media, and Sport (DCMS), Ministry for Housing, Communities and Local Government (MHCLG) and Ministry of Justice (MoJ). The HO is responsible for day-to-day delivery of Young Futures Prevention Partnerships and DfE for Young Futures Hubs. Our Deputy Chair Charlie has been representing AYM and will update next month.



British Transport Police-Information Sharing Agreement

It's time for AYM and YOT Managers Cymru to work with BTP on a renewal of our national protocols. **Kathy Gill** will be taking the lead and will liaise out via your regional reps should you have any feedback. Updates to follow!

Thomas Lang AYM Deputy Regional Reg for the Northwest shares:

*I am thrilled to share the wonderful news that our **Musician in Residence** project has won the **Manchester Culture Award** in the 'Made in Manchester' category.*

The project has inspired so many children to be creative, try new things, and discover the joy of making music. It has given them the confidence to realise their ambitions, fostered resilience, and allowed them to thrive in ways they never thought possible. The positive effects of the project have extended far beyond the music sessions, with many children experiencing a boost in self-esteem and going on to achieve in other areas of their lives. This success wouldn't have been possible without the passion, hard work, and determination of the YJ staff and the amazing artists from [TIPP](#). Their dedication to getting the children to the sessions and keeping them engaged has been crucial in creating an environment where children can truly flourish.





Training opportunities

The team have been working hard with *Solace* to complete the content for the highly successful **Aspiring Future Leaders Programme. Starting in January 2025.**

- Aimed at operational and team managers who are wishing to progress to Head of Service/YOT manager or other more strategic roles in the public sector.
- Conveniently held via Teams, the 10am-4pm sessions result in an accredited ILM5 programme.
- Provided at competitive price (discounted for AYM members) the course covers translatable topics: -
 - Leadership and Change,
 - Strategic thinking in Public Services,
 - Working Collaboratively and
 - High-performance coaching.

If you miss this cohort the good news is another will be running in September!

The details are here on the website - <https://aym.org.uk/afl/>

Whilst visiting the AYM site, also note that **ILM 7 begins again in September 2025!**

The Solace ILM Level 7 Certificate programme in Leadership and Management is designed to develop individuals who are, or aspire to, senior leadership within public sector organisations.

It covers aspects of leadership and management within a strategic context. It is delivered through a combination of workshops, tutorials, personal coaching, individual learning and work-based learning projects



RCSLT Call to the Government for more SEND funding

Following this year's recent Budget, the #SENDInTheSpecialists coalition (supported by Royal College of Speech and Language Therapists RCSLT) marks its 2nd anniversary by calling on the Government to work with us, and with children and young people with SEND and their families, to improve access to the specialist workforce.

Our very own Diz Minnit is a proactive member of #SENDInTheSpecialists coalition. With 140 member organisations crucial to the youth justice landscape. They are calling on the settling government via [The-Specialists-second-anniversary-briefing-statement-November-2024.pdf](#) to *fulfil its promise of improving the SEND system to ensure that children and young people with SEND get the support they need to thrive as part of its opportunity mission and make good on its commitment to improving inclusivity and expertise in mainstream schools, then it needs to improve access to the specialist workforce and invest in those roles.*

Review into the future placement of girls in the youth custody estate



You may have noted that the MOJ has commissioned YJB's [Susannah Hancock to review girls' placements in youth custody - GOV.UK](#)

Sarah Goddard (AYM Yorkshire & Humber Rep) and I met with Susannah and the MOJ team last week.

We were able to reflect suggestions for an improved gender responsive service in small, where possible, localised options as opposed the often fragmented and isolating provision, including what we consider to be, the current inappropriate YOI option.

We also discussed the lack of community alternatives to custodial remand and the potential to make positive in roads in this space. The review is practically focused on achievable options for the short to medium term and will return on findings early in 2025.





On Somerset YJS:

Youth Justice collaborations to reduce exclusions

Sam Fahey, Head of Service for Prevention and Youth Justice at Somerset Council explains why they decided to transform the information and collaboration systems they use to support children and young people.

When a child enters our Youth Justice Service this is our window of opportunity to provide the right intervention to make a real difference to their future and we are committed to getting it right.

