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To: Cllr David Healey (Chairman)

Councillors: Bernie Attridge, Janet Axworthy, Sian Braun, Geoff Collett, Bob Connah, Paul Cunningham, Andy Dunbobbin, Gladys Healey, Kevin Hughes, Tudor Jones, Dave Mackie, Ian Smith, Martin White and David Williams

**Co-opted Members:**

David Hytch, Rita Price, Rebecca Stark and Lynn Bartlett

1 November 2019

Dear Sir/Madam

You are invited to attend a meeting of the Education and Youth Overview & Scrutiny Committee which will be held at 2.00 pm on Thursday, 7th November, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

## A G E N D A

**1 APOLOGIES**

**Purpose:** To receive any apologies.

**2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

**Purpose:** To receive any Declarations and advise Members accordingly.

**3 MINUTES (Pages 3 - 12)**

**Purpose:** To confirm as a correct record the minutes of the meeting held on 26<sup>th</sup> September 2019.

4 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 13 - 24)

Report of Overview & Scrutiny Facilitator

**Purpose:** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

5 **ESTYN POST INSPECTION ACTION PLAN** (Pages 25 - 36)

Report of Chief Officer (Education and Youth) - Leader of the Council and Cabinet Member for Education

**Purpose:** To present the Estyn Post Inspection Action Plan for consideration

6 **DENBIGHSHIRE AND FLINTSHIRE JOINT ARCHIVE PROJECT** (Pages 37 - 50)

Report of Chief Officer (Education and Youth) - Leader of the Council and Cabinet Member for Education

**Purpose:** To enable Scrutiny input into the recommended creation of a single shared Archive Service for Denbighshire and Flintshire

7 **FLINTSHIRE YOUTH JUSTICE SERVICE - OVERVIEW** (Pages 51 - 104)

Report of Chief Officer (Education and Youth) - Leader of the Council and Cabinet Member for Education

**Purpose:** To provide information on the work of the Youth Justice Service

Yours faithfully



Robert Robins  
Democratic Services Manager

## **EDUCATION AND YOUTH OVERVIEW & SCRUTINY COMMITTEE** **26 SEPTEMBER 2019**

Minutes of the meeting of the Education and Youth Overview & Scrutiny Committee of Flintshire County Council held in the Council Chamber, County Hall, Mold on Thursday, 26 September, 2019

### **PRESENT: David Healey (Chairman)**

Councillors: Janet Axworthy, Geoff Collett, Bob Connah, Paul Cunningham, Andy Dunbobbin, Gladys Healey, Kevin Hughes, David Mackie, Ian Smith and Martin White

**CO-OPTED MEMBERS:** Lynn Bartlett and David Hytch

**APOLOGIES:** Rebecca Stark

**CONTRIBUTORS:** Councillor Ian Roberts, Leader of the Council and Cabinet Member for Education; Chief Officer (Education & Youth); Schools Finance Manager, Senior Manager Inclusion and Progression, and Senior Manager for School Improvement

**IN ATTENDANCE:** Education and Youth Overview & Scrutiny Facilitator and Democratic Services Officer

### **16. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **17. MINUTES**

- (i) The minutes of the meeting held on the 27 June 2019 were submitted.

#### Accuracy

Page 6, 3<sup>rd</sup> paragraph: Councillor Dave Mackie asked that the minutes be amended to read: 'Councillor Mackie commented that the GCSE level 2+ is considered to be the gold standard achievement but StatsWales shows that between 2013, when GwE took over, and 2018 the percentage of pupils achieving that standard in every county in North Wales has dropped. Only three other counties have dropped, 13 have improved. North Wales counties have dropped 37 positions during that time. At their meeting in November 2018 the GwE Joint Committee stated: "The Secondary Schools Improvement Strategy (September 2017) sets out the direction for regional developments over the next three years".' Councillor Mackie asked if the Committee could see that strategy and hoped it identified changes, included targets, and showed progress.

Page 7, 4<sup>th</sup> paragraph: Mr David Hytch asked that the first sentence be amended to read: 'The Chairman said that there had been considerable progress made in the performance

of Welsh language at primary level but raised concerns around the difficulties in recruiting trained linguists to teach Welsh as a second language as well as staff at all levels able to teach through the medium of Welsh’.

- (ii) The minutes of the Joint meeting of the Education & Youth and Social & Health Overview & Scrutiny meeting held on 25 July 2019 were submitted.

### **RESOLVED:**

That, subject to the above amendments, the minutes be approved as a correct record and signed by the Chairman.

## **18. FORWARD WORK PROGRAMME AND ACTION TRACKING**

The Facilitator presented the Forward Work Programme which had been updated following the last meeting and was attached as Appendix 1. She drew attention to the items to be considered at the next meeting of the Committee to be held on 7 November 2019.

The Facilitator referred to the actions arising from the previous meeting of the Committee and reported on the outcomes as detailed in appendix 2 of the report. She advised that a report on the work of the Music Service had been added to the Forward Work Programme as an item to be scheduled later in the year.

The Facilitator referred to the actions arising from the meeting of the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee held on 25 July, and explained that a letter had been sent to the Welsh Government Minister for Education outlining the Committee’s concerns, for the Authority and schools in Flintshire, around the resource implications of the Additional Learning Needs and Education Tribunal (Wales) Act 2018. She reported that the Minister had responded and she would send a copy of the letter sent by the Chair and the response received to the Committee following the meeting. The Facilitator also provided an update on the actions arising following the concerns raised by the Joint Committee around the need for adequate resources to meet the challenges of Out of County placements. She advised that a letter would be sent to the Welsh Government Minister for Health and Social Services setting out the Authority’s business case and asking for funding, and she would send a copy of the letter to the Committee as soon as available.

The Senior Manager Inclusion and Progression provided an update on the introduction of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and confirmed that following the consultation period, Welsh Government (WG) had delayed the introduction of the Act in order to accommodate necessary adjustments. Anticipated implementation would now be from 2021 but confirmation on whether additional funding to assist with the implementation would be forthcoming was awaited.

Councillor Dave Mackie asked if an item on the Schools Funding Formula could be scheduled on the Committee's Forward Work Programme for consideration at a future meeting. The Schools Finance Manager explained that the Schools Funding Formula was currently being reviewed and was annually reviewed with the Schools Budget Forum. She agreed to provide a report to the Committee later in the year.

In response to the concerns raised by Councillor Geoff Collett around the need for adequate funding for schools the Chief Officer (Education & Youth) explained that a robust campaign had been presented to the Welsh Government by the Chief Executive, Leader of the Council, and other Associations, to ensure that local government received its fair share of any additional funding in order to meet the financial pressures of the teacher's pay awards and pension contributions and also the need for significant investment in Education.

The Chair referred to the North Wales Growth Deal and expressed concerns around digital connectivity for schools. The Chief Officer (Education) gave an assurance that schools were a priority in terms of the overall infrastructure and connectivity and significant progress was being made to ensure all schools had the same level of access to digital provision. She invited the Senior Manager for School Improvement to give a brief update on the progress being made to improve digital connectivity and it was agreed that a report would be provided to a meeting of the Committee early next year on the Digital Projects at Schools.

**RESOLVED:**

- (a) That the Forward Work Programme as amended, be approved;
- (b) That the Facilitator, in consultation with the Chairman of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises; and
- (c) That the progress made in completing the outstanding actions be noted.

**19. SCHOOL RESERVE BALANCES YEAR ENDING 31 MARCH 2019**

The Chief Officer (Education and Youth) introduced a report to provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year. She referred to the overall level of reserves held by Flintshire schools which had increased compared with the previous year. The overall secondary schools net deficit had increased by £0.169m (13.1%). This was offset by a £0.172m (7.2%) increase in primary school reserves and £0.057m increases in specialist school reserves. The analysis of reserve balances for each school at the end of March 2019 was appended to the report.

The Chief Officer advised that secondary school budgets continued to be under pressure. At the end of the financial year 7 of Flintshire's 11 secondary schools had deficits

amounting to £1.879m. The level of reserves held by secondary schools with positive balances was 1% of budget which highlighted concerns about the financial resilience of the secondary school sector in Flintshire. The Chief Officer explained that ongoing austerity measures and demographic changes were factors which contributed to the financial position and raised the question whether the funding formula provided sufficient resources for smaller secondary schools to operate sustainably. Pressure on secondary school budgets was replicated across England and Wales.

Commenting on the position of primary schools in Flintshire, the Chief Officer advised that primary balances had held up well despite the ongoing pressure of austerity, however, primary pupil numbers were forecast to reduce and this would create challenges for Primary Headteachers in managing budget in the future. At the end of the financial year there were 6 primary schools with deficit balances compared with 3 primary schools in the previous year.

The Chief Officer reported on the main considerations around school balances, as detailed in the report. She said that overall the value of surplus balances in Flintshire schools exceeded that of deficit balances. She explained that, in practice, surplus balances were already committed by schools to specific projects, or to cover the uncertainty of funding and changes in pupil numbers. In accordance with the Regulations, the Authority's Scheme for Financing Schools required schools to submit a spending plan as to the use that the governing body proposed to make of a school balance which exceeded specified limits.

The Chief Officer also reported on deficit balances and advised that as funding levels to schools decreased due to the austerity measures facing local government there was a risk that more schools would move into a deficit position. She referred to Recommendation 4 in the Estyn Inspection Report following the recent Inspection of the Authority's Education services and said that the Education and Youth Portfolio Management Team and Schools' Finance Team had agreed a range of actions which would form part of the Authority's response to Estyn to address the recommendation to manage the reduction in school budget deficits more effectively.

Councillor Ian Roberts expressed his thanks to the Chief Officer, Schools Finance Manager and her Team, Headteachers, and Governing Bodies, for their hard work and proactive management of school budgets. He spoke of the pressure of continuing austerity, the uncertainty around funding in the future, and the difficult decisions that were made by Headteachers and Governing Bodies on a regular basis.

In response to the comments and concerns raised by Councillor Dave Mackie around the schools funding formula, the Chief Officer and Schools Finance Manager referred to the work undertaken by the Schools Accounting Team with schools which had a surplus balance to scrutinise school spending plans and provide guidance. The Schools Finance Manager advised that the spending plans were also reviewed by the Portfolio Management Team.

Mr David Hytch proposed that the Committee urged the Authority, notwithstanding the Estyn recommendation R4 and recognising that schools are not entitled to set a deficit budget, to continue to support schools in financial difficulty with a view to resolving deficits without detriment to pupils' learning. The proposal was seconded by Councillor Andy Dunbobbin.

In response to a concern raised by Councillor Gladys Healey, the Schools Finance Manager explained that pupil numbers were a key part of the schools funding formula.

Councillor David Williams asked if the number of pupils in Flintshire's schools could be included within the table showing the final school balances. The Schools Finance Manager agreed to provide this information to the Committee and include in future reports.

The Chair commented on the issue of inflationary increases in teachers' pay and pensions and proposed that a letter be sent to Kirsty Williams, Assembly Member and Cabinet Secretary for Education, to outline the Committee's concerns around school balances, which were replicated across Wales, and the lack of clarity around funding for teachers' pay awards and increasing pension contributions.

Councillor Ian Roberts supported the proposal and suggested that Governing Bodies of schools in Flintshire might also wish to send a letter to the Minister, Assembly Members, and MPs, to outline their concerns and difficulties.

Councillor David Williams suggested that the issue of deficit budgets in some schools also be included in the letter to the Minister.

**RESOLVED:**

- (a) That the school reserves balances as at the 31 March 2019 be noted;
- (b) That the Committee urges the Authority, notwithstanding the Estyn recommendation R4 and recognising that schools are not entitled to set a deficit budget, to continue to support schools in financial difficulty with a view to resolving deficits without detriment to pupils' learning; and
- (c) That a letter be written, on behalf of the Committee, to the Welsh Government Minister for Education outlining the Committee's concerns around school balances, which were clearly replicated across Wales, and seeking clarity around funding for the teacher's pay awards and increasing pension contributions.

**20. ESTYN INSPECTION OF FLINTSHIRE'S EDUCATION SERVICES**

The Chief Officer (Education and Youth) introduced a report on the outcome of the recent Estyn Inspection of the Flintshire County Council Education Services. She advised that the Education and Youth Portfolio was very pleased with the positive outcome of the

Inspection, the positive nature of the Estyn report, and the significant areas of strength acknowledged by the Estyn team in the provision for learners in Flintshire. The Inspection report also confirmed the strong leadership of education services across the Council.

The Chief Officer advised that where Estyn had felt improvements were necessary they were reflected in the recommendations in the Inspection report for the Council to address. She explained they had already been identified as priorities through the Portfolio's own self-evaluation processes and included as actions in the Portfolio Business Plan (called a Post Inspection Action Plan). Progress on the recommendations would be reported regularly to Cabinet and to the Education & Youth Overview and Scrutiny Committee. She advised that a report on the Estyn Post Inspection Action Plan would be presented to the next meeting of the Committee on 7 November.

The Chief Officer expressed thanks to her team for their hard work and for the support of all involved during the Inspection process. She said the Inspection Team had been fair but rigorous and reiterated that the Education & Youth Portfolio were very pleased with the outcome.

Councillor Ian Roberts also expressed his thanks to the Chief Officer and her team, Headteachers, and all involved for their hard work and the positive outcome which reflected the quality of service provided for learners and young people in Flintshire.

The Chair expressed congratulations on behalf of the Committee to the Chief Officer and her team for their achievement and also the case study from Flintshire being used on the Estyn website to show effective practices in the early learning development.

In response to comments from Councillor Geoff Collett around life-skills of pupils, the Chief Officer advised that a new curriculum model would be introduced which would give schools greater flexibility particularly at a later level to ensure that the curriculum was broad and meet the needs of individual learners, moving away from naming and shaming schools that did not meet the gold standard. The Senior Manager for School Improvement emphasised that Health and Well-being would be equally weighted alongside academic achievements in the new curriculum.

The Chairman commented on the issues previously raised by the Committee around GCSE outcomes in English Language in the summer of 2018 and the anomalies in setting the grade boundaries. In response, the Senior Manager for School Improvement advised that changes of grade boundaries had been discussed at the recent Headteacher Federation but the issues experienced last year were not an emerging theme this year. There had been an assurance from the WJEC that standards were the same across all examination boards and this matter was being closely monitored.

