



Gwasanaeth Carchardai a
Phrawf EM yng Nghymru

HM Prison & Probation
Service in Wales

Gwasanaeth Prawf
Cenedlaethol
National Probation
Service



Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Youth to adult transitions principles and guidance

(Wales)

Joint protocol for managing the cases of young people moving
from Youth Offending Teams to the National Probation Service

July 2020



Rheolwyr Timau Troseddu Ieuencid Cymru
YOT Managers Cymru

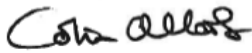


Contents

1. Purpose	3
2. Scope	4
3. Transitions Principles	5
4. Commencement and review	5
5. Local delivery, monitoring and governance	6
6. Welsh Context	6
7. Other Useful Guidance	8
8. Youth Offending Team roles and responsibilities	9
9. National Probation Service roles and responsibilities	13
10. Transferring Specific Orders	15
11. Breach Arrangements	17
12. Other Considerations for Transfer Arrangements	18
13. Disputes and resolutions process	22
14. Signatories	23
Annex A – Youth to Adult Transition Framework 2020: Process Map	24
Annex B – Y2A transition offender manager role	26
Annex C – Y2A Transitions Step-by-Step Guide	27
Annex D – Trauma Informed Values, Principles and Practice Considerations	29

1. Purpose

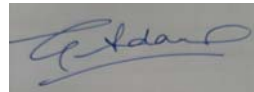
- 1.1 This protocol outlines the respective operational procedures and responsibilities for youth offending teams (YOT) and the National Probation Service (NPS) in Wales, to support them in the effective management of case transfer of supervision from YOTs to the probation service.
- 1.2 It identifies the responsibilities of each organisation to enable them to work together to ensure the transition process is carried out as smoothly as possible and there is a clear understanding of the commitments made in this document.
- 1.3 The protocol should be read and implemented with reference to the YJB Case Management Guidance¹, which provides advice on how to work with children in the youth justice system, and the Youth to Adult Transitions Framework Process Map 2020.²
- 1.4 Standard 5 of the *Standards for Children in the Youth Justice System*³ (2019) defines the minimum expectations for all agencies that provide statutory services to ensure good outcomes for children in the youth justice system. It requires that YOTs and their management boards have mechanisms in place which assure them that there are tailored plans for those who make transitions between services and from the youth to adult system.
- 1.5 The protocol has been developed and agreed by the Youth Justice Board, YOT Managers Cymru, and the National Probation Service within Her Majesty's Prison and Probation Service in Wales.



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¹ <https://www.gov.uk/government/collections/case-management-guidance>

² Annex A, The Youth to Adult Transitions Framework Process Map 2020 supports the delivery of this protocol.

³ <https://www.gov.uk/government/publications/national-standards-for-youth-justice-services>

2. Scope

- 2.1 This national protocol concerning the youth to adult transition process is to be adopted across the NPS and YOTs in Wales.
- 2.2 For clarity within this document, the term 'young people' will refer to those aged under 18, and the term 'young adults' will refer to those aged 18-25.

Future Probation and Resettlement Services

- 2.3 The Government announced on the 27th July 2018 that HMPPS would be terminating the Community Rehabilitation Company (CRC) contracts early, with proposals for Wales being that all offender management services will sit within the NPS by 2020.

These proposals were confirmed during 2019 through the publication of the consultation response and The Proposed Future Model for Probation: A Draft Operating Blueprint. On 2 December 2019, the transition of offender management into the NPS in Wales took place, marking the implementation of the first phase towards the new probation model. This document reflects these new arrangements, whereby all young people transitioning into adult services will be managed by the NPS.

3. Transitions Principles

3.1 The overriding objective of this protocol and behind an effective transition process is that it should be managed safely both for the young person and their community.

Whilst there are limited restrictions on the type of youth statutory orders that can be transferred to the NPS, (where the young person meets the age eligibility threshold), what remains fundamental, is the need to jointly assess the appropriateness of the young person's transfer. This should be based on a range of factors including desistance, safety, well-being and risk, whilst being mindful of statutory responsibilities.

3.2 The transition process is underpinned by the following principles:

1. Individual needs and safeguarding requirements will be recognised and addressed
2. Young people who are eligible for transfer will be identified and allocated to adult justice staff at the earliest point
3. Every young person who could transfer to adult services must have a transition plan
4. Transition planning should focus on providing flexible and continuous services tailored to meet individual needs. This should include consideration of any diversity issues for each individual. The Lammy Review (2017) highlighted the disparity in outcomes for Black and Minority Ethnic (BAME) individuals, particularly among young black males. Therefore, transition planning needs to take account of protected characteristics notably those included in the Equality Act 2010.
5. Relevant information about young people must be shared between youth and adult services before transfer
6. Youth and adult justice services will work together to achieve effective transfer outcomes, including maintaining interventions and progress
7. Young people and their families will be actively involved in planning for their transition and understand and agree the plans in place
8. Each transition will be reviewed and services will seek continuous improvement, facilitating the journey towards a positive future and desistance from offending, building on skills, strengths and interests

4. Commencement and review

4.1 The protocol will be implemented from 1st April 2020. The YJB Case Management Guidance together with the Youth to Adult Transitions Framework 2020 process map (Annex A) will support this protocol by providing detailed guidance on the transition process.

4.2 The contents of the protocol will be reviewed by the YJB, Her Majesty's Prison and Probation Service and YOT Managers Cymru in 2021. Consultation with representatives from each of the signatory groups will take place ahead of further revisions being made.

5. Local delivery, monitoring and governance

5.1 The protocol is intended to provide each signatory with a minimum expectation of their partners. It does not replace the need for good local communication and bespoke transition arrangements.

5.2 Responsibility for the local leadership and delivery of this protocol rests with the:

- Youth Offending Teams – YOT Manager
- National Probation Service – Divisional Director

5.3 The personnel identified at 5.2 will be responsible for ensuring that monitoring of transition arrangements takes place locally, within individual organisations and jointly between signatories. To assist with this process, it is recommended that YOT management boards review performance and monitor data in relation to the cases being supervised by seconded NPS staff and maintain oversight of the workload of the seconded probation officer including but not limited to their transitions work.

5.4 The YOT and NPS partnership is responsible for maintaining an information sharing protocol in relation to those young people who:

- will remain under YOT supervision at the age of 18
- will transfer to NPS supervision at or around the age of 18
- who come to the attention of the NPS after the age of 18 but who were previously known to the YOT.

6. Welsh Context

Strategic Landscape

6.1 The policy context in Wales which guides partnership working in relation to youth offending teams is set by '[Children and Young People First \(2014\)](#)', YJB Cymru and the Welsh Government's joint strategy for youth justice, the Welsh Government and Ministry of Justice '[Youth Justice Blueprint for Wales \(2019\)](#)', and the '[Framework to Support Positive Change for Those at Risk of Offending in Wales 2018-2023](#)'. These recognise the distinct needs of young people and young adults and promote the development of improved responses to them, including through their transition from youth to adult services, to support desistance from offending behaviour.

6.2 The approach to youth justice in Wales ensures the young person is the focus, concentrating on their needs rather than their behaviour to achieve the best possible outcomes for the young person, victims and the public. This approach is in line with the United Nations Convention on the Rights of the Child (UNCRC), which has been incorporated into Welsh legislation through the Rights of Children and Young People (Wales) Measure 2011⁴. It also reflects the YJB's commitment to engaging with young people and putting them at the centre of their work, as stated in its participation strategy⁵.

6.3 YJB Cymru, HMPPS in Wales and YOT Managers Cymru have committed to work together to improve joint working and practice around transitions from the youth to adult systems. A successful transition involves a number of organisations working together, promoting partnership and learning, and having a positive impact on the justice system as a whole.

Transitions in Wales

6.4 The YOT and the NPS are responsible for deciding if it will be in the young person's best interests to transfer to probation services once they have turned 18 years. The YOT may choose to retain the case, but if the decision is made to transfer they will inform the NPS, who will allocate the individual to an appropriate offender manager using the relevant risk assessment systems. In Wales, all YOT transfer cases where possible transition into Integrated Offender Management (IOM) teams.