Every child and young person's experience is different and it's vital we understand their unique circumstances so that we can tailor our support to meet their needs. Which is why, we decided to be innovative and transform the way we share details from all the agencies that work with children, such as police and community support officers and speech and language therapists. This captures all the interventions efficiently and securely to get the best outcomes for children

Previously, it was difficult for us to share what we knew about a child outside of our team. So, our first step was to create a way to bring all information together into one place, giving authorised staff in Somerset Children's Services secure access to a more detailed picture of the child. With systems like NEC Pathways, we can get a complete view of each child, including relevant details relating to their school history or family life, making it easier for us to collaborate with police, social care, mental health, probation, education and health professionals, where appropriate, to provide the support they need.

This approach is already making a difference. In a pilot project with local schools, we identified 90 students at high risk of exclusion. With a clearer understanding of each student's situation, such as historical patterns of absence or relevant family circumstances, we could work with schools to encourage positive engagement in education and learning.

We prevented over 90% of these children from being excluded and requiring further involvement with statutory services

By working together, the different agencies involved in youth justice can address issues early and help improve outcomes for children.



Young adult provision & transitions: Newham Y2A Hub

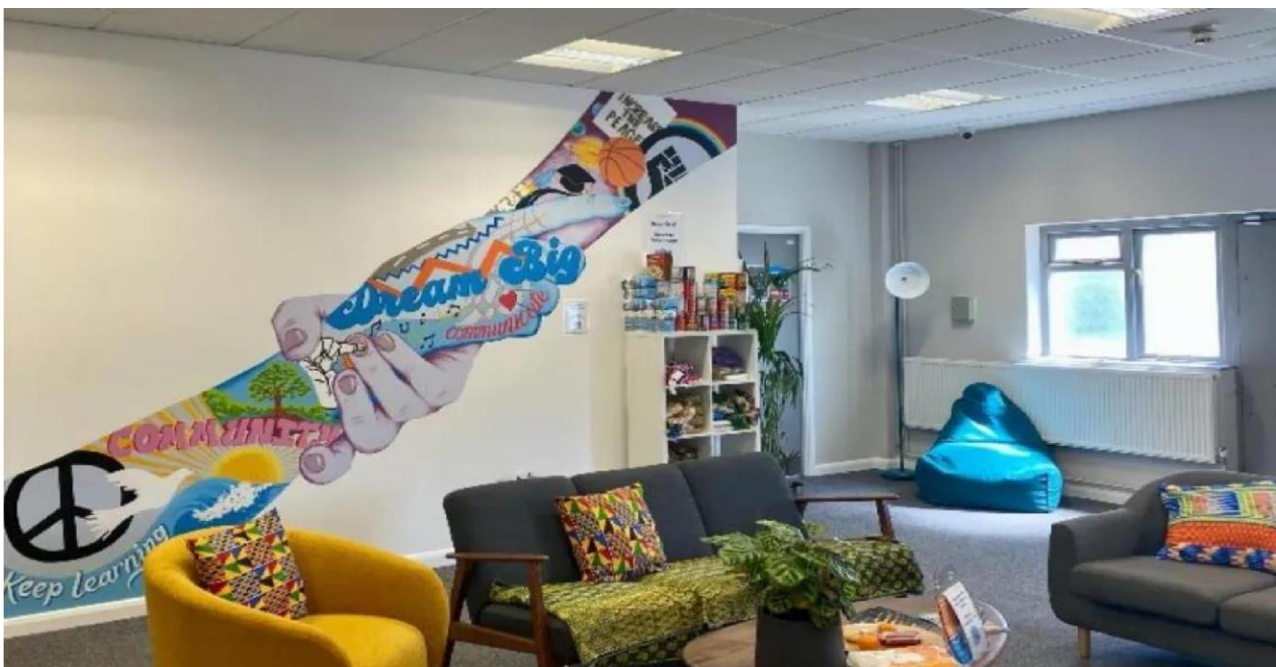
In September HMI Probation published [The quality of services delivered to young adults in the Probation Service.](#)

Whilst focusing primarily on Probation Service provision, the report provides powerful reminders on the importance of consistent service delivery and considered transition from youth to adult services.