Mr David Hytch commented on the issue of performance management and the lack of funding for schools in Flintshire. He proposed that the following recommendation be added to the Committee report: 'That the Committee deplores Estyn's failure to highlight



the lack of funding that blights education in Flintshire'. When put to the vote this was agreed by the Committee.

**RESOLVED:**

- (a) That the Estyn report on education services in Flintshire and its findings be acknowledged; and
- (b) That the Committee deplores Estyn's failure to highlight the lack of funding that blights education in Flintshire.

**21. SCHOOL ATTENDANCE AND EXCLUSIONS**

The Senior Manager (Inclusion and Progression) introduced a report on the portfolio's performance in relation to school attendance and exclusions for 2017-18; an overview of the Education Social Work Team and a revised schedule for future reporting. She advised that the revised format would ensure that Members had the opportunity to consider and question the data and this would support further monitoring of progress against the recent Estyn inspection recommendations relating to the areas of attendance and exclusion.

The Senior Manager explained that attendance across Flintshire schools was showing a general trend of reduction, with illness accounting for the majority of absences. Levels of persistent absenteeism were comparatively high. In line with national trends, levels of permanent and fixed-term exclusion were increasing, particularly in secondary schools.

Councillor Dave Mackie raised a number of points around consistency and the formatting of the data on attendance in the tables in Appendix 1 of the report. He commented on the issue of exclusions and emphasised the need to engage with young people to keep them in education and the implications this would have for the remainder of a child's life. He spoke of the need for adequate funding to be provided to schools to support that provision. The Senior Manager agreed to amend the format of the data presented in the tables for future reports and responded to the points raised by Councillor Mackie. She also referred to the purpose of exclusion and commented on the work undertaken by schools to be creative in the use of sanctions. She said that funding was a major issue in terms of how schools could be as effective and supportive in dealing with inappropriate behaviour as they would wish to.

The Senior Manager advised that the Authority would be submitting a bid for grant funding for mental health which could be used for training and individual packages to help and support young people. She commented on the need to work closely with the Health Board to ensure that the systems and services provided by schools were as effective as possible.

The Chief Officer commented that the individual schools report from Estyn advised that pupils' behaviour in Flintshire schools was good. However, there was a need to acknowledge the increasing exposure around young people concerning drug related

issues and the impact that difficult childhood experiences had on children. In summary the Chief Officer commented on the need for specialist intervention and said “a child excluded was a child at risk”. She said schools were expected to make the decision to exclude a pupil very carefully and consider whether there were any alternative options to deal with that incident at that time.

Mr David Hych commented on the issue of unauthorised absences during term time. The Senior Manager acknowledged the points raised and advised that schools would be challenged around the level of absence that they authorise, which may result in an increased level of unauthorised absence across the county. She also advised that the Welsh Government had stated that pupils could have 10 days holiday related absence per academic year and in Flintshire there were very few children who exceeded this 10 day allowance.

Councillor Andy Dunbobbin spoke of the valuable contribution made by third sector organisations to help young people overcome their difficulties.

Councillor Gladys Healey commented on the waiting list to see a child psychologist and said there was a need to employ more specialised staff to deal with mental health issues in young people. She also commented on the impact of bullying in schools which she said could cause problems for children later in life.

The Chief Officer advised that all schools had robust behaviour management policies designed to promote positive behaviour by pupils and to outline the consequences if not. The Chief Officer referred to the significant work undertaken in schools to promote health and well being and the systems in place to ensure that behavioural issues were managed and supported swiftly and effectively.

**RESOLVED:**

- (a) That the report be noted; and
- (b) That the Committee note the contribution made by 3<sup>rd</sup> sector organisations to support those children at risk.

**22. YEAR-END COUNCIL PLAN MONITORING REPORT 2018/19**

The Chief Officer (Education & Youth) presented the 2018/19 year-end progress report on the Council Plan for 2018/23 providing analysis on the priority ‘Learning Council’ which was relevant to the Committee.

The Chief Officer advised that the monitoring report for the 2018/19 Council Plan was a positive report, with 92% of activities being assessed as having made good progress and 89% on track to achieve the desired outcome. Performance indicators showed good progress with 70% on target, 20% being monitored and 10% off track. Risks were also being successfully managed with the majority being assessed as moderate (64%), minor (14%) or significant (11%).

Councillor Dave Mackie drew attention to pages 98 and 99 of the report, IP 3.1.1.6 and IP 3.1.1.7, and said no data had been provided for the actual year. He also referred to page 103, IP 3.1.6.1, and said there was no data for the previous year. Officers provided clarification around the analysis presented.

**RESOLVED:**

That the report be noted.

**23. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There were no members of the press or public in attendance.

(The meeting started at 2.00 pm and ended at 4.25 pm)

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**Chairman**

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## EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 7 <sup>th</sup> November 2019
<b>Report Subject</b>	Forward Work Programme and Action Tracking
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Education & Youth Overview & Scrutiny Facilitator
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Education & Youth Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

### RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING</b>
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li></ol>
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	In some cases, action owners have been contacted to provide an update on their actions.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme.  Appendix 2 – Action Tracking for the Education & Youth OSC.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2.  <b>Contact Officer:</b> Ceri Shotton Overview & Scrutiny Facilitator <b>Telephone:</b> 01352 702305 <b>E-mail:</b> <a href="mailto:ceri.shotton@flintshire.gov.uk">ceri.shotton@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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**CURRENT FWP**

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
<p><b>Monday 18<sup>th</sup> November 2019</b></p> <p>2.00 p.m.</p>	<p><b>GwE Workshop for all Members</b></p>	<p>A workshop for all Members and GwE in order to share detailed information on performance measures, comparative analysis data and standards of school facilities in Flintshire.</p>			
<p><b>Friday 22<sup>nd</sup> November 2019</b></p> <p>11.00 a.m. Special</p>	<p><b>Medium Term Financial Strategy and Budget 2020/21</b></p>	<p>To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio</p>	<p>Consultation</p>	<p>Corporate Finance Manager</p>	
<p><b>Thursday 20<sup>th</sup> December 2019</b></p> <p>10.00 a.m.</p>	<p><b>Child Poverty</b></p> <p><b>Mid-Year Council Plan 2018/19 Monitoring Report</b></p> <p><b>Provisional Learner Outcomes</b></p>	<p>To consider future strategy development to reduce child poverty</p> <p>To enable Members to fulfil their role in relation to performance monitoring</p> <p>To provide a report on the provisional learner outcomes for 2019.</p>	<p>Consultation</p> <p>Assurance Monitoring</p> <p>Assurance Monitoring</p>	<p>Chief Officer (Education &amp; Youth)</p> <p>Overview &amp; Scrutiny Facilitator</p> <p>Senior Manager – School Improvement</p>	

<p><b>Thursday 30<sup>th</sup> January 2020</b></p> <p><b>2.00 p.m.</b></p>	<p><b>School Modernisation</b></p> <p><b>ALN Transformation</b></p> <p><b>School Attendance</b></p>	<p>To provide Members with an update on the School Modernisation Programme</p> <p>To provide Members with an update on the Authority's implementation plan and any national/regional updates</p> <p>To provide Members with a report on primary and secondary school attendance for 2018-19</p>	<p>Assurance Monitoring</p> <p>Assurance Monitoring</p> <p>Assurance Monitoring</p>	<p>Senior Manager – School Planning and Provision</p> <p>Senior Manager – Inclusion &amp; Progression</p> <p>Senior Manager – Inclusion &amp; Progression</p>	
<p><b>Thursday 19<sup>th</sup> March 2020</b></p> <p><b>2.00 p.m.</b></p> <p>Page 18</p>	<p><b>Quarter 3 Council Plan 2018/19 Monitoring Report</b></p> <p><b>Learner Outcomes</b></p> <p><b>Digital Projects in Schools</b></p>	<p>To enable Members to fulfil their role in relation to performance monitoring</p> <p>To provide Members with a final summary of learner outcomes in secondary schools following the national verification process</p> <p>To provide Members with information on the Digital Projects being carried out in Schools across Flintshire</p>	<p>Assurance Monitoring</p> <p>Assurance Monitoring</p> <p>Progress Monitoring</p>	<p>Overview &amp; Scrutiny Facilitator</p> <p>Senior Manager – Inclusion and Progression</p> <p>Senior Manager – School Improvement</p>	

<p>Thursday 14<sup>th</sup> May 2020</p> <p>2.00 p.m.</p> <p>Page 9</p>	<p><b>Self-evaluation on education services</b></p>	<p>To update Members on overall service performance</p>	<p>Progress Monitoring</p>	<p>Chief Officer (Education &amp; Youth)</p>	
	<p><b>School Performance Monitoring Group</b></p>	<p>To provide Members with the annual report of the work of the School Performance Monitoring Group</p>	<p>Progress Monitoring</p>	<p>Chief Officer (Education &amp; Youth)</p>	
	<p><b>Social Media &amp; Internet Safety</b></p>	<p>To receive an annual report on Social Media &amp; Internet Safety to ensure children and young people in Flintshire are receiving appropriate support</p>	<p>Assurance Monitoring</p>	<p>Learning Advisor – Health, Wellbeing &amp; Safeguarding</p>	
	<p><b>Outcome of School Funding Formula Review</b></p>	<p>To consider the outcome of the review of the current School Funding Formula</p>	<p>Consultation</p>	<p>Finance Manager</p>	
<p>Thursday 25<sup>th</sup> June 2020</p> <p>2.00 p.m.</p>	<p><b>Quarter 4/Year-end Council Plan 2018/19 Monitoring Report</b></p>	<p>To enable Members to fulfil their role in relation to performance monitoring</p>	<p>Assurance Monitoring</p>	<p>Overview &amp; Scrutiny Facilitator</p>	
	<p><b>Exclusions</b></p>	<p>To provide Members with an annual report on the level of exclusions in Flintshire schools for 2018-19</p>	<p>Assurance Monitoring</p>	<p>Senior Manager – Inclusion &amp; Progression</p>	

**Items to be scheduled**

- School Music Service – To be presented to Committee following completion of the consultation on a change of staffing structure.

**INFORMATION REPORTS TO BE CIRCULATED TO THE COMMITTEE**

Item	Purpose of information report	Month
Health & Safety in Schools	Information report on accidents during the academic year and the actions taken to support schools in achieving healthy and safe environment	December

**REGULAR ITEMS**

Month	Item	Purpose of Report	Responsible / Contact Officer
December	<b>School Modernisation</b>	To update Members on the progress made with School Modernisation	Senior Manager School Planning & Provision
February	<b>Self-evaluation on education services</b>	To update Members on overall service performance	Interim Chief Officer (Education & Youth)
April	<b>Learner Outcomes – include attendance and exclusions in annual learner outcomes report</b>	To provide Members with a summary of learner outcomes across primary and secondary school	Interim Chief Officer (Education & Youth)
June	<b>Regional School Effectiveness and Improvement Service (GwE)</b>	To receive an update on progress with the development of the regional school effectiveness and improvement service, to include a presentation from the Chief Officer of GwE.	Interim Chief Officer (Education & Youth)
December	<b>School Balances</b>	To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year	Finance Manager
Annually	<b>Learning from the School Performance Monitoring Group (SPMG);</b>	To receive the annual report on progress and learning from the SPMG	Senior Manager – School Improvement;

<b>Month</b>	<b>Item</b>	<b>Purpose of Report</b>	<b>Responsible / Contact Officer</b>
<b>Annually</b>	<b>Social Media &amp; Internet Safety</b>	To receive an annual report assurance/monitoring	Healthy Schools Practitioner
	<b>Class Size Grant</b>	To receive a regular update on how the Class Sizes Grant from Welsh Government was being used and how this aligned to the School Modernisation Programme	Senior Manager School Planning & Provision

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**ACTION TRACKING FOR THE EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE**

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
26.09.2019	3. Minutes	Cllr Dave Mackie referred to paragraph 3, page 6 of the minutes and provided an alternative paragraph to the ones showing in the minutes. The Committee agreed that the paragraph should be amended.	Maureen Potter	Minutes have been amended and sent to translation to be published on the Council's website.	Completed
26.09.2019	3. Minutes	Mr. David Hytch referred to line 3 of paragraph 4 on page 7 of the minutes and asked that it be amended to read 'difficulties in recruiting trained linguists to teach Welsh as a second language as well as staff at all levels able to teach through the medium of Welsh'.	Maureen Potter	Minutes have been amended and sent to translation to be published on the Council's website.	Completed
26.09.2019	4. Forward Work Programme and Action Tracking	Cllr Dave Mackie suggested that the Committee look at the School Funding Formula at a future meeting. Lucy Morris confirmed that a review of the School Funding Formula was being undertaken and agreed to provide a report to the Committee later in the year.	Ceri Shotton / Lucy Morris	Item added to the Forward Work Programme for the meeting scheduled for 14 <sup>th</sup> May, 2020	Completed

## ACTION TRACKING

## APPENDIX 2

26.09.2019	4. Forward Work Programme and Action Tracking	The Chairman referred to the North Wales Growth Deal and expressed concerns around digital connectivity at schools. Vicky Barlow agreed to provide a report to the Committee in February 2020 on the Digital Projects at Schools.	Ceri Shotton / Vicky Barlow	Item added to the Forward Work Programme for the meeting scheduled for 19 <sup>th</sup> March, 2020	Completed
26.09.2019	5. School Reserve Balances Year Ending 31 March 2019	Cllr David Williams asked if the number of pupils in each school could be included within the table showing the final school balances. Lucy Morris agreed to provide this information for the table included within the agenda and also in future reports.	Lucy Morris	Amended Appendix 1 of the report, including school pupil numbers, circulated to Members of the Committee via e-mail on 07.10.19.	Completed
26.09.2019	5. School Reserve Balances Year Ending 31 March 2019	That a letter be written to Kirsty Williams AM, Cabinet Secretary for Education outlining the Committee's following concerns around school balances, which were clearly replicated across Wales and also the lack of clarity around funding for the teacher's pay awards and increasing pension contributions.	Claire Homard / Ceri Shotton	Letter sent to Kirsty Williams AM on 25.10.19 and copy of letter e-mailed to Members of the Committee via e-mail on 28.10.19.	Completed





## EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 7 November 2019
<b>Report Subject</b>	Estyn Post Inspection Action Plan
<b>Cabinet Member</b>	Leader of the Council & Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education & Youth)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The education services of Flintshire County Council have recently been subject to a full inspection by Estyn, Her Majesty's Inspectorate for Education and Training in Wales under the national framework for the inspection of local government education services.