Integrated Offender Management

6.5 IOM allows local and partner agencies to co-ordinate the management of identified priority groups of offenders, and in Wales is delivered through IOM Cymru arrangements. IOM Cymru delivery is characterised by multi-agency operational teams (which may be co-located where possible and appropriate) based throughout Wales. These teams are typically comprised of probation, police, local authority and substance misuse services, with strong links to wider support agencies, such as Job Centre Plus and voluntary sector service providers.

6.6 Given these strong multi-agency links the IOM Cymru approach is well placed to provide transitioning young adults with access to continued support from statutory criminal justice providers and a wide range of key delivery partners, including access to targeted interventions (often provided by the voluntary and community sector), high levels of support and high-quality information sharing.

6.7 IOM Cymru values include an individualised approach, which complements the transition ethos, to enable tailored support to the young adult and to prepare them for adult life. Transitioning through IOM also enables case managers to liaise more effectively with the police in order to minimise the risk to the public, manage public protection concerns and thereby enhance community safety.

Y2A Transition Offender Manager

⁴ <http://www.legislation.gov.uk/mwa/2011/2/contents>

⁵ YJB (2017) *Participation Strategy Giving Young People a Voice in Youth Justice* London: YJB

- 6.8 Where there have been appropriate resources in place some areas in Wales have adopted a Y2A Transition Offender Manager role, which is a specialist role responsible for supporting those transitioning from the YOT to probation. The officer works part-time within the YOT and part-time with the NPS (based in the local IOM team), providing effective and efficient management of the transition process and enabling continuity of relationship and consistency of support to the young person. Further information about this role can be found in Annex B.
- 6.9 The role has been identified as an area of good practice,⁶ and should be implemented where possible, although it is recognised that opportunities to do so may be dependent on local circumstances and the availability of appropriate resources. Regardless of local arrangements, the focus should always be on the needs of the young person to ensure their transition to adult services is as seamless as possible and that their needs continue to be met.
- 6.10 A step-by-step guide outlining the transition process into IOM teams and where a Y2A Transition Offender Manager is in post can be found in Annex C.

7. Other Useful Guidance

7.1 This guidance sits alongside a number of other previously communicated key documents which inform the transition process from youth to adult criminal justice agencies:

- Welsh Government/Youth Justice Board Youth Justice Strategy for Wales: Children and Young People First (2014)⁷
- Welsh Government and Ministry of Justice Youth Justice Blueprint for Wales (2019)⁸
- Framework to Support Positive Change for Those at Risk of Offending in Wales 2018-2023⁹
- Youth Justice Board Case Management Guidance¹⁰
- Standards for Children in The Youth Justice System¹¹
- Youth Justice Board and Ministry of Justice Referral Order Guidance¹²
- Youth Justice Board/HMPPS in Wales YOS National Partnership Framework
- Welsh Government and Ministry of Justice Female Offending Blueprint for Wales (2019)¹³

⁶ Transition to Adulthood Alliance/Clinks (2015) *Effective Approaches with Young Adults: A guide for probation services* <https://d7.clinks.org/resources-guides-toolkits/effective-approaches-young-adults-guide-probation-services>

⁷ <https://www.gov.uk/government/publications/youth-justice-strategy-for-wales-children-and-young-people-first>

⁸ https://gov.wales/sites/default/files/publications/2019-05/youth-justice-blueprint_0.pdf

⁹ <https://gov.wales/supporting-those-risk-re-offending>

¹⁰ <https://www.gov.uk/government/collections/case-management-guidance>

¹¹ <https://www.gov.uk/government/publications/national-standards-for-youth-justice-services>

¹² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746365/referral-order-guidance-9-october-2018.pdf

8. Youth Offending Team roles and responsibilities

- 8.1 The YOT is responsible for the supervision of children and young people aged 10 to 17 years of age who are sentenced by a court, in line with the *YJB's Standards for Children in the Youth Justice System*¹⁴ and *Case Management Guidance*¹⁵.
- 8.2 The YOT is required to follow the guidance outlined in this protocol, and use it to adopt a local system to manage the transition of young people from the youth to the adult criminal justice system.
- 8.3 Each case will require careful consideration, especially those involving looked after children, care leavers and those subject to MAPPA or extended supervision of detention and training orders on reaching the age of 18 in custody.¹⁶ The assessment information available in the case should be reviewed, including more detailed assessment of mental health, substance misuse, speech and language, plus safety and wellbeing.
- 8.4 Each YOT will:
- 8.4.1 Have a qualified seconded probation officer to act as the lead contact with the NPS providing advice and recommendations on transitions to adult services.
- 8.4.2 Identify young people under YOT supervision who will be eligible for transfer to probation services when they have turned 18 years. This will be as soon as the young person is sentenced and will be noted in their sentence plan.
- 8.4.3 Advise the young person and their family/carer of the transition process to adult services and involve and keep them informed at each stage. Ensure parents/carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to assist the young person's progress and engagement.
- 8.4.4 Ensure the young person has a transition plan as soon as the need is identified and no later than when they reach 17 years and 6 months¹⁷. As there is no national template for this plan, one will need to be developed locally. The plan should focus on individual need, and identify which services are most appropriate in meeting those needs. As a minimum the transition plan will address the following areas:

¹³ https://gov.wales/sites/default/files/publications/2019-05/female-offending-blueprint_3.pdf

¹⁴ *Standards for Children in the Youth Justice Services* set the Secretary of State's minimum expectations for youth justice service delivery and practice.

¹⁵ *Case Management Guidance* provides the YOT with advice at key stages throughout a case, from arrest, working in court, planning and managing interventions after sentencing and resettlement and transitions.

¹⁶ The Offender Rehabilitation Act 2014 amends the Criminal Justice Act 2003 at section 256AA in respect of extending supervision for those who reach 18 whilst in custody.

¹⁷ Refer to Annex A.

- Provide advice and information to inform the young person and their family about the adult justice system
- Seek the views of the young person and incorporate them into their plan
- Listen to concerns the young person may have and alleviate their anxiety
- Describe how the relationship with the allocated NPS offender manager will be developed
- Recognise which services in the YOT will/will not be available in the NPS and seek to address any gaps
- Ensure health needs (emotional, mental and physical) are planned for and managed
- Ensure learning and communication needs are planned for and managed

8.4.5 Meet with the NPS as agreed locally, to review young people who are approaching 18 and eligible to transfer to adult services, monitor any cases, identify and manage any issues within the transition process and assist them to develop a trusted relationship with their new case manager.

8.4.6 When arranging a meeting to discuss those eligible for transfer ensure all intervention providers (including health and education, training and employment providers) are informed of transfers to the NPS and adult establishments in advance and are involved appropriately in case transfer meetings to ensure continuity of delivery.

8.4.7 Ensure that decisions to transfer young people to adult justice services or to retain young adults in youth based services are recorded in the case record, including the rationale for the decision. The decision should take into account the views of young people, and what work needs to be undertaken to meet the aims of the sentence, to lessen the likelihood of reoffending and risk of harm to others, and to manage vulnerability, safety and well-being. The decision to either retain the case within the YOT or transfer to the NPS will be recorded on NDelius.

8.4.8 Work with the YOT probation officer to complete the Risk of Serious Recidivism (RSR) tool together with reports/reviews on the young person to inform the allocation of an appropriate offender manager in the NPS. This should take place no later than when the young person reaches 17 years 6 months. Allocation of the NPS offender manager should not be delayed until the young person is 18 years of age.

8.4.9 Continue to review the young person's case, identify risks and strengths and provide updated information to the NPS to assist in allocating the case to the NPS offender manager. This should be completed by the time the young person reaches 17 years 9 months.¹⁸ As above, allocation of the NPS offender manager should not be delayed until the young person is 18 years of age.

8.4.10 The young person's sentence plan from the YOT and secure estate (where appropriate) must take account of future transfer to adult justice services. Plans in the NPS and the adult custodial estate must take account of information from youth based services, to ensure that any interventions remaining outstanding are planned for and implemented.