Collaboration between local services is highlighted as critical positive practice with cross training and the need to explore ongoing access to specialist provision such as mental health for young adults who will often have learning needs and maturity levels below that of their chronological age.

Reflecting further on the practicalities of improving practice in this space is the recently published: -

[Process Evaluation of the Newham Y2A Hub](#)



Welcoming facilities at the Hub

Key extracts highlight:

Outcomes and Early Impact: - Early signs of success with the MOPAC and multi-agency supported initiative. Young people reported feeling more supported in various aspects of their lives (e.g., housing, employment, mental health). Some showed reductions in reoffending behaviour and better engagement with the probation process. However, the evaluation also noted that the hub's impact on reoffending rates would need to be assessed over a longer period, as the initiative was still in its early stages at the time of the evaluation.

Challenges and areas for improvement:

Resource and Capacity Issues: The evaluation identified some resource constraints such as staff turnover, resource shortages, and the complexities of coordinating multi-agency efforts.

Data and Monitoring: The evaluation suggested improved tracking of user progress, recidivism, and engagement with services.

Consistency and Access to Services: While the Y2A Hub offered a broad range of support, there were issues with ensuring that all clients had equal access and consistent delivery across the programme.

Enhancing the coordination between partner agencies to ensure smoother referral processes and better continuity of care for young adults transitioning into adult probation.

Initial thoughts on impact:

The **Newham Y2A Hub** represents an innovative attempt to address the complex needs of young adults in the criminal justice system, offering a more holistic, integrated approach than traditional services.

With promising early outcomes and steps to improve underway, please feel free to contact michelle.edwards@newham.gov.uk

Children in custody



On 13th November 2024, HMI Prison Inspectorate published its annual children in custody report. The report focused on the perceptions of 12-18 years olds who had spent time in an STC or YOI.

Extremely disappointing themes were again apparent, with children spending the majority of their time locked in rooms with limited education and offending behaviour interventions. Mixing, as we frequently hear, was characterised by conflict and violence. Severe staffing issues and poor morale hampered progress, such as even that noted in HMTOI Parc.

Experiences for girls were once again reported as extremely poor with elevated levels of self-harm and poorly tailored care. This report, in part, triggered the review by Minister Dakin of girl's placements which AYM, as you will have seen, have taken part.

Also published at the same time, was the review of progress in HMYOI Feltham A. In [a Report on an unannounced inspection of HMYOI Feltham A by HM Chief Inspector of Prisons 30 September-9 October 2024](#), inspectors identified some progress at the YOI, but disappointingly there was insufficient or no meaningful progress in six of the nine concerns reviewed from the last inspection in March 2024.

With this year also seeing the closure of HMYOI Cookham Wood, the opening of Oasis Restore Secure School and the review into the placement of girls, the need for a clear future estate strategy has never been more apparent.

Next month AYM will look to gain further focus from the YCS and MOJ Policy Team as they set out aims with the newly settling government justice teams.



MOJ Annual Report and Accounts 2023/4

Mid November saw the

[MOJ Annual Report and Accounts 2024.pdf](#)

recognise the acute need to allocate funding across courts, prison and prisons.

The department's total operating expenditure for the financial year 2023/24 was £13.6 billion, a jump from the £11.8 billion the previous year. The new Government has announced an increased budget for the MoJ for 2025/26.

The headline breakdown of the main areas of spending last year below:

HMPs	£5.3bn
HMCTS	£2.3bn
Legal Aid	£2.2bn
Corporate services	£933m
Higher judicial salaries	£186m
Criminal Injuries	£161m
CAFCAS	£154m
YJB	£105m