As expected, the report outlines areas of improvement and these are noted as recommendations for the Council to address.

The recommendations have now been collated into a specific Post Inspection Action Plan which will sit as part of the Education and Youth Business Plan. Progress on these recommendations will be reported regularly to Cabinet and to the Education and Youth Overview and Scrutiny Committee.

### RECOMMENDATIONS

1	To receive the draft post inspection action plan and provide any further commentary to officers prior to finalisation and agreement by Cabinet.
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## **REPORT DETAILS**

<b>1.00</b>	<b>INSPECTION OF LOCAL GOVERNMENT EDUCATION SERVICES</b>
1.01	<p>The recommendations advised by Estyn were not a surprise to the Education Portfolio as they had mostly been identified as areas for improvement through its own self-evaluation processes and already included as actions in the Portfolio Business Plan.</p> <p>The recommendations are:</p> <p>R1 Improve outcomes for learners in key stage 4.</p> <p>R2 Reduce exclusions and increase attendance in both primary and secondary schools.</p> <p>R3 Improve the ongoing monitoring and evaluation of the few front line education services identified in the report in order to provide more accurate information about the impact of the local authority's work.</p> <p>R4 Manage the reduction in school budget deficits more effectively.</p>
1.02	<p>Recommendation 1 will be addressed through the detailed individual school support plans that are jointly constructed with GwE, the regional school improvement service. These support plans are regularly monitored by the Senior Manager for School Improvement who will lead on this aspect of the Post Inspection Action Plan.</p>
1.03	<p>Recommendation 2 will be led by the Senior Manager for Inclusion and Progression. The focus will be on enhancing the work of the Inclusion Welfare Service and the Youth Justice Service to provide expert support for schools who have the direct responsibility for managing the attendance and inclusion/exclusion of pupils and so headteachers will be engaged in directly supporting this recommendation.</p> <p>The capacity of the Inclusion Service has been increased with the appointment of a Senior Learning Adviser who will provide stronger strategic management of attendance and exclusions within the portfolio team.</p>
1.04	<p>Recommendation 3 relates to further refinement of the portfolio's self-evaluation processes to achieve more detailed evaluation of the work of specific teams and their impact/effectiveness. This will be led by the Chief Officer, Education &amp; Youth. The main outcome anticipated from this recommendation is more strategic analysis of performance and more focused reports to Scrutiny to keep members well informed and be able to continue to hold the portfolio effectively to account.</p>
1.05	<p>Recommendation 4 has been addressed through the development of a specific task group including the Chief Executive, Section 151 Officer, Chief Officer for Education &amp; Youth and the Portfolio Finance Manager. Its focus is on strengthening processes around the management of school deficit budgets and strategically reviewing education funding.</p>

1.06	The format of the post inspection action plan mirrors the portfolio's business plan with clearly defined success criteria and key actions. The plan will be monitored by the Education & Youth Portfolio's senior management team and RAG rated for actions taken and subsequent impact in the longer term. Update reports will be presented to the Scrutiny committee and through the Council's performance management processes.
1.07	The post inspection action plan will also be shared in draft with headteacher colleagues for their feedback as the actions for most of the recommendations are directly related to their delegated responsibilities as school leaders.
1.08	The draft post inspection action plan will also be discussed with Estyn's Local Area Inspectors when they make their next regular visit to the authority on 14 <sup>th</sup> November 2019. Any further advice from them in relation to the report will then be incorporated.
1.09	The plan does not have specific timescales attached to the actions but will be delivered over the next twelve to eighteen month period, which is the usual focus for addressing recommendations following an inspection. The quarterly monitoring and reporting cycle of the Council will provide regular opportunities for progress to be reviewed and evaluated.
1.10	Once the consultation on the draft plan has been completed and the commentary revised, the plan will be formally presented to Cabinet in December 2019 for final approval.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The implementation of the action plan will be resourced mostly through the existing resources of the Education and Youth Portfolio but in the current economic climate the ongoing resilience of these core education services and of school budgets is increasingly threatened and could undermine its success.</p> <p>The addressing of the recommendation in relation to school deficit budgets has been escalated to a corporate level as it is beyond the resource of the Education Portfolio alone and is now the subject of a specific task group including the Chief Executive and the Leader of the Council.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Consultation with headteachers, governors and key partners was integral to the full inspection process undertaken in June 2019.

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
4.01	The risks associated with the implementation of the post inspection action plan will be incorporated into the risk register for the Education and Youth Portfolio.
4.02	Integrated impact assessments will be undertaken if needed due to change of service policy.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Post Inspection Action Plan

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Guidance Handbook for the Inspection of Local Government Education Services 2018.</p> <p><b>Contact Officer:</b> Claire Homard  <b>Telephone:</b> 01352 704190  <b>E-mail:</b> <a href="mailto:claire.homard@flintshire.gov.uk">claire.homard@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Estyn</b> – Her Majesty’s Inspectorate for Education and Training in Wales

## Section 5b – 2019/20 Post Inspection Action Plan

This plan needs to be read alongside the Portfolio Business Plan 2019-20

Estyn Recs 2019 LGES Inspection	<u>Success Criteria &amp; Key Actions</u>	<u>Key Officers</u>	<u>Related Docs/ Evidence</u>	<u>RAG Activity</u>	<u>RAG Impact</u>
Page 29	<p><u>Report commentary underpinning this recommendation</u>  <i>Estyn has inspected four of the eleven secondary schools over the last three years. Overall standards were judged to be good in one school, adequate in two schools and unsatisfactory in the other school. Standards at the end of key stage 4 in secondary schools, based on formal qualifications, over the last three years have fluctuated. In 2018, standards are comparable with those in similar local authorities, including performance in indicators that include English or Welsh and mathematics.</i></p> <p><i>Overall, school improvement services have helped to improve outcomes in most schools at key stage 4, although around a half of secondary schools still do not perform as well as expected in many indicators.</i></p> <p><i>Many schools causing concern have responded well to the support put in place and have made sound progress. However, in a minority of secondary schools the changes have not led to sustained improvements over time.</i></p>				
	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• Revised support plans in place for every secondary school by end of October 2019 with appropriate subject supporting adviser input based on needs analysis</li> <li>• Increased number of learners achieving or exceeding the expected outcome levels at the final assessment measures in KS4</li> <li>• Increased Capped 9 Points Score in every secondary school from 2019 baseline</li> <li>• Increased Flintshire Average Capped 9 Points Score from 2019 baseline</li> <li>• Increased number of learners entitled to free school meals who achieve or exceed the expected outcome levels at the final assessment point in KS4</li> <li>• Increased number of pupils aged 16 achieving 5A*-A grades at GCSE</li> </ul>				
	<p><b>Key Actions:</b></p>	<b>Key Officers</b>	<b>Related Docs/ Evidence</b>	<b>RAG Activity</b>	<b>RAG Impact</b>
	Review support plans for every secondary school by end Oct.	VB/GwE	Support Plans/G6		
	Regular meetings of Local Quality Board undertaken to monitor implementation of support plans and evaluate their impact.	VB/CH	Notes of LQB		
	Support the ongoing development of cluster working and schools as learning organisations, sharing best practice to raise standards for all learners	VB/GwE	Cluster Records/G6		

	Hold schools effectively to account for their performance through School Performance Monitoring Group Meetings (SPMG)	VB/CH	SPMG Records		
	Implement MAT strategy	VB/GwE	MAT Plans		
	Target leadership development programmes in schools where middle management needs strengthening to improve teaching, learning & assessment	VB/GwE	Support Plans		
<b>Measures and Milestones</b>	<b>See CAMMS</b>				
Page 30	<p><b>R2: Reduce exclusions and increase attendance in both primary and secondary schools</b></p> <p><u>Report commentary underpinning this recommendation</u>  <i>The authority has identified for itself the need to reduce the rate of fixed term and permanent exclusions in the Education and Youth Portfolio Business Plan 2019-2020. Pupils' attendance in primary and secondary schools does not compare well with that for similar local authorities. Fixed-term and permanent exclusions for pupils in secondary schools are higher than the Wales average.</i></p> <p><i>In cases of very poor attenders, the Education Welfare Service (EWS) arranges strategy meetings with parents, school staff and other relevant professionals to develop agreed ways to improve the attendance of targeted individuals. These actions are successful in making incremental improvements in the attendance of some of these pupils, although the overall rate of persistent absence in primary and secondary schools has not reduced over the last three years.</i></p> <p><i>Data sharing is not carried out effectively enough within the service and, as a result, individual officers and the EWS do not have a complete understanding of the challenges they face. Although EWOs can give examples of the impact of their intervention on the attendance rate of individual pupils, evaluation of work to support attendance is not strong enough. Officers do not have sufficient understanding of the impact of their services and why overall school attendance has not improved in recent years.</i></p>				
	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>Attendance improves across all sectors and is consistently above the Welsh average</li> </ul>				
	<b>Key Actions: Attendance</b>		<b>Key Officers</b>	<b>Related Docs/ Evidence</b>	<b>RAG Activity</b>
	Review of format and content of scrutiny reports on attendance and timing within the Forward Work Programme	JR	Scrutiny Reports & FWP		
	Appointment of Senior Learning Adviser to strengthen strategic management of attendance and exclusion – in post by January 2020	JR	Job Description		
	Supporting Improvement Adviser (SIA) to check attendance target for every school included in school improvement plans in autumn term	GwE/VB	Support Plans		
	School attendance targets shared with Portfolio Senior Managers & EWS for review and monitoring	JR/DT	Data Sets		

	Develop methodology with SMIT for attendance data to be shared at school and local authority level for use in EWS team meetings and DMT	JR/JS	Meeting Notes		
	Review model policy for promoting attendance in schools including review of coding	JR	Revised Policy		
	Review the use of attendance codes to ensure accurate and consistent use across Flintshire schools	JR/DT	Guidance/ Notes		
	Engage all schools in supporting actions to improve attendance through Headteacher Federation meetings and termly conferences	JR/VB	Agendas/ Notes		
	Develop engagement strategy to discuss attendance issues with children and young people to hear their views on what helps and what hinders good attendance e.g. through School Councils & Youth Council	JR/AT/ CS	Consultation Document		
	Develop communication strategy for parents and carers to promote good attendance so common approach across the authority – through schools, website and social media	JR	Good Attendance Guide		
	Work in collaboration with health colleagues to review the causes of absence due to illness to support Headteachers to appropriately challenge this	JR/CS	Agendas/ Notes		
Page 31	<p><b>Success Criteria: Exclusions</b></p> <ul style="list-style-type: none"> <li>• Fixed Term and Permanent exclusions in primary schools reduced</li> <li>• Fixed Term and Permanent exclusions in secondary schools reduced</li> </ul>				
	<p><b>Key Actions : Exclusions</b></p>		<b>Key Officers</b>	<b>Related Docs/ Evidence</b>	<b>RAG Activity</b>
	Headteacher Conference Focus – Exclusion, Exploitation and Engagement October 2019	CH/JR/ VB/JW	Conference Materials		
	Creation of dedicated post in Youth Justice Team to focus on supporting schools and young people directly in relation to preventing incidents of serious violence and providing intervention to avoid permanent exclusion	JW/CH	Job Description		
	Introduce 'Exclusion Intervention' model for Substance Misuse and Weapon related exclusions – pilot in 2 high schools during Autumn/ Spring 2020.	JW/VB/ DT	Project Document		
	Targeted reviews of pastoral support and intervention of schools with high levels of fixed and permanent exclusion	JR/JW/ VB	Data analysis/ Meeting notes		
	Training on exclusion procedure to ensure understanding and compliance	JR/DT	Training details/		

			Attendance record		
	Review exclusion data to determine wider pupil characteristics, i.e. SEN, primary need, to identify potential training/intervention needs	JR/PR	Data analysis		
	Review Substance Misuse Policy to better reflect current position and support appropriate consistent sanctions	JR/CS	Notes / Policy		
	Engage with health colleagues to ensure appropriate and timely interventions are in place to support those at risk of exclusion	JR	Agenda/ Notes		
	Finalise the EOTAS policy/procedures and deliver training to ensure understanding and compliance by schools	JR	Policy/ Training evidence		
	Pilot 'Team around the School' model as part of the transformation project	JR/CH	Meetings / Notes / Evidence		
	Further develop the role of the Emotional Wellbeing Group to identify appropriate and effective intervention and develop appropriate regular forums to share effective practice	JR/VB/ GwE	Notes / Evidence		
2019	Engagement with school governors on risks related to exploitation as result of permanent exclusion e.g. Flintshire Governors Association	CH/KB	Presentation		
Measures and Milestones	<b>See CAMMS</b>				
<b>IR3: Improve the ongoing monitoring and evaluation of the few front line education services identified in the report in order to provide more accurate information about the impact of the local authority's work</b>	<p><u>Report commentary underpinning this recommendation</u>  <i>The local authority does not monitor or evaluate the work of a few of its front line education services well enough to understand their impact on outcomes for learners.</i></p> <p><i>Data sharing is not carried out effectively enough within the service and, as a result, individual officers and the EWS do not have a complete understanding of the challenges they face. Although EWOs can give examples of the impact of their intervention on the attendance rate of individual pupils, evaluation of work to support attendance is not strong enough. Officers do not have sufficient understanding of the impact of their services and why overall school attendance has not improved in recent years.</i></p> <p><i>Senior leaders evaluate progress of pupils with special educational needs at the end of the foundation phase and other key stages. However, leaders' use of data and first-hand evidence to evaluate performance of the service is at an early stage of development.</i></p> <p><i>The corporate business planning and performance monitoring cycle is used well for ongoing strategic level monitoring of performance through the use of quarterly, half-yearly and annual reports. These reports provide good opportunities to identify the impact of the business plan's objectives, progress against actions, or slippage, and emerging risks. However, the authority's evaluation of a few front line services is not as rigorous, and therefore senior leaders are unclear about the full impact of these services. Also, it is not always clear how front line services plan to contribute to the progress of strategic objectives.</i></p>				