¹⁸ Refer to Annex A.

8.4.11 Prior to transfer to adult justice services, the AssetPlus 'Transfer to Probation' stage should be completed which triggers the 'Youth to Adult Services' module. This contains additional questions to consider in preparation for the transition.

Where the case is transferred to the National Probation Service:

8.4.12 Where available, use the approved information sharing tool to exchange information, upload documents and record the young person's transition to probation services.¹⁹

8.4.13 YOT to inform the young person and their family/carer of the decision to allocate ongoing case management to the NPS and continue to liaise with them over the timing of the actual transfer.

8.4.14 The YOT case manager must attend all transitions meetings and:

- Coordinate the initial pre-transfer meeting with the NPS – held at 17 years 6 months (or 6 months prior to transfer).
- Coordinate the multi-agency meeting – held at 17 years 9 months (or 3 months prior to transfer).
- Ensure all intervention providers (including health and education, training and employment providers) are informed of transfers and are invited to all case transfer meetings to ensure continuity of delivery.
- Attend the final transfer meeting – held when the case is being transferred.
- Attend the post transfer meeting – held once the case has been transferred to adult services to review the transition (4 to 6 weeks post transfer).

8.4.15 When a young person has been placed in custody but has been identified as likely to turn 18 whilst serving the custodial or community element of their custodial sentence, the YOT must consult with the holding establishment and the NPS division that the young person will be allocated to at age 18 and work jointly with them to assess the young person's needs in terms of their placement in the adult estate, agree a transition plan and ensure that the transitions principles (as noted on page 5) are applied.

8.4.16 For young people given a custodial sentence of 12 months or more or an indeterminate sentence prior to or during the transition process, it is important they and their families are informed of the Offender Management in Custody (OMiC) guidance. It is important that young people and their families have clear expectations about the roles and responsibilities of local and secure estate services.

8.4.17 When a young person is in custody and will transfer to the NPS on release or soon after, the YOT should ensure that resettlement guidance is followed and that the receiving NPS division can contribute to the resettlement plan. The principles can be found in the Pathways to Resettlement guidance²⁰,

¹⁹ The NPS will use n-Delius, following the process set out in CRI 025, to receive formal case documents from the YOT and record details of the young person's transition.

²⁰ <https://www.gov.uk/government/publications/custody-and-resettlement>

the relevant sections of the YJB's Case Management Guidance²¹ and the YJB's How to Make Resettlement Constructive²². Where possible the identified NPS worker should meet the young person whilst in custody prior to release.

8.4.18 The effectiveness of arrangements for the transfer of young people from youth to adult justice based services, and retention of young adults in youth based services, should be monitored and kept under review.

8.4.19 A regular meeting should be set up between managers from the NPS and the YOT to review transition work that has taken place, to identify and disseminate good practice, lessons learnt and ensure there is a continuous emphasis on improving services and outcomes for this group of young people. This should consider feedback from young people and their families alongside data relating to number of transfers, number of breaches, successful outcomes, etc. Any barriers to effective transition should be raised with the respective senior management boards (likely to be the Youth Justice Partnership Board and NPS Board) for consideration as to how local arrangements can be improved.

8.4.20 Where young adult officers or young adult specialist staff are in place in the NPS, consideration should be given to the use of a transfer to those teams taking into account location. The young person should be consulted regarding such arrangements and the benefits of attending young adult hubs or appointments with specialist workers should be clearly outlined in the initial transfer meeting.

²¹ <https://www.gov.uk/government/collections/case-management-guidance>

²² <https://yiresourcehub.uk/yjb-effective-practice/youth-justice-kits/item/610-how-to-make-resettlement-constructive-yjb-document.html>

9. National Probation Service roles and responsibilities

9.1 The National Probation Service is responsible for the supervision of young adult cases aged 18 or over who are sentenced by a court, and for the case management of those young people who transition from youth to adult services. The Practice Framework: National Standards for the Management of Offenders for England and Wales (2015)²³ apply to the supervision by the Probation Service of all individuals aged 18 years or over.

9.2 The National Probation Service will:

9.2.1 Have a named qualified lead probation officer responsible for reviewing and allocating transitions cases. The lead probation officer will be supported by a PSO resource responsible for duties such as court and office duty, case management support and the running of programmes.

9.2.2 Meet with the YOT as agreed locally, to review young people who are approaching 18 and eligible to transfer to adult services, monitor case transfer preparation and identify and manage any issues within the transition process.

9.2.3 Review recommendations from the YOT on whether the young person's case should be transferred to the NPS and note cases that the YOT will retain and the reasons for this. The NPS probation officer who reviews the recommendation should have an understanding of the needs of children and young people, particularly care leavers; and those who are regarded or identified as vulnerable.

9.2.4 The seconded YOT probation officer in the transferring area will be responsible for completing the Risk of Serious Recidivism (RSR) tool and sharing this with the receiving area to inform allocation. This will also include any reports/reviews on the young person, to inform the recommendation for transfer to the NPS. This should take place no later than when the young person reaches 17 years 6 months (or six months prior to the agreed transfer date).

9.2.5 Review recommendations from the YOT about whether to allocate to NPS and inform the YOT of the decision.

If case is to be transferred to NPS:

9.2.6 Identify a named allocated offender manager and inform the YOT before the young person reaches 17 years 9 months (or 3 months prior to transfer).

9.2.7 Use the approved information process and database to receive formal case documents from the YOT and record details of the young person's transition. Ensure that all information and documents are transferred to the nDelius case management system.

²³ <https://www.gov.uk/government/publications/national-standards-for-the-management-of-offenders-practice-framework>

9.2.8 Attend the multi-agency meeting held at 17 years 9 months (or 3 months prior to transfer) and work with the YOT to confirm a date for the case transfer. The young person should be present.

9.2.9 The allocated offender manager should attend the final pre-transfer meeting where the case is formally transferred to NPS. The young person should be present.

9.2.10 Co-ordinate and hold a transition review meeting to be arranged usually for four to six weeks after formal transfer. As above, the young adult should be present.

9.2.11 The allocated offender manager in the NPS should complete an OASys assessment following transfer within agency timescales.

9.2.12 If the young person is in custody, inform the custodial establishment of the transition to adult services.

10. Transferring Specific Orders

- 10.1 Whilst there is no restriction on the type of youth statutory orders that can be transferred to the NPS (where the young person meets the age eligibility threshold), what remains fundamental, is the need to jointly assess the appropriateness of the young person's transfer. This should be based on a range of factors including desistance, safety, well-being, risk, and public protection, whilst being mindful of statutory responsibilities. The YOT seconded probation officer is the lead contact with adult justice services and will provide advice and recommendations on the transitions process.
- 10.2 It is recommended that a local protocol is developed and specifically includes whether referral orders and orders/licences with intensive supervision and surveillance (ISS) will be transferred.
- 10.3 It is not possible for the YOT to recharge the NPS if they decide to manage the order themselves rather than transfer it.

Referral Orders

- 10.4.1 Regardless of whether the YOT agree for elements of a referral order to be supervised by NPS colleagues, the YOT retains a statutory duty to implement the order and to make arrangements for supervising the young person's engagement or non-engagement with the terms of their referral order contract. For further information see the Referral Order Guidance (2018)²⁴.
- 10.4.2 Restorative work with victims may be ongoing during the length of the order or may occur towards the end of the order at a time when the victim and young person are ready to take part. Restorative work between the victim and the young person is often delivered outside of the formal referral order panel and review panels, and responsibility for the delivery of the restorative element of the order remains that of the YOT.
- 10.4.3 In operational terms this means that, if deemed appropriate, an eligible young person can receive supervisory input (such as one to one or group behaviour management programmes) from the NPS acting on behalf of the YOT under their transition responsibilities. Any updates relating to attendance, breach, progress etc. would then be provided to the YOT to form part of their panel reports and enable the update of YOT case records (i.e. an order should not be recorded as transferred out).
- 10.4.4 It is not possible for the NPS to establish, staff, recruit and train volunteers to manage a referral order panel. The YOT retains statutory responsibility and as such key statutory functions. The NPS can feed into this process working on 'behalf' of the YOT.