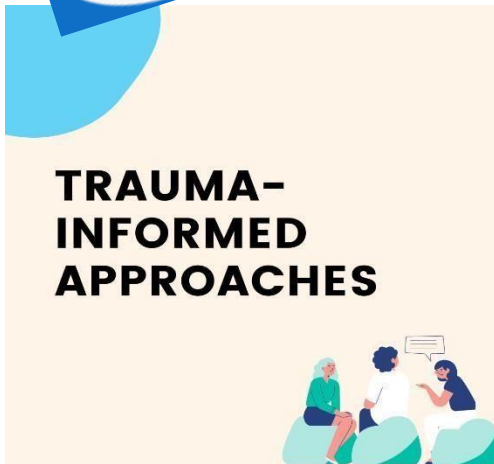


Therefore, whilst there appears to be some immediate investment in the CJS, the extent of what is needed to meet overall repair, achieve growth and meet manifesto commitments such as halving knife crime are yet to be truly appreciated



TRAUMA INFORMED PRACTICE TOOLKIT FOR YJS

In May 2024 you may remember that Crest Advisory published [trauma-informed-practices-in-youth-justice-and-serious-violence-prevention \(1\).htm](#)



Key Findings

-Youth justice service practitioners have a **clear and consistent understanding of trauma-informed practice**, but **clarity is needed** around the **overlap with other practice frameworks**.

-The application of trauma-informed practice is well understood among youth justice practitioners but there are **challenges to implementation**, including a **lack of**

consistency across partners.

-There's a mixed picture when it comes to **measuring and scaling** trauma-informed practice.

-We need to centre the **voices of children and young people** in our understanding of trauma-informed practice.

As promised, the research has now helpfully been translated into a **toolkit for YJ services**. Easy to access, the toolkit chapters are provided for you below:-

- [First steps: making a decision to adopt trauma informed practice](#)
- [Measuring Impact: developing a theory of change and monitoring framework](#)
- [Delivering training and support](#) - [Making changes to practice](#)
- [Creating supportive spaces for children and young people](#)
- [Continuous learning and reflective practice](#)
- [Webinar: Implementing Trauma-Informed](#)



[Practices in Youth Justice](#)

Research



Ministry of JUSTICE

Call for good practice on supporting young people with care experience

The MoJ are currently running an exercise to discover best practice on supporting children and young people with care experience, with aim of identifying work that could be scaled up to reduce the number of people with care experience who end up in custody.

They are keen to get views of Youth Justice Services.

If you or your team are leading practice which could benefit this cohort, please email april.mcnamara@justice.gov.uk by **13th December 2024**

How Do Young People Who Have Offended in the United Kingdom Conceptualise the Term 'Family'?

This November 2024 article by criminologist Nicola Coleman, poses some important reflections for YJS practitioners on how children and young people's understandings and experiences of 'family' have largely been ignored.

Importantly, this research was generated in collaboration with young people who have offended to understand how they conceptualise the term 'family'.



Key themes identified that the young people placed more emphasis on the emotional aspects of 'family life' than on the presence of specific 'family members'. The focus group discussions centred around the importance of love, trust and safety, in determining who should be considered 'family'.

The language used by the young people was largely based on their own personal experiences of 'family' and 'family life', which for some, was significantly affected by their time spent in the care system

Providing opportunities for children and young people to explore the concept of 'family' and what it means to them is vital to identify other people that are important to them. The implications of this research highlight the fact that how young people understand the term 'family' may vary considerably compared to the adult practitioners who work with them. Therefore, it is important to provide them with a safe space and opportunity to discuss it. Through these discussions, other

issues may well come to light, that need dealing with first before attempting to focus on the offending behaviour.

The importance of opening these discussions about 'family' with young people entering the YJS is further demonstrated, when considering the young people who also have experience of being looked after in the care system.

As the findings reveal, young people who have experience of both systems **are likely to associate negative emotions with the term 'family' and in some cases, even reject the use of the word all together.** It is extremely important to consider using alternative language with these young people, once the initial discussions about 'family' have been conducted.

If established that the young person does have negative experiences attached to the word 'family', they should be asked what word they would like to use when discussing other people that are important to them. Giving young people this space to choose the words they use, rather than having to adopt the language used by the youth justice practitioners, it can help to develop a better relationship and rapport, building trust and reassurance.