	<i>In most cases, reports to cabinet and scrutiny are well set out and contain useful information to help elected members understand the key issues under review. However, in a few cases, performance information and the key implications arising from this are not analysed clearly enough to help elected members focus on the most important areas for improvement.</i>				
	<i>In most cases, reports to cabinet and scrutiny are well set out and contain useful information to help elected members understand the key issues under review. However, in a few cases, performance information and the key implications arising from this are not analysed clearly enough to help elected members focus on the most important areas for improvement.</i>				
	<b>Success Criteria:</b>				
	<ul style="list-style-type: none"> <li>All managers are using the full range of data available to effectively evaluate the impact of their service on improving outcomes for learners</li> <li>There is a clear 'golden thread' between individual service plans to the portfolio business plan and then to the strategic Council Plan</li> <li>Scrutiny reports provide clear evaluative assessments of performance for elected members to hold the Portfolio effectively to account and be reassured that the most important areas for improvement have been identified and actioned</li> </ul>				
	<b>Key Actions:</b>	<b>Key Officers</b>	<b>Related Docs/ Evidence</b>	<b>RAG Activity</b>	<b>RAG impact</b>
Page 33	A Portfolio Team Monitoring Cycle is established to more effectively evaluate the impact of their work and feeds into DMT	CH/KB	DMT FWP		
	Portfolio monitoring cycle and outcomes are more clearly linked with CAMMS reporting cycle so impact can be more effectively measured	CH/KB	DMT FWP		
	Reports to Overview and Scrutiny Committee are refined to ensure key data, robust evaluation and areas for ongoing improvement are clearer	All DMT	Scrutiny Reports		
	Develop a common self-evaluation template to be used across all Portfolio teams for consistency	CH/KB	SER Template		
	Data sets to support self-evaluation identified with SMIT/GwE and factored into forward work programmes to time with monitoring cycle	ALL DMT	Data Calendar		
	All members of DMT to attend workshop on report writing by end Sept 2019	ALL DMT			
	All members of DMT to attend workshop with Performance Officer to further refine reports for CAMMS by end October 2019	ALL DMT			
	All strategic Scrutiny reports to be on new template from Sept 2019 onwards	ALL DMT	Scrutiny Reports		
	Forward Work Programme for E&Y Scrutiny to be adjusted to ensure that reports on recommendations are reported separately – standards & outcomes/attendance/exclusions/refining self-evaluation & reporting/ budget deficits	CH	Scrutiny FWP		

<b>Measures and Milestones</b>	<b>See CAMMS</b>				
<b>R4: Manage the reduction in school budget deficits more effectively</b>	<p><u>Report commentary underpinning this recommendation</u>  <i>The local authority has allowed a small number of schools to carry a financial deficit balances for too long.</i></p> <p><i>The financial position in a small number of schools has continued to deteriorate year-on-year for longer than the maximum five-year period specified in the authority's scheme for financing schools.</i></p>				
	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• There is a reduction in the level of deficit budgets overall</li> <li>• Individual school budgets in deficit show a positive trend of improvement though more effective cost management</li> <li>• School Deficit Guidance is rigorously implemented</li> </ul>				
	<b>Key Actions:</b>	<b>Key Officers</b>	<b>Related Docs/ Evidence</b>	<b>RAG Activity</b>	<b>RAG impact</b>
Page 34	Task group created to lead this recommendation – Chief Executive, Leader of the Council, Chief Officer, Section 151 Officer, Finance Manager – Financial Performance Monitoring Group	CH/LM	Notes of meetings		
	School Deficit Guidance revised, approved by School Budget Forum and shared with schools	LM	Guidance Document		
	Engage support from GwE to review school curriculum models alongside financial models to ensure optimum efficiency to underpin effective delivery of a quality education offer	VB	Review notes		
	Identification of key policies which will underpin/inform a funding formula review and formula funding factors	LM			
	Timetable and terms of reference agreed for the funding formula review and endorsed by School Budget Forum	LM	Timetable & TOR		
	Detailed analysis/review of national statistics/benchmarking	LM	Report		
	Detailed statistical analysis of expenditure profiles for Flintshire schools	LM	Report		
	Revised funding formula developed which is simple, transparent, equitable and predictable	LM & Heads	Revised Formula		
	Full consultation with schools on revised funding formula with implementation agreed for start of 2020/21	CH/LM	Consultation Document		
	Review the impact of the Autumn Spending Review and implications for schools funding	CH	Report		
Regular meetings between Chief Executive, Leader & Chief Officer and Headteachers/Chairs of Governors to discuss financial position of the Council	CH				
<b>Measures &amp; Milestones</b>	<b>See CAMMS</b>				

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## EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 7 <sup>th</sup> November 2019
<b>Report Subject</b>	Denbighshire and Flintshire Joint Archive Project
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education & Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The purpose of this report is to inform members about the exciting project currently in development to create an innovative and sustainable archive service. The intention is that the Council will be able to maintain its strong and proud track record in curating and preserving important historical documents, fulfilling its statutory requirements in relation to records management and, at the same time, modernise and expand its offer to the public through the use of digital technology and enhanced facilities and activities.

The project also aims to extend and enhance the role of archive services in delivering key objectives of the Social Services and Well-Being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015. It will achieve this by using its unique resources in a ground-breaking way to engage and support all sections of the local community from the youngest to the oldest, for those who may need support for their health and wellbeing, for those who undertake professional research, for those who dabble in local or family history and for those who may never have considered that an archive has something to offer them. The intention of this project is that it will lead the way nationally on how audiences engage with archive material.

The ground-breaking feature of this project is the development of a new, 21<sup>st</sup> century and environmentally friendly archive facility on the County Hall campus, co-located with our nationally important producing theatre in a joint service arrangement with Denbighshire County Council who also have historically important collections and have been looking for similar solutions to protect and enhance their archive service.

The proposal is to create a cultural hub for the region that is Wales and UK renowned for its building design, collection curation and enhanced offer to the public.

## RECOMMENDATIONS

1	<p>To consider and provide observations on the new service delivery model that will :</p> <ul style="list-style-type: none"> <li>i. Create a single shared and sustainable Archive Service with Denbighshire County Council</li> <li>ii. Provide a 'state of the art' Archive building, co-located with Theatr Clwyd, with an extensive digital archive network across both counties and an innovative public engagement and support programme.</li> </ul>
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE DENBIGHSHIRE AND FLINTSHIRE JOINT ARCHIVE PROJECT</b>
1.01	<p>Both Flintshire and Denbighshire County Councils are facing significant challenges in the accommodation where their archive collections are currently housed. There is a lack of sufficient and suitable storage facilities that meet statutory industry accreditation standards – Flintshire has already run out of storage space and Denbighshire will in the near future. This means that neither current facility can meet future demand. There are also issues for both archive services in how their resources are made accessible and relevant to their local communities.</p> <p>This project aims to provide a sustainable and improved archive service for Denbighshire &amp; Flintshire via:</p> <ul style="list-style-type: none"> <li>i. the creation of a single shared service.</li> <li>ii. the construction of a new purpose built Passivhaus building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations</li> <li>iii. an associated 3-year activity plan which will deliver a revolutionary and radical archive offer to the public.</li> </ul> <p>It is proposed element (i) will be delivered even if element (ii) and (iii) are not.</p> <p>Elements (ii) and (iii) are dependent on National Lottery Heritage Fund (NLHF) funding, topped up with capital investment by both Councils.</p>
1.02	<p>The project is being developed in collaboration with Denbighshire County Council (DCC) and a Memorandum of Understanding has been signed by both Councils.</p>
1.03	<p>Both Flintshire and Denbighshire Councils have rich archive collections in both Welsh and English which tell the stories of local individuals, communities, families, estates, businesses, local government and churches spreading over 900 years. These materials reflect local, regional and national history and identity.</p>

1.04	<p>Both services currently have a narrow user base and low public profile with little capacity to change. They occupy old listed buildings, unfit for purpose, expensive to maintain and with little scope for adaptation. They are intimidating, provide poor disabled access, lack suitable public facilities or spaces, have storage deficiencies and insufficient space to accept new collections. In these times of public service austerity, archive services in both councils are at risk of financial inefficiency, poor workforce resilience and long term sustainability. This can only be addressed through a radical approach and the development of a different delivery model.</p>
1.05	<p>Merging Flintshire and Denbighshire's archive services will bring economies of scale, enhance the workforce by sharing skills and experience and pool resources, resulting in a more flexible, sustainable and resilient model that is better able to adapt and deliver a more meaningful and modern service to the wider community. Both Councils have a strong track record in successful partnership working.</p>
1.06	<p>An options appraisal to identify a suitable site for a new archive building considered several sites across both Flintshire and Denbighshire. The land adjacent to Theatr Clwyd was considered to be the most suitable site because of its potential to develop a unique cultural hub that combines the historically important collections of both counties alongside a creative partner who has significant skills and experience in engaging audiences.</p> <p>Members will be aware that it is anticipated that the theatre will also be a beneficiary of major investment to update its facilities and while the archive project is further behind in its development, the two projects can be managed successfully alongside each other if the funding is secured for both. This will also then compliment the development of the masterplan for the whole of the County Hall campus.</p> <p>This co-location provides a unique opportunity for the development of an archive offer that enables the best use of the rich historical collections in innovative ways to not just meet the needs of traditional archive users but to expand its reach to those who may not ever have considered what archive materials can offer them. Local market research has shown that there are gaps in the users of archive services e.g. children and young people, people with mental ill health, people with dementia, LGBT+ groups, low income groups, prisoners and probationers.</p> <p>Supporting all aspects of our local communities is a key requirement of all public service bodies and these plans for a new archive service have the potential to make a significant impact on our contribution to the Social Services and Well-Being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015.</p>
1.07	<p>Extensive research into the potential construction method for a new building has concluded that a 'Passivhaus' approach is the most cost and energy efficient and ideally suited to an archive facility which needs temperature and environmentally controlled spaces to preserve delicate historical materials.</p> <p>The building will be designed to include state of the art storage facilities, a conservation studio, a digital lab, research rooms for quiet researchers and</p>

	noisy explorers, open access/local history spaces, exhibition spaces, and spaces for learning and creative activities. Co-location with the theatre also enables access to quality refreshment facilities, outdoor public spaces and so helps to reduce costs. It also provides income generation opportunities for the theatre during the daytime when their customer base is usually lower.
1.08	The new building, if achieved, is only part of the revised customer offer for archive services. It is envisaged that the new building will act as the central hub for the archive service but that, through the use of digital technology and a carefully planned outreach programme, there will be many 'spokes' emanating out from the hub, reaching out in to the major towns and settlements of Flintshire and Denbighshire making archive materials more accessible to individuals and communities.
1.09	<p>A joint project group was established of senior Council officers and Cabinet Members from both Flintshire and Denbighshire to develop a combined service model and a solution to the accommodation challenges facing both archives. Welsh Government provided some expert consultancy through their Museums and Library Division to this group.</p> <p>The potential for a new facility delivering an innovative, ambitious and unique archive offer to the public through its co-location with Theatre Clwyd has attracted the attention of the National Lottery Heritage Fund who have invited us to make a formal expression of interest to their national Heritage Horizons Grant Fund. If successful, the grant funding would provide 70% of the funding needed to construct a new archive building and develop the public offer.</p>
1.10	<p>Key milestones in the project include:</p> <ul style="list-style-type: none"> <li>• October 2019 - Expression of interest submitted to NLHF</li> <li>• November 2019 – Decision on expression of interest to be received and possible invitation to move to next bidding stage.</li> <li>• December 2019 – Possible Stage 1 bid to NLHF</li> <li>• December 2019 – Appointment of Temporary Joint Service Manager for the Archives</li> <li>• April 2020 - Launch of Single Shared Service for Archive</li> <li>• September 2020 – Possible Stage 2 bid to NLHF</li> <li>• December 2020 – Final decision on outcome of funding bid</li> </ul> <p>If the funding bid is successful:</p> <ul style="list-style-type: none"> <li>• January to August 2021 - Development Phase of project</li> <li>• December 2021 to January 2024 - Delivery Phase of Construction Project</li> <li>• 2022 to 2024 - Delivery of 3-year activity plan to develop and expand Archive Services</li> </ul>
1.11	The benefits to Flintshire County Council and its residents through this large scale project will be significant and secure archive services for many years to come by delivering:



	<ul style="list-style-type: none"> <li data-bbox="336 123 1374 264">i. A new archive service and bespoke building (c.3000m<sup>2</sup>), delivering a service “hub” in a new building adjacent to Theatr Clwyd in Mold and “spoke” service delivery through a mix of permanent and temporary community outreach provision.</li> <li data-bbox="336 309 1385 779">ii. Permanent outreach provision of Archive Services within the 6 libraries across Flintshire. (See Appendix A for a visual of Archive locations currently compared to post project state across Flintshire). These Archive library points provide a service 6 days a week across the County compared to the current service’s 4 days a week opening in one location. An injection of funds via the NLHF Activity Plan will revolutionise our purpose and reach by taking collections and services directly into Flintshire communities e.g. schools, community centres and care homes, leveraging new partnerships and digital technologies. This will enable the service to diversify its visitor base, increasing the number of volunteers, increasing its digitalisation and outreach and in doing so future proofs the services relevance now and in the future.</li> <li data-bbox="336 824 1385 1294">iii. The delivery of an accommodation solution to the issue of no more repository space in the Old Rectory and cost avoidance of having to increase our use of commercial storage annually and the one off cost in relation to cost of upgrading the Environmental Management equipment at The Old Rectory which comes to the end of its life at various points over next 25 years. It also meets the cost of ensuring 100% of storage space meets PD5454 standards (currently at 88%), the cost of converting more of the current building to BS compliant archive storage and the cost of upgrading public facilities to an acceptable standard. The building at Mold will be future proofed in terms of repository size and 80% cheaper to run due to its Passivhaus design providing a simplified and lower carbon solution to deliver strict environmental condition standards.</li> <li data-bbox="336 1339 1385 1473">iv. A higher quality facility archive building within which national treasures relating to Flintshire can be conserved and showcased via specialised and secure exhibition space e.g The Mold Cape, currently held in The National Museum in London.</li> <li data-bbox="336 1518 1362 1697">v. A flexible and learning focused archive building based in Mold within which Flintshire schools, higher education colleges, children and adult services and volunteers can receive bespoke outreach activities to deliver outcomes in education, skills, wellbeing and mental health.</li> <li data-bbox="336 1742 1362 1921">vi. A state-of-the-art conservation suite in the new building ensuring Flintshire’s collections of local, regional and national significance are conserved alongside a purpose built repository of BSI and Accreditation standard, ensuring we discharge our statutory duties effectively.</li> <li data-bbox="336 1966 1369 2098">vii. The ability for Flintshire to access additional expert workforce resources through the joint service arrangement which will bring four more members of staff from Denbighshire into the joint service team. This additional resource brings an expertise in digitalising</li> </ul>
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	<p>archives, currently limited in Flintshire. This will enable us to deliver on our statutory duty as well as our ambitions for increased digitalisation and outreach. In addition, more staff provides the ability to increase opening hours at the new archive centre</p> <p>viii. Co-location of the new building with Theatr Clwyd will maximise the opportunity to support both buildings' business models e.g. the increased use of café/restaurant/bar within Theatr Clwyd during day time hours by archive users and for the use of additional flexible spaces within the theatre for archive related events/activities. Users of the theatre will be encouraged to engage with Archive services. Architectural designs which may enable the 'linkage' of the two buildings could reduce the need to replicate some facilities and reduce building costs within the archive project.</p> <p>ix. Co-location and joint working with the theatre, which also has its own community outreach programme would provide exciting opportunities to develop a joint programme, maximising the skills and expertise of both organisations and the use of artefacts &amp; historical documents to engage the public.</p>
1.12	<p>Whilst we are hopeful that we will receive a positive response to our National Lottery Heritage Fund bid, both Councils are committed to developing a single archive service from April 2020 as this is the only way to ensure resilience and sustainability. Work to develop a suitable service model is well underway with positive engagement from both service teams and appropriate support and advice from Human Resource and Legal services within both Councils.</p>
1.13	<p>If the NLHF bid is unsuccessful, both Councils will have to revisit the accommodation issues to find an alternative solution that is affordable and maintains the integrity of the collections and enables the ongoing delivery of a public archive offer.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The estimated cost of delivering this project is £16,650,344. Of which FCC is being asked to contribute £3,027,782 (18%). The project will only go ahead if £11,588,041 (70%) NLHF Heritage Horizons grant monies is secured.</p>
2.02	<p>The total estimated figure of cost avoidance is £2,000 per annum from 2021/22 moving to £15,000 per annum (commercial storage, including retrieval) and one off cost of &gt;£718,000 (avoiding need to replace end of life environmental management system and retrofitting existing spaces to meet environmental standard).</p>
2.03	<p>Impact on other services:</p> <ul style="list-style-type: none"> <li>i. Legal – support required in drawing up legal documentation relating to the creation of a single shared service.</li> <li>ii. HR- support required in creation of a single shared service.</li> </ul>

	<ul style="list-style-type: none"> <li>iii. Finance – support to merge the two services into a single operating budget</li> <li>iv. Archive - engagement with the design process and working across 2 counties to continue to deliver the service during a period of transition</li> <li>v. Capital Assets – the requirement to consider alternative uses/dispose of the Old Rectory in Hawarden once vacated.</li> </ul>
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Reports have been presented to Informal Cabinet (November 2018), Capital and Assets Programme Board (July 2019) and Chief Officers Team (October 2019). Specific engagement has been undertaken with the local member for Hawarden where the Flintshire Records Office is currently located and will continue.
.02	Externally the following key partners and stakeholders have been engaged with: Denbighshire County Council, Wrexham County Borough Council, Theatr Clwyd, The National Archive (TNA), The National Lottery Heritage Fund (NLHF), Gladstone’s Library, Friends of the Archive and local volunteer. A number of archives across the country have also been visited to learn from their experiences and provision e.g Hereford, Liverpool, Manchester, Beverley Treasure House and Hull History Centre.
3.03	<p>Consultation and engagement with our key funder NLHF, archive users and traditionally non users and activity plan delivery partners will be ongoing. So far the public have been engaged as follows:</p> <ul style="list-style-type: none"> <li>• Stand and questionnaire at the Flint and Denbigh Show (08/ 2019)</li> <li>• Public Briefing and online questionnaire launched via social media (09/ 2019).</li> </ul>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The top 5 risks for the project as outlined in Appendix B.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – Current access points to Archive Service compared to number of access points created by the project.</p> <p>Appendix 2 - Top 5 risks for the project</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Helen Vaughan-Evans, Project Manager  <b>Telephone:</b> 01824 706204  <b>E-mail:</b> <a href="mailto:helen.vaughan-evans@denbighshire.gov.uk">helen.vaughan-evans@denbighshire.gov.uk</a></p>

7.00	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Service delivery model</b> – how the archive service will go about its business including how members of the public can access the service.</p> <p><b>Single Shared Archive Service</b> – there will be 1 archive service covering Denbighshire and Flintshire together. At the minute there are 2 Archive Services- 1 covering just Denbighshire and 1 covering just Flintshire</p> <p><b>Hub and spoke service delivery model-</b> this is how the archive service will go about its business and how members of the public can access the service. “Hub and spoke” is a turn of phrase using the imagery of a bike wheel. The hub (the centre of the wheel) will be the new archive centre in Mold and the spokes (the wires coming out from the centre of the wheel to the tyre) will be the digital access points within libraries and also the activity the service will deliver in communities (e.g. talks, workshops etc).</p> <p><b>Outreach-</b> this is where the archive service is taken out to where the public are (e.g. in communities) instead of the public coming to where the archive service is (e.g. in Mold, Hawarden, Ruthin).</p>



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# Appendix 1 – Current access points to Archive Service compared to number of access points created by the project

**CURRENT**  
(1 access point in Hawarden)



**POST PROJECT**  
(8 access points in Broughton, Buckley, Connah's Quay, Queensferry, Flint, Holywell & Mold [x2])



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## Appendix 2 - Top 5 risks for the project

Title	Inherent Risk	Mitigating Action	Residual Risk
Cannot secure Grant Funding for the project	1C	<ul style="list-style-type: none"> <li>• Early and continued engagement with NLHF</li> <li>• Appointing external consultancy to assist us with the grant application process</li> <li>• Ensuring synergy with our plans and NLHF objectives</li> <li>• Preparing well for EOI presentation</li> </ul>	1D
Cannot secure Match Funding for the project	1C	<ul style="list-style-type: none"> <li>• Early and continued engagement with finance stakeholders in FCC and DCC</li> <li>• Meeting with political members and key stakeholders in FCC and DCC</li> <li>• Clear and robust business case</li> <li>• Realistic repayment strategy for any prudential borrowing</li> <li>• Explore other options of funding and or repaying the debt</li> <li>• Exploring options for the surplus space at Ruthin Gaol and presenting positive scenarios for this site</li> </ul>	1B
Failure to gain overall staff support for the new service model	1C	<ul style="list-style-type: none"> <li>• Ongoing consultation / communication with Staff</li> <li>• Comprehensive Communications Plan / Strategy</li> </ul>	1D
Delays in obtaining permits/permissions for the Build	2B	<ul style="list-style-type: none"> <li>• Careful planning on implementation including application for any Permits in good time</li> <li>• Commencing Design / Planning work/consultations in good time</li> <li>• Allowing float to cope with any time overruns in process</li> </ul>	2D

Title	Inherent Risk	Mitigating Action	Residual Risk
Compatibility / Integration with Theatr Clwyd building and County Hall Campus Works including overlapping construction programme	2A	<ul style="list-style-type: none"> <li>• Early and continued engagement with key stakeholders</li> <li>• Early and continued engagement between project managers of Theatr Clwyd and County Hall campus works to understand programme timelines</li> <li>• Maximising on any programme overall opportunities</li> <li>• Minimising on any programme overlap risks</li> <li>• Appropriate health and safety provision to manage movement risks across the site</li> </ul>	3A



## EDUCATION & YOUTH OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 7 <sup>th</sup> November 2019
<b>Report Subject</b>	Flintshire Youth Justice Service - Overview
<b>Cabinet Member</b>	Leader of the Council & Cabinet Member for Education
<b>Report Author</b>	Chief Officer, Education & Youth
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Flintshire Youth Justice Service (YJS) is a multiagency statutory partnership established in April 2000, further to the requirements of the Crime and Disorder Act 1998. The chief aim of the Flintshire YJS is to prevent offending and re-offending by children and young people aged 10-17 years in Flintshire. This report outlines the governance, structure and delivery of youth justice services in Flintshire. The report outlines the challenges in the delivery of youth justice services whilst evidencing the structures in place to mitigate risks for future delivery whilst developing and improving practice to better support children and young people at risk of re-offending.

### RECOMMENDATIONS

1	To note the positive work undertaken by the Youth Justice Service and its impact on children and young people.
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## REPORT DETAILS

1.00	<b>THE YOUTH JUSTICE SERVICE</b>
1.01	<p>The Flintshire Youth Justice Service (YJS) is a multiagency statutory partnership established in April 2000, further to the requirements of the Crime and Disorder Act 1998. The chief aim of the Flintshire YJS is to prevent offending and re-offending by children and young people aged 10-17 years in Flintshire.</p> <p>The Youth Justice Service also works towards a shared Welsh Government and Youth Justice Board vision in '<i>children and young people first</i>' and to improve services for children and young people from Wales who are in, or at risk of entering the youth justice system. Since April 2016 the Youth Justice Service has been embedded within the Education and Youth portfolio under the Integrated Youth Provision.</p>
1.02	<p>Flintshire YJS works with young people across the youth justice spectrum (pre/out of court and post court). This includes:</p> <ul style="list-style-type: none"> <li>• Prevention of offending (Prevent and Deter) and support for early intervention (e.g. by participating in the Early Help Hub)</li> <li>• Pre-conviction arena (Police and Criminal Evidence Act (PACE) 1984, bail and remand management)</li> <li>• Integrated pre/out of court system (Bureau)</li> <li>• Community sentences (Reparation Order, Referral Order and Youth Rehabilitation)</li> <li>• Long term custodial sentences (DTO, S.90/91)</li> </ul>
1.03	<p>The Crime and Disorder Act 1998 s 39 (1) requires the co-operation of named statutory partners to form the YJS. These are the local authority, most particularly education and social services, health, police and National Probation Service. The Act places upon them a duty to co-operate and so secure youth justice services appropriate to their area. Each of the five agencies is expected to second staff and provide cash contributions and contributions which support the operation of the Youth Justice Service.</p>
1.04	<p>Governance and strategic oversight of the Youth Justice Service is provided by a multi-agency Management Board which is chaired currently by the Local Authority Chief Executive and representation includes Chief Officers (Education and Youth, Housing and Assets, Social Services for Children), Elected Members (Education and Youth, Social Services for Children) Senior Managers (Social Services for Children, Integrated Youth Provision, Community Safety) Senior Managers from external partners (North Wales Police, National Probation Service, Action for Children, Child and Adolescent Mental Health Service, Coleg Cambria) and representatives from HM Courts and Tribunal Service and Head Teachers Federation. The Board will consider both the strategic and operational elements of the Youth Justice Service in addition to key themes impacting on the multi-agency service, improving practice and reviewing performance.</p>
1.05	<p>The Crime and Disorder Act 1998 (Section 40) requires that the Youth Justice Service to devise an annual Youth Justice Plan (see appendix) following consultation with partner agencies which details how youth</p>