²⁴https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746365/referral-order-guidance-9-october-2018.pdf

10.4.5 It would be expected that young people and their parents/carers understand and are directly engaged with the potential transfer at the start of the order and that Panel members are well briefed on arrangements. Reporting requirements with 'adult services' should be detailed by the Panel in objectives.

Unpaid Work

10.5.1 The previous expectation that any unpaid work hours cannot be transferred to the NPS has been removed.

10.5.2 If an 18-year-old is transferred where there are unfinished unpaid work hours, the YOT and NPS/ CRC need to establish local cost recovery mechanisms²⁵.

10.5.3 The YJB has confirmed with CRC contract leads, that providers will be able to receive payment for any remaining UPW hours where a young person is transitioned.

Intensive Supervision and Surveillance

10.6.1 If an order/licence/Notice of Supervision contains a requirement for ISS there will need to be local negotiation around transfer if this element of the order/licence is not completed. This requirement is specific to youth justice legislation and therefore the NPS are likely to have difficulty in providing supervision/activities for this requirement. It is not possible for the NPS to refuse an eligible and suitable young person because of their ISS requirements.

10.6.2 If the YOT is writing a pre-sentence report for court and the case will be transferred after sentence, an appropriate proposal should be made to ensure the NPS are able to supervise in line with the sentence. However, if the court imposes a sentence with an ISS requirement any decision to retain or transfer the case will require local negotiation, and the principles of good transition should still apply.

Detention and Training Orders; S.91; Extended Supervision

10.7.1 These sentences/elements of sentences can be transferred from the YOT to the NPS as relevant. Timely and collaborative planning will be vital, with the seconded officer at the centre of decision making.

10.7.2 Again, it is vital that partners are fully briefed on standards that apply and young person specific requirements, i.e. care leaver status and secure based transition procedures.

10.7.3 Given the very specific procedures and expectations associated with the youth secure estate, i.e. liaison with Youth Custody Service (YCS) placements, it is recommended that the YOT maintain supervision of young people until they move into the young adult estate. However, local negotiation will be key and should be included in any local protocol that is developed.

²⁵Revised Unpaid Work Operating Briefing for 16/17 Year olds (Dec 2016) Youth Rehabilitation Order, Youth Justice Board, Dec 2016)

11. Breach Arrangements

Breach Arrangements

11.1 The Powers of Criminal Courts (Sentencing) Act 2000 allows the YOT or the NPS to supervise a young person and to bring breach proceedings, and it is the supervising officer/case manager who should bring the breach proceedings.

Referral Orders

11.2 As discussed in the previous section, the YOT retains a statutory duty to implement the referral order and to make arrangements for supervising the young person's engagement or non-engagement with the terms of the referral order contract. Any breach will be heard in the Youth Court where the young person is under 18 years of age, and in the Magistrates' Court where 18 years or older (Part III, Powers of Criminal Courts (Sentencing) Act 2000).

Youth Rehabilitation Orders

11.3 Where a young person has failed to comply with a youth rehabilitation order (YRO) they can be summonsed or an arrest warrant issued, directing them to appear before the appropriate court. Where the original YRO was imposed by the Crown Court, the breach will be heard there, unless the Crown Court has made a direction that any further proceedings related to the YRO are to be heard in the Youth or Magistrates court (para. 5 Schedule 2, Criminal Justice and Immigration Act 2008). In that situation, if the young person is under 18 years of age the appropriate court is the Youth Court and if 18 years or over, the Magistrates' Court (para. 5 Schedule 2, CJIA 2008).

Detention and Training Orders

11.4 Section 104 of the Powers of Criminal Courts (Sentencing) Act 2000 provides for court powers for breaches of detention and training orders (DTOs). Breach proceedings in relation to DTOs can only be brought before a Youth Court (s. 104(2)), with a right of appeal to the Crown Court in relation to any order made where the court is satisfied there was a failure to comply with supervision requirements.

Section 90/91

11.5 Where a young person is serving a s.91 sentence of less than 12 months, and it appears that they have failed to comply with a supervision requirement, they can be summonsed or an arrest warrant issued, directing them to appear before the appropriate court. If the young person is under 18 years of age the appropriate court is the Youth Court and if 18 years or over, the Magistrates' Court, (s. 256C Criminal Justice Act 2003). Those released on license can also be recalled, however this is a separate process.

12. Other Considerations for Transfer Arrangements

- 12.1 There are many factors which should be considered to ensure the delivery of an effective service to young adults. The '[Effective Approaches with Young Adults: A Guide for Probation Services](#)²⁶', produced by Clinks in collaboration with the Transition to Adulthood (T2A) Alliance, provides useful guidance to support practitioners, including a focus on specific issues facing young adults. These include maturity, health needs and the development of life skills, alongside consideration around how to tailor services to specific groups of young adults such as women, those of Black, Asian and minority ethnic (BAME) origin, those with disabilities and care leavers.
- 12.2 The factors highlighted in the Clinks document should always be considered as part of standard transition work. Practitioners should also be aware of the following areas of focus when working with young people.

Adverse Childhood Experiences and a Trauma Informed Approach

- 12.3 There is a growing body of evidence which demonstrates that the experience of adverse childhood experiences (ACEs)²⁷ can have a significant effect on health and well-being throughout life and can lead to negative outcomes such as involvement in crime. Research by Public Health Wales²⁸ shows those with four or more ACEs are 15 times more likely to commit violence against another and 20 times more likely to be incarcerated.
- 12.4 Many individuals who have entered the criminal justice system will have experienced multiple traumas as well as having a range of complex needs, which interrelate with each other and increase the likelihood of vulnerability being expressed through offending behaviour. These needs are often rooted in early exposure to ACEs and are associated with disrupted child development, leading to poor attachment and consequently, difficulty with forming positive relationships more generally.
- 12.5 Having support from a family member or other trusted adult, and regularly engaging in community activities that are meaningful can help to build resilience and mitigate the impact of ACEs. Those working in the justice system therefore have a key role in reducing harms associated with ACEs amongst those they work with. Practitioners should take a trauma informed approach in their work, which includes:

²⁶ Transition to Adulthood Alliance/Clinks (2015) *Effective Approaches with Young Adults: A guide for probation services* <https://d7.clinks.org/resources-guides-toolkits/effective-approaches-young-adults-guide-probation-services>

²⁷ Personal ACEs include verbal, physical, sexual abuse and neglect and family ACEs; domestic violence, parental separation, parental mental illness, parental alcohol abuse, parental drug abuse and incarceration.

²⁸ Public Health Wales (2015) *Adverse Childhood Experiences* Cardiff: Public Health Wales

- Taking a person-centred approach to understanding the impact of past trauma (experienced in childhood or later on in life) on the individual's offending related behaviour and thinking patterns.
- Having an understanding of how an individual's experience of trauma may impact on their engagement with their workers and with interventions, and using this information to help inform the prioritising and sequencing of interventions and support in order to best match the emotional, social and cognitive ability of the individual to be able to meaningfully engage.
- Having an understanding of how trauma can manifest itself differently depending on the individual's unique experience and the resilience and protective factors available to them, as well as other factors such as their level of maturity and learning needs.
- Recognising the ability to overcome adversity and knowing and being able to promote the key sources of resilience, many of which are rooted in the local community.

12.6 The Enhanced Case Management (ECM) approach has been developed across Wales since 2013. It is likely that some individuals transferring to supervision by adult services may have been worked with using this trauma-informed approach. Information gathered through ECM may be relevant in understanding individual background and circumstances and to the way in which the transfer is handled.

12.7 Annex D²⁹ provides a tool to assist practitioners in adopting a trauma informed approach to supporting young people transitioning from youth to adult services.

Care Leavers

12.8 The common experience of trauma, living in institutions or foster care, and poor or absent support from families can present care leavers with particular challenges as they transition into adulthood. They are more likely to be attempting to live independently at a much younger age and less likely to be in education, training or employment compared with other young adults. However, local authorities have a statutory duty to provide practical and financial support, and it is important that probation providers identify care leavers to enable them to access the support they are entitled to.