Coleman, N. (2024). How Do Young People Who Have Offended in the United Kingdom Conceptualise the Term 'Family'? *Youth*

Justice, 0(0). <https://doi.org/10.1177/14732254241291391>



Training and events

CHILD FIRST
EFFECTIVE PARTNERSHIP PRACTICE

WEBINAR

4TH Dec 2024 WEDNESDAY @ 12:30pm

Securing better ETE Outcomes for children in **Youth Justice Pathways**
Supported Internship opportunities



Join us for the last **Child First Partnership Practice lunchtime webinar of the year on Wednesday, 4th December 2024, at 12:30 PM.** 🕒

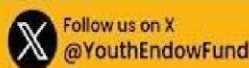
Over the past year, our webinar series has featured incredible insights from experts, all focused on securing better learning and employment outcomes for children in Youth Justice Pathways.

This session will highlight the groundbreaking Internships Work programme, led by [NDTi - National Development Team for Inclusion](#), which aims to support 4,500 young adults with additional needs into employment by 2025. A true game-changer!



Virtual Learning Café:
Outcome 22: Opportunities and Challenges

10:00-11:30 Thursday 5th December 2024



This **FREE** session will review the evidence base for Outcome 22, debunk current misconceptions and discuss challenges and opportunities in using Outcome 22 with children. This session will be held on MS Teams, you can book your place **here**.



British Society of Criminology Probation and Community Justice Research Network - **First Annual Conference 14th January at Sheffield Hallam University**

[More information](#)



27-29 March 2025, Oxford

For information and tickets- [5th Global Conference on Children and Youth | Oxford, UK](#)



New Appropriate Adult Training

NAAN has launched a national training course: Being an Effective Appropriate Adult (AA). Designed not only for AA services, but this course also equips individuals with essential skills to support children and vulnerable people in police custody or voluntary interviews. For details, or to sign up for a free preview, visit [here](#).

VIRTUAL Seminar- FREE 16/12 12.30-13.30

Trauma-informed approaches have become increasingly cited in policy and adopted in practice as a means for reducing the negative impact of trauma experiences and supporting better outcomes. However, there has been a lack of consensus on how trauma-informed practice is defined, what its key principles are and how it can be built into services and systems. Join for **FREE** the panel of experts:

- Dr Sheena Webb, Associate of the Centre and a consultant clinical psychologist with over 20 years' experience in the field of children and family services.
- Nickii Webster, Associate of the Centre and a former Family Drug and Alcohol Court parent, who will draw on her experience of engaging in trauma-informed practice and support, highlighting the key differences between services that use this approach and those that don't.

Sign up [here](#).



[Launch: Serious Further Offences Annual Report 2024, Tuesday 10 December 2024 – join HMIP at 10.30am to hear more about this upcoming report.](#)

Vacancies



Southeast AYM Representative.

We are looking for a youth justice service colleague in the Southeast region to join our proactive AYM network.

Personal and professional development opportunities in exchange for minimal time commitments to represent the AYM in events to consultations.

For more information, please **contact** Phil.Sutton@AYM.org.uk by **COP 30th December 2024**



Head of Youth Justice Service

Do you see yourself as a caring and ambitious leader?

Can you use your experience in youth justice to lead a high performing service to achieve outstanding in the new inspection regime?

Does the idea of joining a richly diverse workforce with a commitment to innovation and creative work with teenagers excite you?

If yes, we have the perfect role for you!

Our Youth Justice Service is looking for a passionate and dedicated Head of Service. This is an exciting opportunity to take on the leadership of an amazing service and drive our Southwark 2030 ambition for children to have a good start in life – join us to make a difference for children and our community

Closes 4/12/24 to apply - southwark.gov.uk/jobs/head-of-youth-justice-service-

Dates for Your Diary

CALENDAR OF EVENTS FOR AYM 2024-25

**For Your
Diary!**



Title	Date	Venue
Executive Board meeting	11 th December 2024	MS Teams
Executive Board meeting	10 th March 2025	MS Teams
Executive Board meeting	17 th June 2025	Warwick Conference Centres
Annual General Meeting	18 th June 2025	Warwick Conference Centres
Annual Members Day	18 th June 2025	Warwick Conference Centres
Executive Board meeting	September 2025	To be confirmed

Please contact your regional representative (see below) if you wish the Executive Board to consider a particular issue, or if you have an item you would like to bring to their attention at one of their meetings.