	<p>justice services in their area and how the Youth Justice Service will be composed, funded, operate and deliver on key functions. The Youth Justice Service must also demonstrate adherence and compliance to <i>National Standards for Youth Justice</i>. These standards have been updated since April 2019 and we are required to undertake an audit against these new standards by April 2020 which will be submitted to our Executive Management Board for review and any actions arising will be incorporated into our Youth Justice Plan beyond April 2020.</p>
1.06	<p>Youth Justice Service's in England and Wales are also subject to an Inspection by HMI Probation every 4 years. Flintshire Youth Justice Service participated in a Short Quality Screening (SQS) inspection in September 2016 where it was identified that;</p> <p><i>“Overall, we found an enthusiastic and dedicated group of staff who had built constructive relationships with the children and young people who had offended, and their families. Case managers were committed to identifying what aspects of a child or young person’s life contributed to their offending behaviour. Good links were in place with other agencies and workers had access to a wide range of resources to help them assess and plan their work, including a parenting worker and the Child and Adolescent Mental Health Service. Compliance was supported and breach was instigated where necessary. Attention was needed to make sure contingency plans to manage risk of harm to others and safety and well-being were effective”</i></p> <p>From March 2018 the Inspectorate have changed their standards of inspection to include; Organisational Delivery, Court Disposals and Out of Court Disposals. Flintshire has yet to be inspected under the new inspection format. The new Inspection regime and standards focus on;</p> <ul style="list-style-type: none"> <li>• <b>Organisational delivery;</b> Governance and leadership, staff, partnerships and services, information and facilities.</li> <li>• <b>Court disposals;</b> Assessment, planning, intervention and delivery and reviewing.</li> <li>• <b>Out of Court disposals;</b> Assessment, planning, implementation and delivery and joint working.</li> </ul>
1.07	<p>The Flintshire Youth Justice Service has operated a three year Partnership Plan 2017-2020. In addition to national Key Performance Indicators relating to reducing first time entrants into the Youth Justice System, reducing re-offending and reducing the use of custody, the Youth Justice Service has identified a number of local priorities;</p> <ul style="list-style-type: none"> <li>• Strengthening our Out of Court Disposal Panel,</li> <li>• Respond to emerging issues relating to children who are missing, exploited, trafficked and impacted by the rise of Modern Day Slavery and County Lines,</li> <li>• Develop trauma informed approaches,</li> <li>• Support agencies to tackle youth homelessness,</li> <li>• Improve outcomes for children and young people through education, training and employment including reducing the use of exclusions,</li> <li>• Ensure effective youth to adult transitions to services,</li> <li>• Improve young people’s emotional and mental health and,</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase the participation and engagement of young people within the youth justice system.</li> </ul>
1.08	<p>In 2018/19 the Youth Justice Service worked with 145 young people in Flintshire and delivered 200 outcomes (from prevention to Court Orders). 78% of these outcomes were delivered through our prevention and diversion (Out of Court Disposal) services. This is in line with other Youth Justice Services throughout England and Wales who between 2004 and 2015 have seen a 76% reduction of young people in their cohorts. Since 2005 Flintshire Youth Justice Service has seen a reduction in its first time entrants rates on average year on year. In 2005 Flintshire reported 1,577 young people per 100,000 in September 2018 this had reduced to 192 young people per 100,000. This reduction has in part been the result of the introduction of our Out of Court (Bureau) panel which requires the Youth Justice Service to assess and intervene at an earlier stage. The introduction of the Bureau has also evidenced a lower re-offending rate (26%) compared to young people subject to statutory Court Orders (37%). Flintshire's custody rate remains low. The rate of youth custody in Flintshire is 0.14 (per 1000 of 10-17 population). The compares favourably with rates of 0.33 in North Wales and 0.25 in Wales as a whole The Youth Justice Service has identified that part of our cohort continue to not access or be provided with their full entitlement in statutory education or access further education. Local analysis demonstrates from January 2019 – June 2019 that on average 27% of children and young people of statutory school age and 30% of those post 16 are not accessing 25 hours of school or 16 hours of further education, training or employment. Raising attendance and education, training and employment opportunities is a key priority for the Youth Justice Service.</p>
1.09	<p>Despite positives within our performance and a reduction in the number of young people within the youth justice system, we continue to identify a cohort of young people within the youth justice service with multiple complexities. A detailed cohort analysis of 117 cases from 10 Youth Justice Services across Wales undertaken by Youth Justice Board Cymru (2012) evidenced high levels of family violence, abuse and neglect, trauma, involvement with social services and an absence of education qualifications.</p> <p>Our local analysis evidences that the youth justice cohort has a number of complexities;</p> <ul style="list-style-type: none"> <li>• In April 2019 of 64 young people demonstrated 79% of young people had experienced between 1-6 Adverse Childhood Experiences (ACE's).</li> <li>• In September 2019 11 young people have been identified as at risk of Modern Day Slavery</li> <li>• Since January 2019 – June 2019 on average 5 young people within the youth justice service are excluded from education at any one time and 12 young people are not receiving their full statutory education entitlement of 25 hours per week.</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As with many services, the Youth Justice Service continues to manage its finances and resources against a backdrop of austerity. Since 2010 the Youth Justice Service has seen its Local Authority financial contribution reduce by 40% and external partnership funding reduce by 15% which relates to a £298,902 reduction in cash terms. Moreover, the Youth Justice Service has seen a 35% reduction in its staffing compliment since 2010. A significant challenge continues to be a lack of certainty regarding Youth Justice Board funding year on year which historically has been confirmed once the financial year has commenced which prevents an accurate forecast of our finances and resources. In addition this lack of clarity impacts on our ability to recruit and causes anxiety for those staff on temporary contracts.
2.02	Despite challenges in funding and resourcing, the Youth Justice Service continues to work with its Executive Management Board and Regional networks and partners to identify additional funding streams. As a result the Youth Justice Service has continue to develop practice and adapt to provide services reflective of the needs of our cohort.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Youth Justice Service has a diverse multi-agency Executive Management Board and Development group and is provided with strong leadership and support from the Chief Executive and Chief Officer from Education and Youth. Through these forums partners are consulted on youth justice practice and held to account. Moreover, Board members are asked to provide annual feedback on the Board's operation and engaged in the development of the Youth Justice Plan. During our Executive Management Board Development Day in January 2019, Board Members undertook a self-assessment against the HMIP Inspection Standards (Organisational Delivery) which formed the basis of an Improvement Plan. The development day also identified the need for the Board to highlight and give additional consideration to the views and experiences of young people. As a result a proportion of Board meetings now gives time to consider feedback from young people and specific themes impacting them.
3.02	The Youth Justice Service is required to undertake an audit against the new National Standards for Youth Justice to provide a baseline for its performance. Board Members will be undertaking aspects of the audit against strategic and operational standards. The Youth Justice Service will be required to develop an action plan following this baseline audit and the Management Board will monitor the progress of these actions.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The Youth Justice Service has a number of mechanisms to mitigate potential risks;

	<ul style="list-style-type: none"> <li>• Twice annual Executive Management Boards to undertake strategic planning, scrutiny and challenge of Youth Justice Services and its partners,</li> <li>• Executive Management Board Risk Register and Improvement Plan,</li> <li>• Annual Executive Management Board Development Days,</li> <li>• Quarterly Executive Delivery Groups to monitor progress against the Youth Justice Plan,</li> <li>• Established links with partners,</li> <li>• Operational Improvement Plan,</li> <li>• Performance Management at operational and strategic levels,</li> <li>• Practitioner and Manager forums to review practice,</li> <li>• Operational Risk Management Procedures,</li> <li>• Operational Practice Notes,</li> <li>• Safeguarding and Public Protection Critical Learning Procedures (draft).</li> </ul>
4.02	<p>In addition in order to support emerging issues and cohort complexity the Youth Justice Service have also worked with partners to;</p> <ul style="list-style-type: none"> <li>• Establish an Operational Missing, Exploited and Trafficked (MET) Panel and train its staff to respond in Modern Day Slavery,</li> <li>• Develop strategies and diversion programmes in knife carrying behaviours, substance misuse and county lines which schools can access to reduce the likelihood of permanent exclusion,</li> <li>• Develop interventions to support children and young people reach their potential and aspirations,</li> <li>• Develop a knife crime strategic group to monitor knife related offending,</li> <li>• Create a Youth Violence and Exploitation Prevention Officer post,</li> <li>• Continue to develop trauma informed practice,</li> <li>• Undertake an audit and monitor our progress against the National Standards for Youth Justice 2019.</li> </ul>

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Youth Justice Partnership Plan 2019-20 Review

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Cordis Bright (2017) <i>Evaluation of the Enhanced Case Management approach; final report.</i>  <a href="https://gov.wales/sites/default/files/statistics-and-research/2019-07/170328-evaluation-enhanced-case-management-approach-en.pdf">https://gov.wales/sites/default/files/statistics-and-research/2019-07/170328-evaluation-enhanced-case-management-approach-en.pdf</a></p> <p>Her Majesty’s Inspectorate of Probation (HMIP) Inspection Standards for Youth Justice Service’s  <a href="https://www.justiceinspectrates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2018/04/Youth-offending-standards-March-18-final.pdf">https://www.justiceinspectrates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2018/04/Youth-offending-standards-March-18-final.pdf</a></p>



	<p>Youth Justice Board / Ministry of Justice (2019) <i>Standards for children in the youth justice system 2019</i>.  <a href="https://www.gov.uk/government/publications/national-standards-for-youth-justice-services">https://www.gov.uk/government/publications/national-standards-for-youth-justice-services</a></p> <p><b>Contact Officer:</b> James Warr, Operations Manager, Flintshire Youth Justice Service  <b>Telephone:</b> 01352 701125  <b>E-mail:</b> <a href="mailto:james.warr@flintshire.gov.uk">james.warr@flintshire.gov.uk</a></p>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>ACE's-</b> Adverse Childhood Experiences are traumatic events that affect children while growing up, such as suffering child maltreatment or living in a household affected by domestic violence, substance misuse or mental illness.</p> <p><b>Bureau</b> - Framework for diverting young people out of formal Youth Justice processes by tackling underlying causes of youth crime through mechanisms that promote pro-social behaviours, children's rights, youth and parent/carer participation and delivered by universal services.</p> <p><b>CSPPI</b> - Community Safeguarding and Public Protection Incident</p> <p><b>ECM-</b> Enhanced Case Management- community and psychological based intervention framework which is informed by the Trauma Recovery Model.</p> <p><b>FTE</b> - First time entrants to the service</p> <p><b>HMIP-</b> Her Majesties Inspectorate Probation</p> <p><b>MET-</b> Missing, Exploited (criminal, sexual, forced labour) and Trafficked.</p>

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1. Introduction
2. Vision for 2017-2020
3. Our Cohort and Challenges to Service Delivery
4. Summary of Achievements
5. In Year Changes to Governance & Service Delivery
6. Structures and Governance
7. Resources and Value for Money
8. Partnership Arrangements
9. Risks, Opportunities and Challenges for Delivery
10. Approval

Appendix:

1. YJS Executive Management Board Membership
2. YJS Staff Composition
3. YJS Training
4. YJS Staff Structure

## Introduction

The Crime and Disorder Act 1998 requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how Youth Justice Services will be delivered locally within the available resources.

Flintshire's Integrated Youth Provision Plan "Delivering Together" 2014-18, of which the Youth Justice Plan is part, is now actively delivering on its intentions. This plan reflects national, regional and local strategic objectives. Moreover, since April 2016 Flintshire Youth Justice Service has now joined the Flintshire Integrated Youth Provision which enables closer collaboration towards the visions contained with "Delivering Together". This updated report demonstrates how the Youth Justice Service is working towards achieving service developments and provision as we work towards our goal that all Flintshire young people will be supported to be safe, healthy, reach their full potential and be free from disadvantage and inequalities of opportunity

Following on from consultation with Youth Justice practitioners, managers and members of the Executive Management Board, Flintshire Youth Justice Service moved to a 3-year Youth Justice Plan for 2017-2020 in order for us to deliver a wider strategic vision. This review details the work completed in the first year of the plan and how we intend to meet our wider strategic and operational goals. Flintshire Youth Justice Service remains committed to the principles of the "Delivering Together" plan and the principle aim of the youth justice system to prevent offending by children and young people (Crime and Disorder Act 1998) and the "Children and Young People First" Welsh Government / Youth Justice Board joint strategy to improve services for young people from Wales at risk of becoming involved in, or already in the youth justice system which creates the following priorities;

- A well-designed partnership approach
- Early intervention, prevention and diversion
- Reducing reoffending
- Effective use of custody
- Resettlement and reintegration at the end of sentence.

## Vision for 2017-2020

The Youth Justice Plan 2017-2020 will incorporate wider initiatives and priorities including responding to Adverse Childhood Experiences (ACEs), Integrated Offender Management (IOM), Youth to Adult (Y2A) transitions and the Youth Justice Board's Enhanced Case Management (ECM), trauma informed practice and Participation Strategy.

The Youth Justice Service and the Executive Management Board is keen to develop its understanding of the current cohort of young people entering the Youth Justice System through a **Young People's Audit**. It is anticipated that any audit of our cohort will also give consideration to the **Adverse Childhood Experiences** research which is currently informing local practice and the implementation of the **Flintshire Early Help Hub** which prioritises **early help and diversion** to appropriate services in line with the Social Services and Wellbeing (Wales) Act. Through an audit and liaison with partner agencies it is hoped that a wider understanding of the needs of our young people will help the Youth Justice Service and local partner agencies when considering resources and service priorities to tackle **preventing offending, anti-social behaviour and ensuring young people are safeguarded**. Moreover, Flintshire Integrated Youth Provision and Youth Justice have recruited a Participation Officer who will enable the YJS to implement the Youth Justice Board's **Participation Strategy** and enable young people to engage and provide their views on their involvement in Youth Justice Service. The vision is to ensure that young people's voices are heard throughout their involvement with the Youth Justice Service. In addition the Youth Justice Service would like to develop multiple opportunities and media to promote engagement including through developing a young persons' steering group which can directly inform YJS Managers and the YJS Executive Management Board.

The Youth Justice Service has been actively engaged in the YJB's **Enhanced Case Management** test since its inception. Following a positive evaluation the Youth Justice Service is keen to develop and embed an Enhanced Case Management Approach and trauma informed approaches. Through an ECM Model it is our vision that we can engage partners and provide **training** to Social Services, North Wales Police, Education, Magistrates and Health in applying this practice to their work with young people and their families. Through ECM we will strive to strengthen links with **CAMHS** and **Forensic Services**.

The Youth Justice Service is committed to developing the quality of **Assessment, Planning, Intervention and Supervision** (APIS) and utilising **AssetPlus** as the recognised assessment tool for youth justice. The vision is to improve the quality of assessments and intervention throughout a young person's involvement with Youth Justice. In order to achieve this the Youth Justice is committed to sourcing appropriate **training** and developing supervision, quality assurance practices and improving **participation** of young people and their families in informing assessment and intervention.

The Youth Justice Service and Executive Management Board recognise the need to ensure young people have access to **education, training and employment** opportunities to strengthen desistance from further offending and promote positive outcomes. Through multi-agency working, the Youth Justice Service hopes to identify those young people not in receipt of ETE and explore with partners ways to increase provision and support. Moreover, the Youth Justice Service remains committed to utilising and developing the Youth Justice Centre to engage young people in the Agored qualification framework.

**Risk management and ensuring the safety** of young people and the community is key. The Youth Justice Service remains committed to multi-agency partnerships that aim to reduce **anti-social behaviour and offending** including ASB Tasking, CSE Panel, Early Help Hub and Prevent and Deter. Moreover we remain committed to regional multi-agency approaches such as North Wales Criminal Justice Board, Out of Court Scrutiny Panel, People are Safe Board and the LSCB. In addition the Youth Justice Service will continue to operate local procedures including the Risk and Reintegration Panel, utilising the Youth Justice Boards Re-offending Toolkit and local procedures regarding risk and safety and wellbeing management. The Youth Justice Service will continue to embed the **Youth to Adult** Framework utilising IOM to ensure appropriate and effective transitions are made. It is essential that young people feel safe in their community and through engaging partner agencies and adopting a participation strategy within youth justice it is our vision that we will be able to help young people access appropriate and safe accommodation and resources in their community.

The Youth Justice Service and Executive Management Board are keen to engage **victims** in the development of services at operational and strategic levels. The Youth Justice Service will continue to promote the use of **restorative justice** in a variety of settings including youth justice, education and care home settings to prevent offending. To this end the Youth Justice Service is committed to **training** its workforce and partners to utilise these approaches.

The Youth Justice Service and Executive Management Board will continue to strengthen its multi-agency partnership on a local, regional and national level through active joint commissioning of services, engagement through the Executive Management Board, Service Managers, YOT Managers Cymru, and regional steering groups. The Youth Justice Service will work with partners to identify needs in service delivery and to this end the Youth Justice Service has identified the need to develop services to respond to young people who display sexually harmful behaviour. As a result the Youth Justice Service will commit to invest in further training of its workforce and engage with partners such as Action for Children to explore the commissioning of assessment and intervention services. Moreover, the Youth Justice Service is committed to engaging with partners across the region to undertake the NSPCC Audit into Services provided to young people who display sexually harmful behaviour.