12.9 Practitioners should take a trauma informed approach when working with a young adult who has been identified as a care leaver. Effective practice may include:

- Identify care leavers and ensure responsible local authorities are engaged in planning processes as appropriate (individuals can be reluctant to say they have experience of being in care)
- Effectively co-ordinate wrap around services
- Provide opportunities for reflection and build on skills, strengths and interests
- Encourage development of positive social connections
- Develop an effective working relationship with the responsible local authorities

²⁹ The Trauma Informed Values, Principles and Practice Considerations: Youth to Adult Transitions were developed following a joint workshop by YJB Cymru, HMPPS in Wales and the National Adverse Childhood Experiences (ACEs) Police and Partners Early Action Together Programme, focused on applying an ACE lens to the youth to adult transitions process.

- Identify any extra support which may be required to address needs related to trauma
- Enable care leavers to have space to safely share experiences of being in care, e.g. carefully facilitated support groups

Victim Work

12.10 Many young people are also victims of crime. Research has shown that where the trauma experienced by a young person is left unaddressed they may become a perpetrator of crime. This highlights the need to ensure work to address trauma is carried out and remains in place, if required, for the onward transition to the NPS.

12.11 Current commissioning arrangements for youth victim work means there are separate services for those up to 18 and those over 18 years. A local protocol will need to detail how victim work will therefore be managed in transition arrangements.

MAPPA Cases

12.12 Where a young person is managed by MAPPA at Level 2 or above, consideration for transfer should take place at least six months in advance of their 18th birthday.

12.13 Probation offender managers should always invite a YOT representative to attend MAPPA level 2/3 meetings, for young adults who are new cases and aged 18-21, where the YOT has previously supervised the case. The YOT representative should also be invited to subsequent MAPPA meetings. If attendance in person is not possible, the YOT may wish to consider as a minimum a written submission.

12.14 A local decision will need to be taken about the resource implications of this and whether YOT attendance/written submissions are mandatory.

Girls and Young Women

12.15 As per the recommendations of the Corston Report (2007), the needs of females in the youth justice system are different and distinct from males, and transition arrangements should therefore take these into account.

12.16 Young women who have offended tend to experience higher levels of home violence, sexual abuse, care history, education deficit, mental health problems, poor self-image and self-harm. Relationships and parenthood are more likely to be linked to their offending behaviour, as well as higher rates of coercion. Greater housing needs can also be apparent, as young women are often primary carers for children, and safe accommodation can be harder to find, particularly where female-only accommodation is required³⁰.

12.17 Three-way meetings and assessments with the young person, the YOT and the NPS case manager should therefore take note of these characteristics. In addition, areas may also want to consider women only environments and the allocation of a female offender manager as factors which may impact on their experience of supervision.

³⁰ Transition to Adulthood Alliance/Clinks (2015) *Effective Approaches with Young Adults: A guide for probation services* <https://d7.clinks.org/resources-guides-toolkits/effective-approaches-young-adults-guide-probation-services>

- 12.18 Multi-agency Women's Pathfinder Case Conferences have been established in some areas to provide a holistic approach to meeting the needs of females in the justice system and those at risk of offending. It is recommended that young females transitioning from YOTs to adult services are referred to case conferences, where these are locally available, to benefit from a gender-responsive multi-agency discussion and coordinated support.
- 12.19 Referrals can be discussed with either the Probation Delivery Unit (PDU) Partnership Integration Coordinator or the Senior Probation Officer (SPO) Women's Lead and should take place approximately six months before transition to allow adequate time for effective planning.

All New NPS Cases Aged 18 – 25

- 12.18 Not every young adult open to the NPS will go through a formal transition process, and requests for information should therefore be made by the NPS to the relevant YOT where this is the case. This request for information should be made within the first week of sentence and can include (but is not limited to): previous assessment, risk factors, safety and well-being judgements and significant events. Where a pre-sentence report was written, this information should already have been requested. The YOT will use the approved information sharing process and database when responding to information requests from probation services.

Transfer to NPS out of local area

- 12.19 If a young person needs to transfer out of the NPS area they have been supervised in, it may not be possible to arrange the three multi-agency professionals' meetings detailed earlier (see section 8.3.14). The principles of good transition should however still apply (see page 5).
- 12.20 The seconded YOT probation officer should complete the Risk of Serious Recidivism (RSR) tool to inform the recommendation for transfer to the NPS. In the absence of the YOT probation officer the expectation is that the RSR will be completed by the lead probation officer in the NPS in the transferring area to ensure there is no delay and that information about the young person is promptly shared.

13. Disputes and resolutions process

13.1 All agencies identified in 1.1 will work with each other to ensure the transition process is followed and the young person's needs are met.

13.2 The YOT and NPS should refer to the YJB Case Management Guidance to ensure the best decisions are made on an individual basis. There may be instances when specific circumstances indicate it is not appropriate to transfer a young person to probation services. However, professional judgement should lead decision making, informed by the steps necessary to promote the safety and wellbeing of the young person and the best interests of the public.

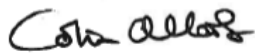
13.3 If the NPS does not agree with the recommendation made by the YOT as outlined at 9.2.3, a meeting should be held between the YOT and NPS to review the case allocation and make a decision as to whether the case should be transferred to adult probation providers or retained by the YOT. Unresolved disputes regarding transition cases should be raised at management level.³¹ It is expected that any decision to reallocate will be made at management level.

³¹ Refer to Annex A – Youth to Adult Transitions Frame 2017: Process Map


14. Signatories

14.1 The signatories agree to implement the provisions of the Youth to Adult Transition Principles and Guidance (Wales).

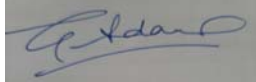
Youth Justice Board:

Youth Justice Board	Print name	Signature	Date
	Colin Allars		04/08/20

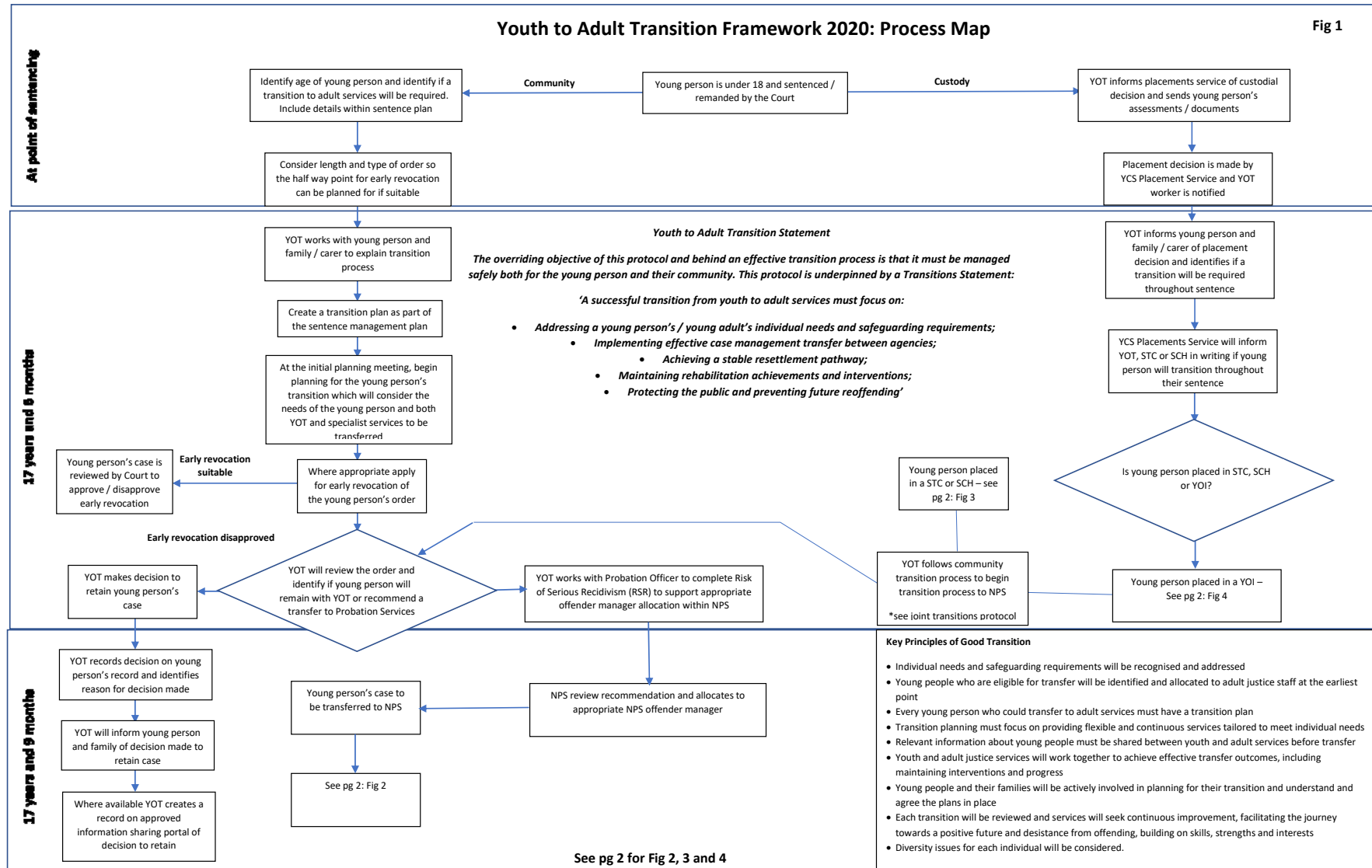
National Probation Service:

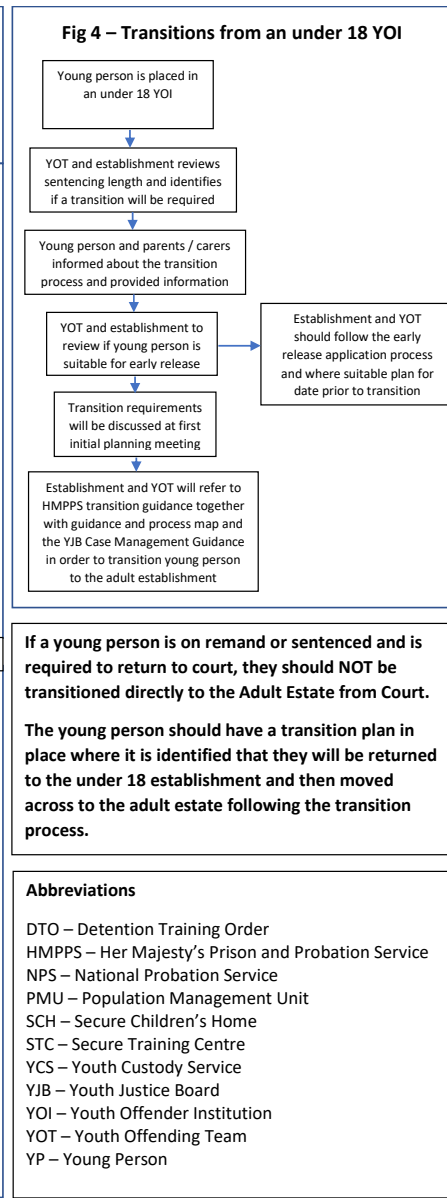
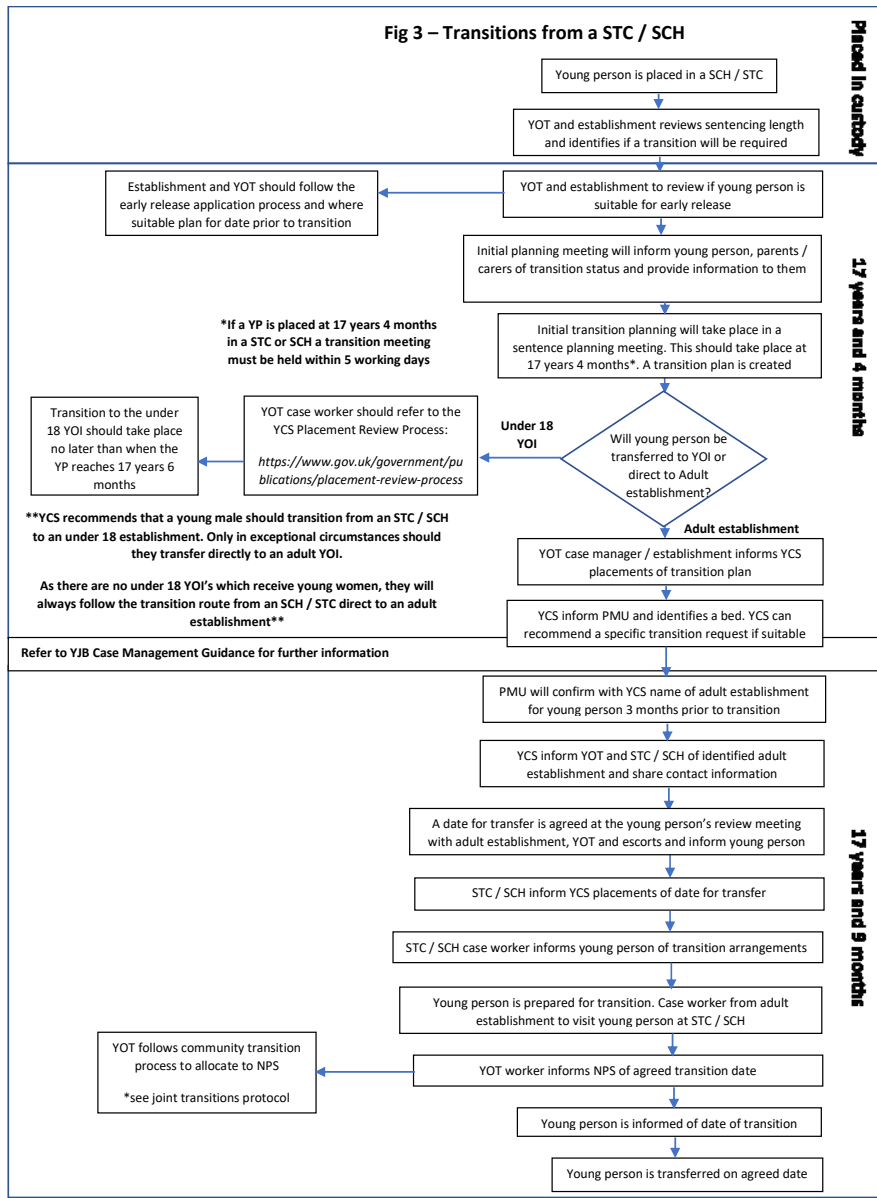
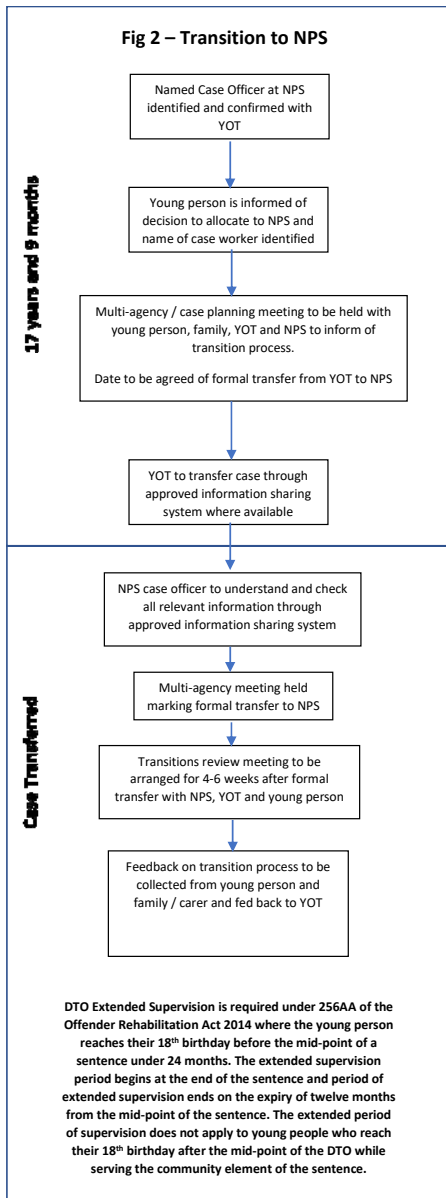
National Probation Service	Print name	Signature	Date
	Nic Davies		04/08/20

Youth Offending Team Managers Cymru:

YOT Managers Cymru	Print name	Signature	Date
	Gill Adams		04/08/20

Annex A





Y2A transition offender manager role

The Y2A transition offender manager role locates the transition period with one practitioner spanning both youth and adult services ensuring that nothing is lost in a hand-over process during this critical time. This specialist role supports young people/adults transitioning from the YOT to the National Probation Service, by spanning both services, providing effective and efficient management of the transition process and enabling continuity of relationship and consistency of support to the young adult as well as motivation to encourage engagement.