We welcome observers at our Executive Board meetings, if you wish to attend one, please contact our secretary at secretary@aym.org.uk

To keep up to date with this calendar between Bulletins, please look at our website www.aym.org.uk

Want to stay up to date with YJ issues?

Then follow the AYM on



[@AssnYOTmanagers](https://twitter.com/AssnYOTmanagers)

We have more than 3,000 followers who receive frequent updates on issues relating to youth justice and YOT Managers

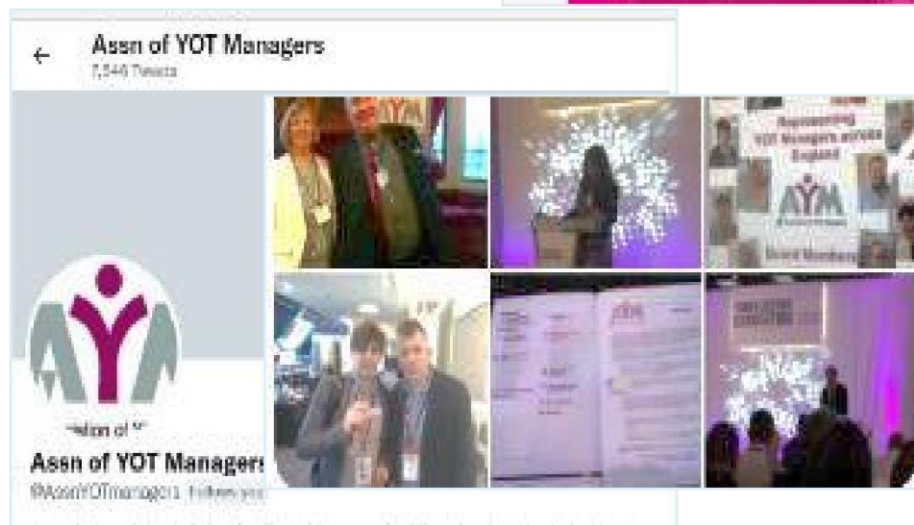
Or connect with us on



by [clicking here](#)



See also the *'latest news'* section at <http://aym.org.uk>



Via our website <https://aym.org.uk/about-us/contact-us>

Email our Editor Lisa.harvey-messina@aym.org.uk



This AYM Bulletin shares items which we feel are of interest. Inclusion should not be taken as user endorsement for products or views.



If you do not wish to receive this Bulletin, please email lisa.harvey-messina@aym.org.uk and you will be removed from our records. Non-Member email addresses are only used for circulating this newsletter.

AYM Regional Reps- Please contact your deputy/regional representative if there are issues you want to raise with the AYM; we welcome your input. [Click here](#) for contact details of all Executive Board members.

East	Regional representative	Pat Jennings <i>Bedfordshire YOS</i>
	Deputy regional representative	VACANT



East Midlands	Regional representative	Carly Turner <i>Leicestershire YJS</i>	West Midlands	Regional representative	Celia Payne <i>Wolverhampton YOS</i>
	Deputy regional representative	John Evans <i>Nottinghamshire YJS</i>		Deputy regional representative	Nick Jeffreys <i>Coventry YJS</i>
South East	Regional representative	VACANT	South West	Regional representative	David Webb <i>Dorset Combined YJS</i>
	Deputy regional representative	Ollie Foxell <i>Reading YJS</i>		Deputy regional representative	Michael O'Connor <i>North Somerset YJS</i>
North East	Regional representative	Kay Dargue <i>South Tees YOS</i>	North West	Regional representative	Kathy Gill <i>Wirral YJS</i>
	Deputy regional representative	Sam Starmer <i>Cumbria YJS</i>		Deputy regional representative	Tom Lang <i>Manchester YJS</i>
London	Regional representative	Michelle Edwards <i>Newham YOT</i>	Yorkshire & Humber side	Regional representative	Sarah Goddard <i>Bradford YJS</i>
	Deputy regional representative	Alison Sabaroche <i>Hammersmith & Fulham YJS</i>		Deputy regional representative	Chris Sweeting <i>Kirklees YJS</i>