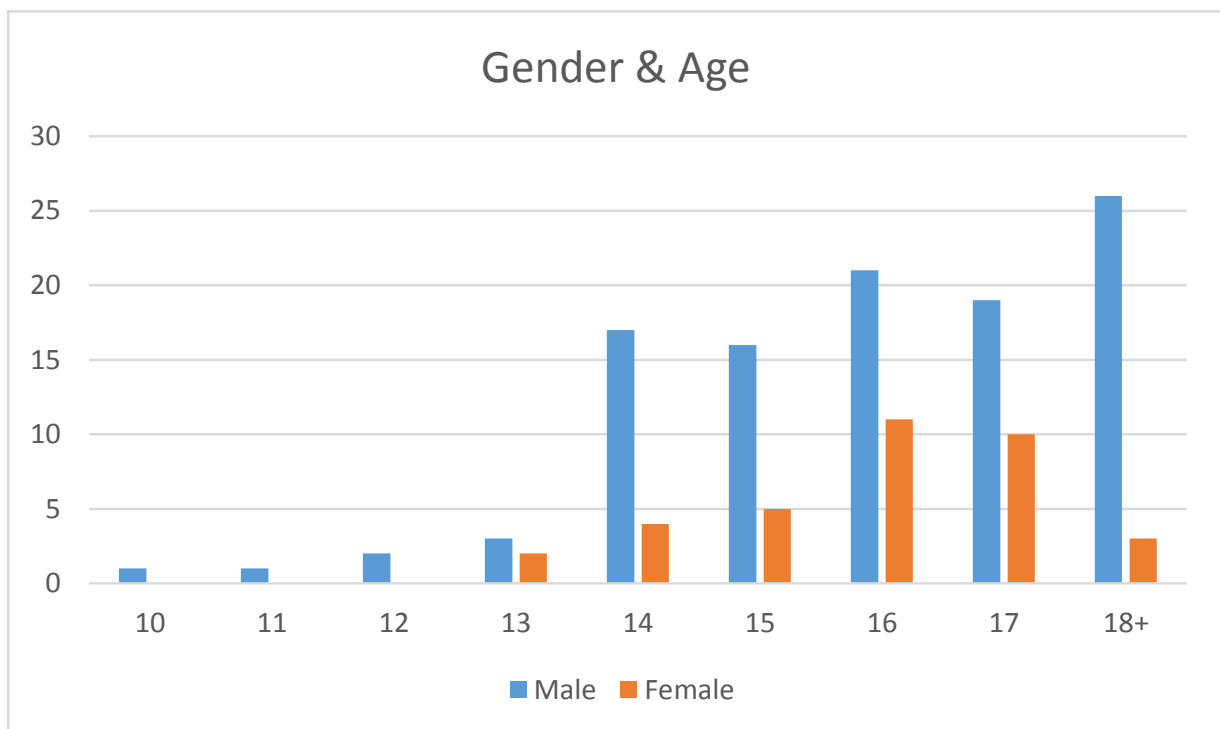
## Our Cohort and Challenges to Service Delivery



The Youth Justice Service worked with 145 young people in 2018/19



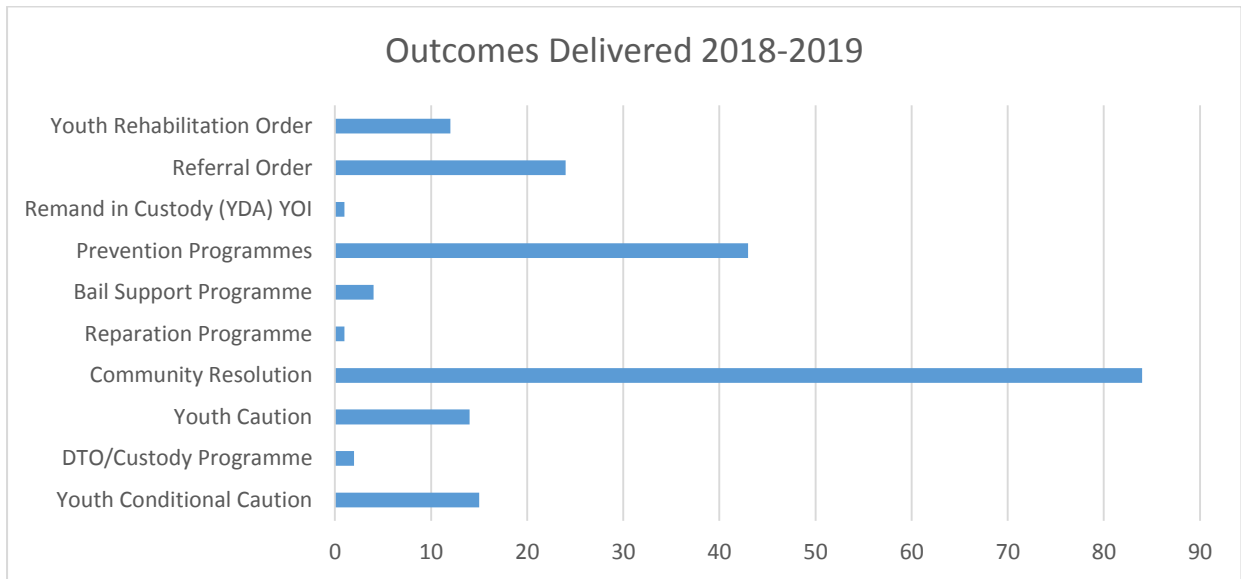
36 were female (25%) which is a 1% reduction on 2017/18 figures.



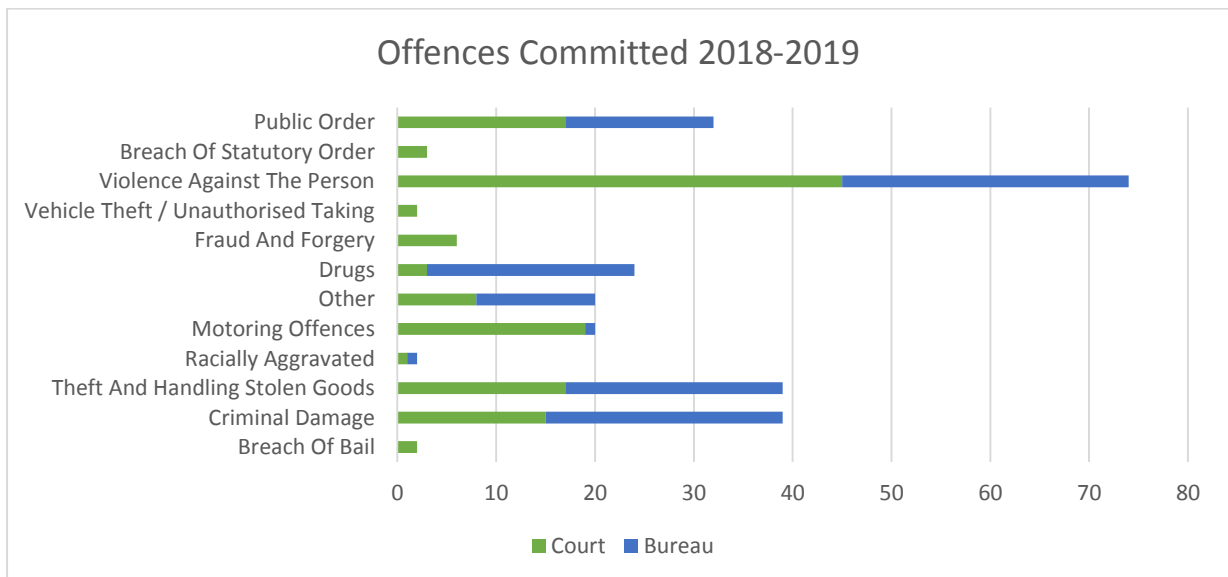
Our cohort of young people males predominantly became involved with the Youth Justice Service after 14, however for girls their predominant age was 16. In 2018/19 our largest cohort for males was for those aged 18 or over. This data increasingly demonstrates the need for the Youth Justice Service to focus on supporting young people access services and transitioning post 16 and into adulthood.



## Outcomes & Offending



In 2018/2019 we delivered 200 outcomes, 78% were delivered pre-court and 22% were statutory outcomes (including bail and remand programmes). Community Resolutions delivered through the Bureau were the most common outcomes.



The most common offences across our cohort are violence against the person, theft and criminal damage. However, the most common offence committed by our pre-court or Bureau cohort were drugs offences followed by violence against the person, criminal damage and theft.

## Emerging Issues

In 2018/19 8 Sexual Offences were committed by 2 young people. One young person committed 7 of these offences (non-contact). This compares to 2 Sexual Offences in 2017/18 committed by one young person, both of which were contact offences.

Offence	Date of Offence	Outcome Date
Possession of Offensive Weapon in a Public Place	2015/16	2017/18
Possession of a Bladed Article on School Grounds	2017/18	2018/19
Possession of a Bladed Article in Public	2018/19	2018/19
Possession of a Bladed Article in Public	2017/18	2017/18
Possession of a Bladed Article in Public	2017/18	2017/18
Possession of an Offensive Weapon in a Public Place	2017/18	2018/19
Possession of an Offensive Weapon in a Public Place	2017/18	2018/19
Possession of an Offensive Weapon in a Public Place	2017/18	2017/18
Possession of an Offensive Weapon in a Public Place	2018/19	2018/19
Possession of an Offensive Weapon in a Public Place	2017/18	2018/19
Possession of an Offensive Weapon in a Public Place	2017/18	2018/19

Knife Crime and the possession of offensive weapons continues to cause national concern. 7 outcomes were issued (6 of which were Court Outcomes) in 2018/19. However, analysis between 2017-2019 indicates that of the 10 offences committed during this period 80% of these offences were committed in 2017/18. Therefore 2 offences were committed in 2018/19.

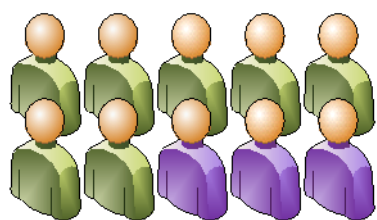
Whilst the picture surrounding County Lines and Modern Day Slavery is emerging and subject to ongoing multi-agency assessment through the County Lines Needs Assessment, during 2018/2019 the Youth Justice Service identified 12 young people who may be at risk of Modern Day Slavery resulting in safeguarding referrals being submitted.

These figures demonstrate the need to continue to ensure that our workforce is trained to identify and respond to Modern Day Slavery and emerging themes around serious youth violence.

## **Cohort Analysis**

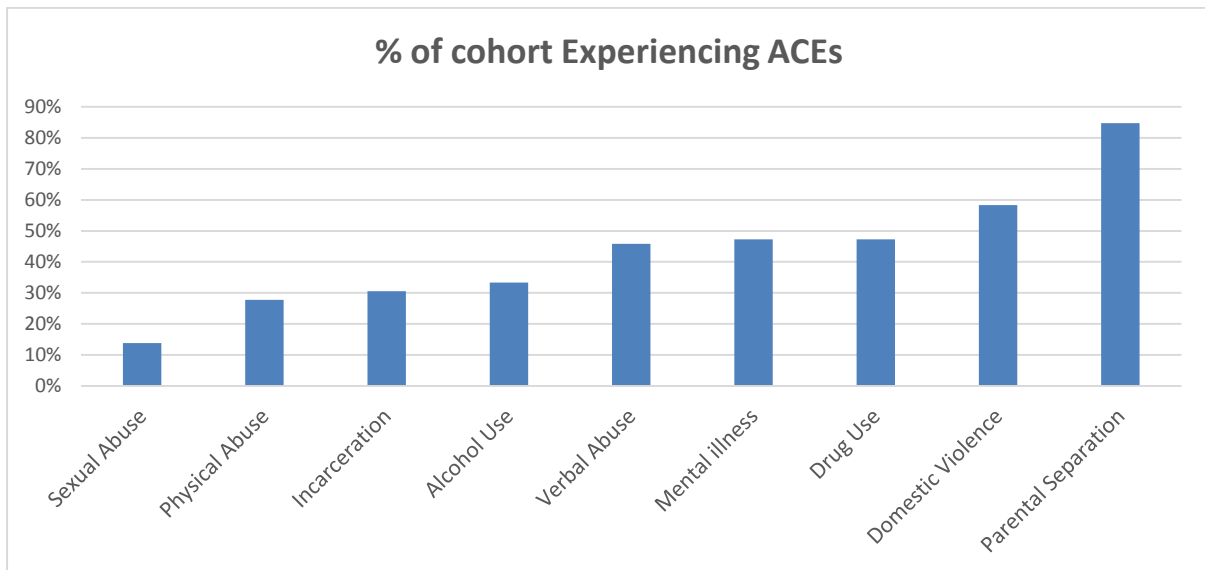
Flintshire Youth Justice Service has local level data and a cohort analysis identifying Adverse Childhood Experiences (ACE's) to understand the needs of its cohort to inform service delivery.

### **Adverse Childhood Experiences**



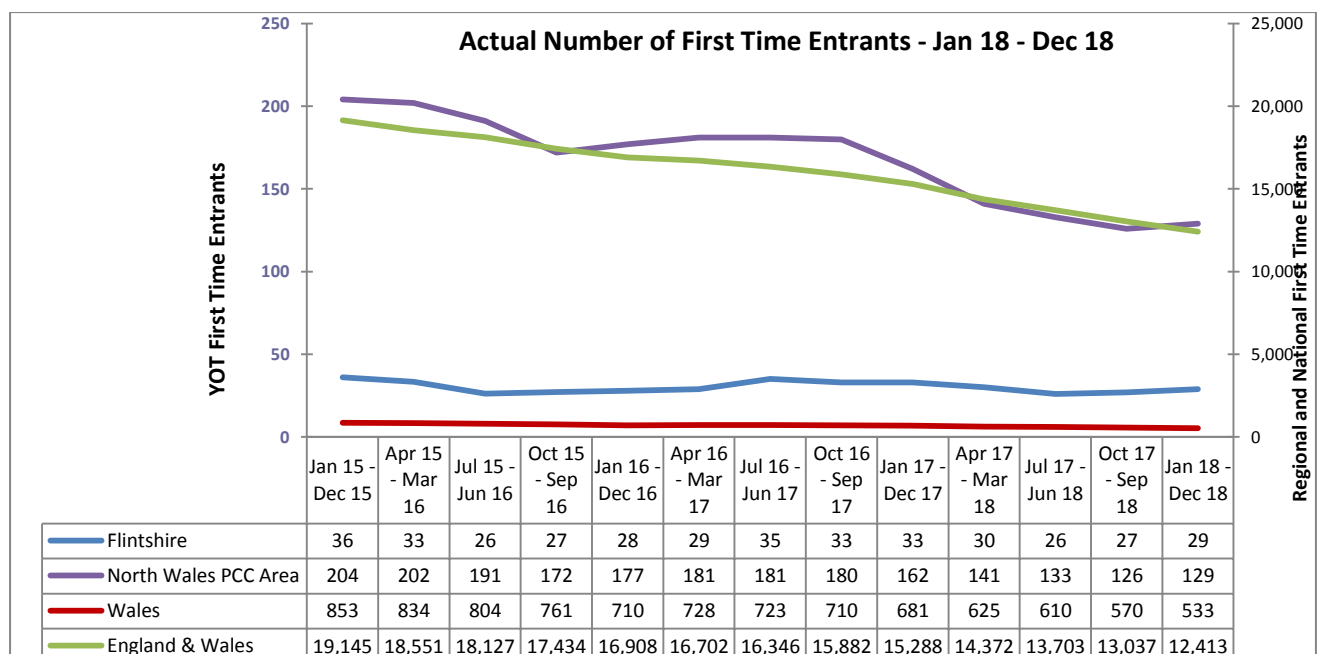
The most common Adverse Childhood Experiences include parental separation, emotional and mental health difficulties, substance misuse, domestic violence and speech, language and communication difficulties. These ACE's are reflective of the findings from 2017/2018 cohort analysis.