The Y2A transition offender manager manages all transition cases commencing within the YOT and continuing into the local IOM team. This arrangement provides continuity of relationship for the young person/adult and enables smooth case transfer with regard to information sharing, risk assessment and management and crucially, continuation of all relevant interventions. The latter can be continued within the YOT, if appropriate, or within adult justice reducing re-offending pathways support provision.

The Y2A transition offender manager role requires different levels of resource in accordance to varying geographical and local needs. In more urban areas the number of transition cases may require a full-time resource, however it is anticipated that there may be less of a demand in more rural areas. The Y2A transition offender manager role will not always be a standalone post, but may constitute part of the National Probation Service seconded offender manager's role to the YOT. This will be reflected in the dedicated time split between the YOT and Probation by that member of staff. The Y2A transition offender manager role represents a refocus of National Probation Service resources with the aim of fully utilising and enhancing current arrangements.

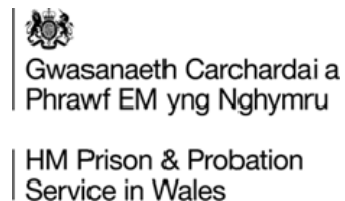
Local Y2A transition arrangements in Wales should therefore reflect the agreed principles and guidance in relation to transfer of all cases into local IOM Cymru teams with retention of the case by the National Probation Service Y2A transition offender manager wherever this arrangement is in place.

Y2A Transitions Step by Step Guide (including transitions into IOM teams)

Step 1: Initial identification and notification of transfer cases (17 years 6 months)
Conduct initial pre-transfer meeting to identify, record and inform the NPS of possible transition cases, based on sentence length.
There should be a clear recording mechanism in place in the YOT that allows easy access to a “live” list of potential transition cases to ensure oversight of progress.
If a transition case has been assessed as posing a high risk of harm or suitable for MAPPA, the NPS seconded offender manager should complete the Risk of Serious Recidivism (RSR) score on the young person at this stage. If the young person is not assessed as a high risk of harm or suitable for MAPPA, the RSR score can be completed at 17 years and 9 months.
Using the RSR score as an initial indication, the NPS seconded offender manager should contact the NPS IOM team manager with the young person’s name, date of birth and the YOT case manager’s name to let the relevant manager know that the young person needs to be allocated to the NPS.
NPS IOM team manager should allocate the case to a Y2A offender manager (where possible), who should then contact the relevant YOT case manager within five working days to arrange the first three-way meeting at the YOT.
NPS seconded offender manager/NPS Y2A administrator should create all cases in scope for transition in n-Delius, and follow the process as set out in CRI 025 during the transition (including recording those cases where the decision is made not to transition).
Step 2: Start transition process (17 years 9 months)
Regular meetings should be held between YOT and NPS to confirm cases for transition in a timely fashion. Consideration should be given to the principles, guidance and additional considerations outlined in this document.
The YOT case manager and the allocated NPS offender manager meet to discuss the young person, agree the transfer and develop a transition plan. This meeting may be with a specialist transition worker. At this point an agreement for phased case transfer should be reached; this could include joint working over an agreed period of time depending on the needs of the young person and their family and a date for final transfer.
The YOT and NPS should have clear, auditable recording of transition steps and decisions in place with effective management oversight.
The YOT case manager should ensure all assessments, planning and other relevant information is up to date in preparation for transition.
YOT case manager informs the victim officer of pending transfer (where relevant).
The YOT case manager should contact other professionals to ensure they are aware of and are engaged in the transition plan, which may be through existing multi-agency meetings or by invitation to specific transition meetings.
Step 3: Prepare the young person for transition

<p>The YOT case worker, adult offender manager and young person should meet to introduce the young person and where relevant, their family/carer/significant adult(s) to the transition process. This is to ensure their understanding and engagement and to jointly develop the transition plan. This should be repeated as required according to need as part of the transition plan.</p>
<p>Regular multi-agency meetings should take place to discuss and monitor transition progress (specific transition meeting or part of existing meetings).</p>
<p>A joint home visit should be conducted by the YOT case manager and NPS offender manager. If this is not possible at a minimum the NPS offender manager should make telephone contact with the parent/carer to talk them through the transition process.</p>
<p>The young person should be informed of their transfer date and a final appointment should be conducted with the YOT.</p>
<p>Step 4: Engage with young person's support network</p>
<p>Where possible, the NPS offender manager and YOT case manager should attend any multi-agency case planning reviews relating to the young person, including for those in custody, during the transition period as agreed in the transition plan.</p>
<p>Gaps or obstacles to accessing appropriate services need to be escalated through appropriate channels (for example the YOT management board or IOM Cymru regional groups).</p>
<p>Step 5: Prepare for case transfer into IOM team</p>
<p>One month before the transfer date the YOT should refer the case to the IOM multi-agency selection panel (unless they are automatically transitioning into the IOM team, in which case the NPS team manager should notify the Police that the case has been selected).</p>
<p>All assessment, planning and other relevant information should be reviewed and signed off by the appropriate YOT manager. All relevant information should be shared with all appropriate agencies and recorded on their case management systems.</p>
<p>Two weeks prior to formal transfer, the YOT case manager should liaise with the NPS offender manager to confirm transfer date and arrange a three-way induction meeting at the Probation office that the young person will be required to report to.</p>
<p>Step 6: Formal transfer</p> <p><i>This will take place at the agreed time following the young person's 18th birthday. There is however, some flexibility about this depending on what the YOT and NPS have considered to be in the best interest of the young person.</i></p>
<p>The NPS should formally accept the transfer of the case and take responsibility for case management. The IOM team manager will formally allocate responsibility for management of the young adult.</p>
<p>The case should be closed on the YOT case management system and commenced on the NPS case management system. Information must be transferred securely.</p>
<p>The NPS offender manager completes an initial sentence plan, within appropriate timescales incorporating the assessment, planning and other relevant information from the YOT and other partners.</p>
<p>Step 7: Sentence Plan review and Service User Feedback (four months post transition date)</p>
<p>The NPS offender manager should conduct a four-month stage sentence plan review with the young adult. This should be informed by any engagement with their family/carer/significant adult(s).</p>
<p>Service user feedback should be obtained by the NPS offender manager regarding the transition process and shared with the NPS Y2A strategic lead to ensure it is considered when reviewing the transition process.</p>

Annex D



Trauma Informed Values, Principles and Practice Considerations: Youth to Adult Transitions

The table below provides a tool to assist practitioners in adopting a trauma informed approach to supporting young people transitioning from youth to adult services. The tool was developed following a joint workshop by YJB Cymru, HMPPS in Wales and the National Adverse Childhood Experiences (ACEs) Police and Partners Early Action Together Programme, focussed on applying an ACE lens to the youth to adult transitions process.

The tool is structured around the 5 core values of trauma informed care³²:

1. Choice
2. Safety
3. Collaboration
4. Trustworthiness
5. Empowerment

These five values have been identified based on knowledge of what is known about common responses to physical, sexual and emotional abuse (including vicarious or secondary traumatisation)³³.

The values have been mapped alongside key principles and practice considerations, which have been drawn from a range of operational experience and research evidence relating to good practice in trauma informed care/youth to adult transitions.

Experience of adverse childhood experiences (ACEs)³⁴ can have a significant effect on mental well-being and can lead to a variety of negative outcomes throughout life. Research by Public Health Wales³⁵ shows those with four or more ACEs are 15 times more likely to commit violence against another and 20

³² Harris, M., & FalLOT, R.D. (2001). *Using Trauma Theory to Design Service Systems*. San Francisco: Jossey-Bass.

³³ Covington, S. (2016). *Becoming Trauma Informed Tool Kit for Women's Community Service Providers*. One Small Thing.

times more likely to be incarcerated. Many individuals who have entered the criminal justice system have a range of complex needs and have experienced multiple traumas which increase the likelihood of vulnerability being expressed through offending behaviour. Research into the prevalence of ACEs in the youth justice cohort is still developing. However, investigation of the social circumstances and prevalence of ACEs in a population of young people referred to trauma-informed youth justice services (Enhanced Case Management) revealed that of 25 cases, the most frequently occurring ACEs were parental separation, parental drug misuse, domestic violence and experiences of neglect. The high prevalence of these ACEs may be the reason for the significant level of children's services involvement, which was apparent in twenty-four (96%) of the cases³⁶.

These findings are echoed in the adult criminal justice cohort, where a recent survey of men in Her Majesty's (HM) Prison Parc in Bridgend, South Wales, found 84% reported having experienced at least one ACE (compared with a Welsh average of 46%, and nearly half of prisoners (46%) reported they had experienced four or more ACEs. Many of these individuals will therefore be vulnerable having experienced trauma in their youth. It is important to ensure wherever possible therefore that trauma-informed approaches, support and interventions that seek to build resilience are continued as the individual progresses through to adult services.

³⁴ Personal ACEs include verbal, physical, sexual abuse and neglect and family/household ACEs; domestic violence, parental separation, parental mental illness, parental alcohol abuse, parental drug abuse and incarceration.

³⁵ Public Health Wales (2015) *Adverse Childhood Experiences* Cardiff: Public Health Wales

³⁶ YJB Review of Enhanced Case Management Referrals September 2017 – May 2018. Available on request YJBCymru@yjb.gov.uk

VALUES	PRINCIPLES	PRACTICE CONSIDERATIONS
CHOICE: emphasise individual choice.	Incorporate view of young person	<ul style="list-style-type: none"> • Empower the young person to make positive choices and take an active role in the transition process. • Take the young person’s views into account, address concerns and discuss expectations. • Consider the impact prolonged exposure to trauma can have on brain development and functioning, and the potential influence this may have on a young person’s ability to process new information effectively, particularly during periods of anxiety or stress. Recognise that this could manifest itself in a number of ways, e.g. disassociation, distraction, anxiety, anger, etc, which could impact upon decision making. Regularly check in with the young person to make sure key information and options are being understood. Where required, consider utilising grounding techniques to bring the individual back into the present. • Adapt to the young person’s engagement style – what works best?
COLLABORATION: encourage input from the young person so that a collaborative relationship can be developed.	Take an ‘individual needs’ approach – focus on individual NOT process	<ul style="list-style-type: none"> • Undertake a holistic assessment to identify support needs in collaboration with the young person. Consider factors such as ACEs and experience of trauma, resilience factors and strengths, development versus chronological age, emotional maturity versus physical maturity. • Tailor your approach to the young person, taking into account levels of maturity, language, learning skills, and other diversity factors. Keep checking the young person understands what they are being told, adjusting your approach where appropriate. • Consider the young person’s past experience of trauma, and seek to recognise and minimise potential re-triggers. • Promote opportunities to strengthen resilience. Sports participation in particular has been found to be effective in minimising the impact of ACEs on poor mental wellbeing. What opportunities are there for the young

		<p>person to become involved in local sports teams/clubs, or other community activities? This may be particularly important during periods of uncertainty/instability such as moving from the familiarity of youth services to unfamiliar adult services.³⁷</p>
	<p>Involvement</p>	<ul style="list-style-type: none"> • Consider the importance of a 'trusted adult' in helping to build resilience and mitigate the impact of trauma in young people who have experienced ACEs.³⁸ Explore with the young person, who the trusted adult is in their life. Be aware that you may be the trusted adult for the young person. Managing relationship endings will be particularly important in this instance. • Include the young person, all relevant agencies, including families and carers and trusted adults in the transition process from the outset of transition planning. Emphasise and acknowledge the young person's strengths and resilience and how this will support them through the transitions process. • Share information across agencies (where appropriate) to build understanding of the young person's early life experiences including ACEs and potential trauma re-triggers (if known) and to try to minimise the young person having to repeat their stories to avoid the risk of re-traumatising them. • Hold a post transition review with the young person, relevant agencies including families, carers and trusted adult.

³⁷ Public Health Wales (2018) *Sources of Resilience and their Moderating Relationships with Harms from Adverse Childhood Experiences* Cardiff: Public Health Wales

³⁸ Public Health Wales (2018) *Sources of Resilience and their Moderating Relationships with Harms from Adverse Childhood Experiences* Cardiff: Public Health Wales

<p>SAFETY: ensure that the young person feels physically and emotionally safe.</p>	<p>Familiarity</p>	<ul style="list-style-type: none"> • Undertake a gradual and phased introduction to adult services (probation, prisons and other adult agencies) and staff members, including familiarisation around location, processes and custodial regimes. • Keep checking in with the young person to understand their concerns and assess how they are coping with the transition process and to ascertain if additional support is required. • Support the young person to understand and manage cultural differences between youth and adult services. • Consider practical and logistical support that can be provided to the young person when first accessing adult services (e.g. attending appointments with the young person or sharing directions to new provider)
	<p>Continuity</p>	<ul style="list-style-type: none"> • Where possible, the youth offending team (YOT) to remain accessible and provide an 'open door' approach to be emphasised to the young person to minimise potential feelings of rejection/abandonment. • Ensure consistency of worker to facilitate transition, taking a phased approach via the standard minimum three handover meetings with the new worker. Maintain same worker during sentence where possible, ensuring careful consideration is given to transfer arrangements where any changes are necessary. • Share information gathered through assessment, care and support plans, and through understanding gained about the young person's early life experiences including trauma and what makes them feel safe or unsafe. • Consider continued access to intervention/support post transition where appropriate. • Gradual phase out of contact, ensuring the young person has the tools to move forward independently. • Recognise how hard transition is and mark the end of involvement with youth justice services in a positive way.

<p>TRUSTWORTHINESS: be clear and consistent about expectations and maintain appropriate boundaries (especially interpersonal ones).</p>	<p>Consistency, predictability and reliability</p>	<ul style="list-style-type: none"> • Be clear about expectations, and check the young person understands what is being said. • Where possible, arrange appointments at the same time on the same day of the week to build a sense of consistency. • Be trustworthy and open. • Share information across youth and adult services to support understanding of effective engagement strategies for the young person, to support relationship building. • Be transparent with tasks, decisions, policies and procedures, explaining why you are doing something before you do it. • When you commit to do something (i.e. make a phone call or chase something up) then follow this through, where possible in a timely manner.
<p>EMPOWERMENT: support the young person to build skills and provide opportunities to practice those skills.</p>	<p>Building skills and resilience</p>	<ul style="list-style-type: none"> • Recognise the young person's existing strengths and resilience factors and work with them to highlight how these factors can help them through the transitions process. • Work with the young person to identify opportunities to build resilience factors, identifying their interests and drawing on community assets, e.g. opportunities to engage in sports teams/clubs and other community groups/activities. • Take a strengths-based approach that seeks to build hope and positivity about the future and develops the young person's pro social identity. • Set realistic and achievable goals, and celebrate where goals have been achieved. • Encourage the young person to feel in control of their own futures.