- **93%** of our cohort have experienced one or more Adverse Childhood Experience (ACEs).
- **84%** of our cohort have experienced two or more Adverse Childhood Experiences.
- **85%** of the Flintshire young people examined had experienced parental separation, (compared with the Wales average of 20% - Public Health Wales Figures),
- **58%** had been exposed to Domestic Abuse (16% Wales average)
- **47%** had experienced mental health issues in the household (14% Wales average).

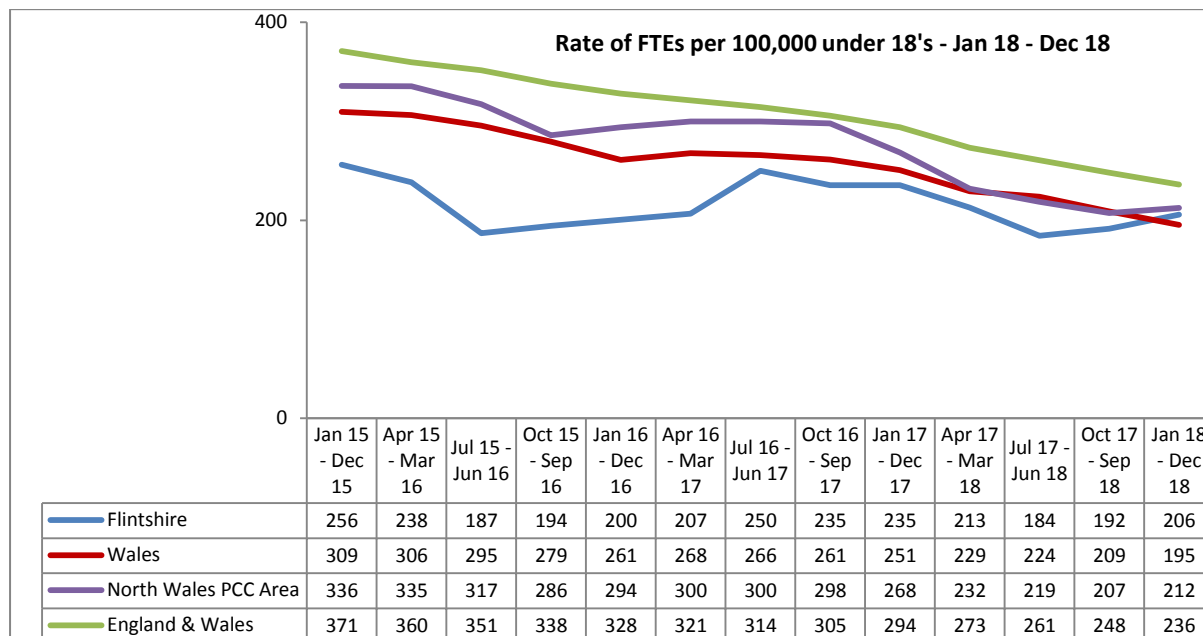


## Measuring Success

### First Time Entrants

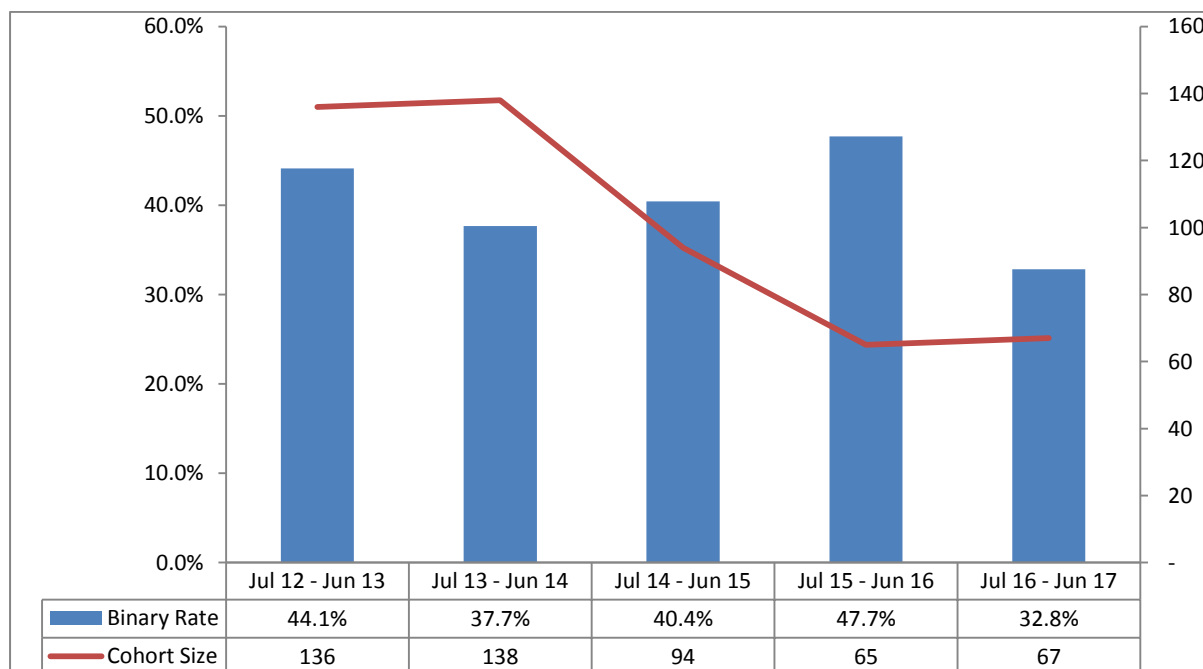


Actual numbers report a reduction from 33 young people during Jan – Dec 2017 to 29 young people for Jan – Dec 2018, this equates to a 12.12% decrease in the number of first time entrants. This is in comparison with a 20% reduction across North Wales and a 21% reduction across Wales.

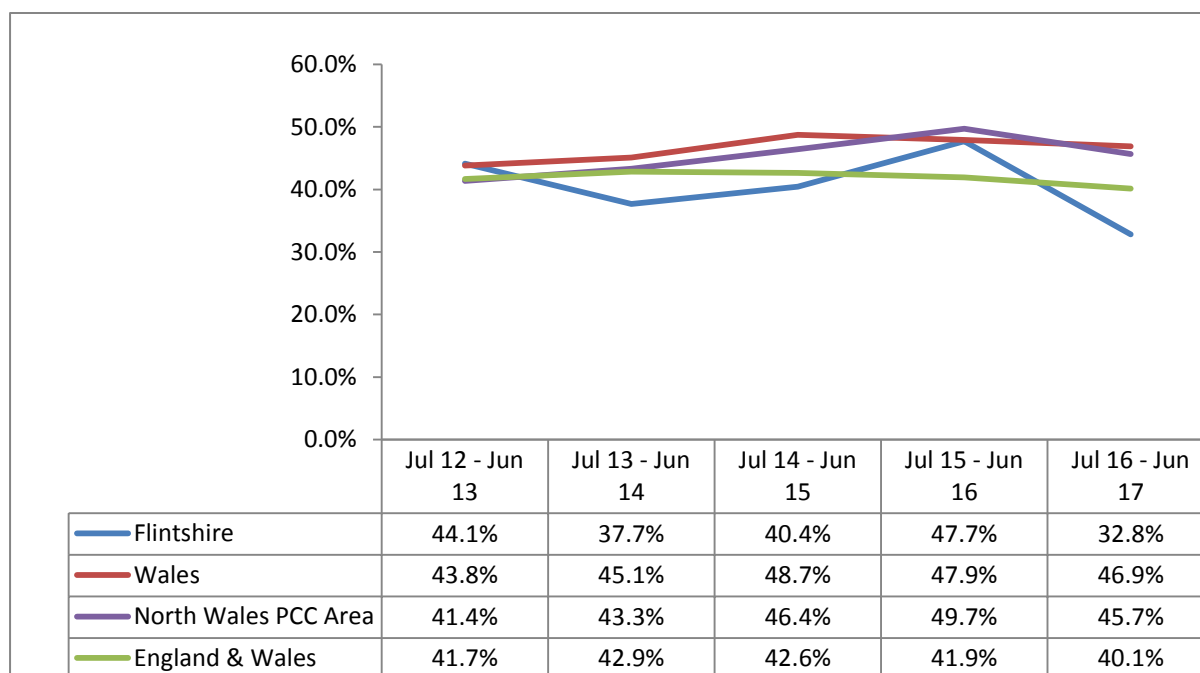


## Re-offending

### Reoffending - Binary



## Reoffending rate (Reoffenders / Number in cohort)

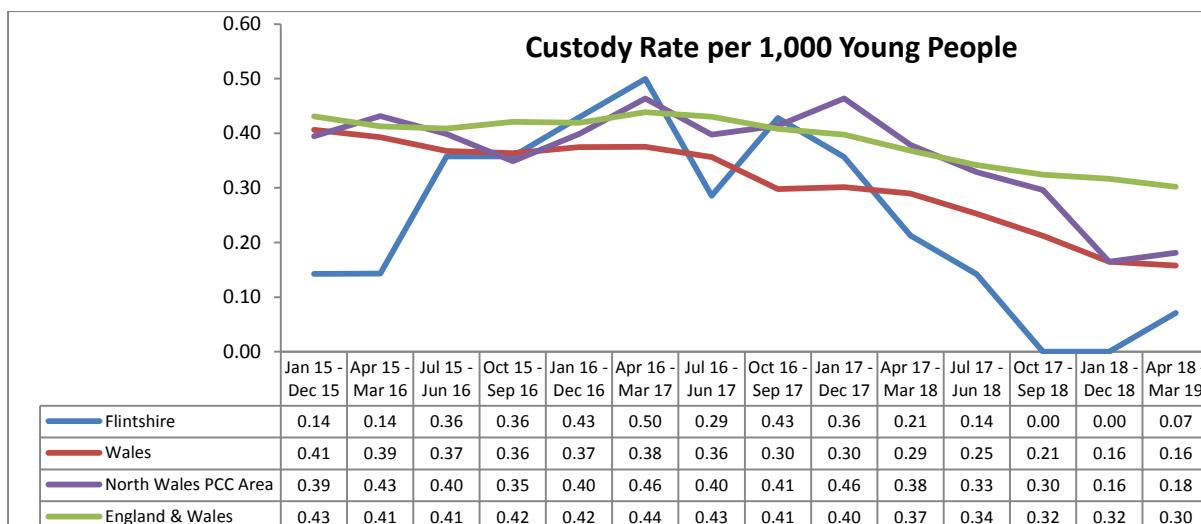


The rise in reoffending rates in Flintshire (and across North Wales and Wales) remains a concern however the most recent reporting period reflects a reduction. The use of the reoffending toolkit, and the implementation of greater analysis following the introduction of a new case management system will enable the service to focus on the reasons of reoffending and target those young people most at risk.

### **Custody**

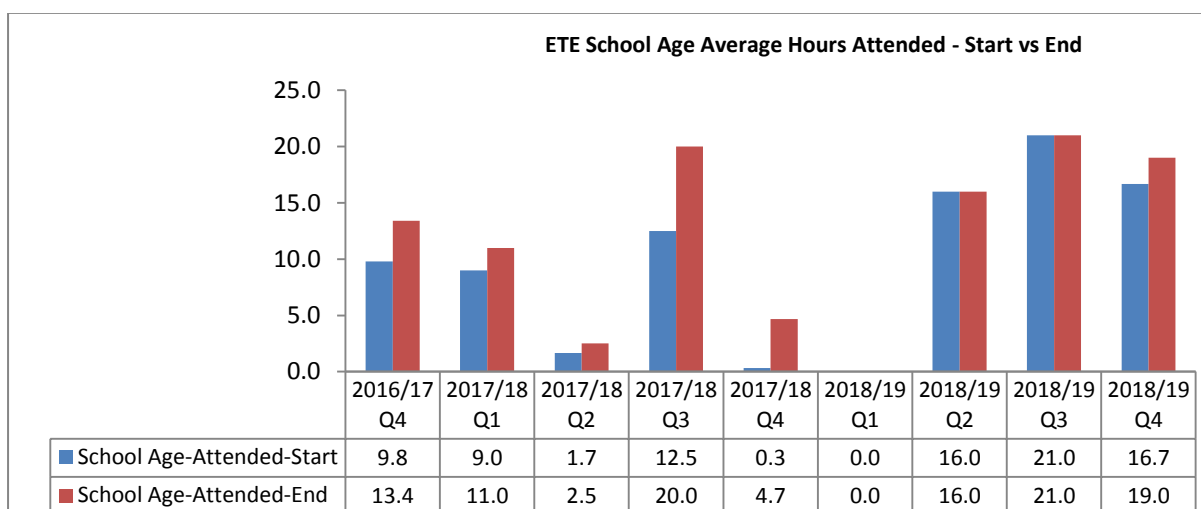
Year to date a total of 2 custodial disposals have been reported compared with 5 disposals for the same period in 2017/18

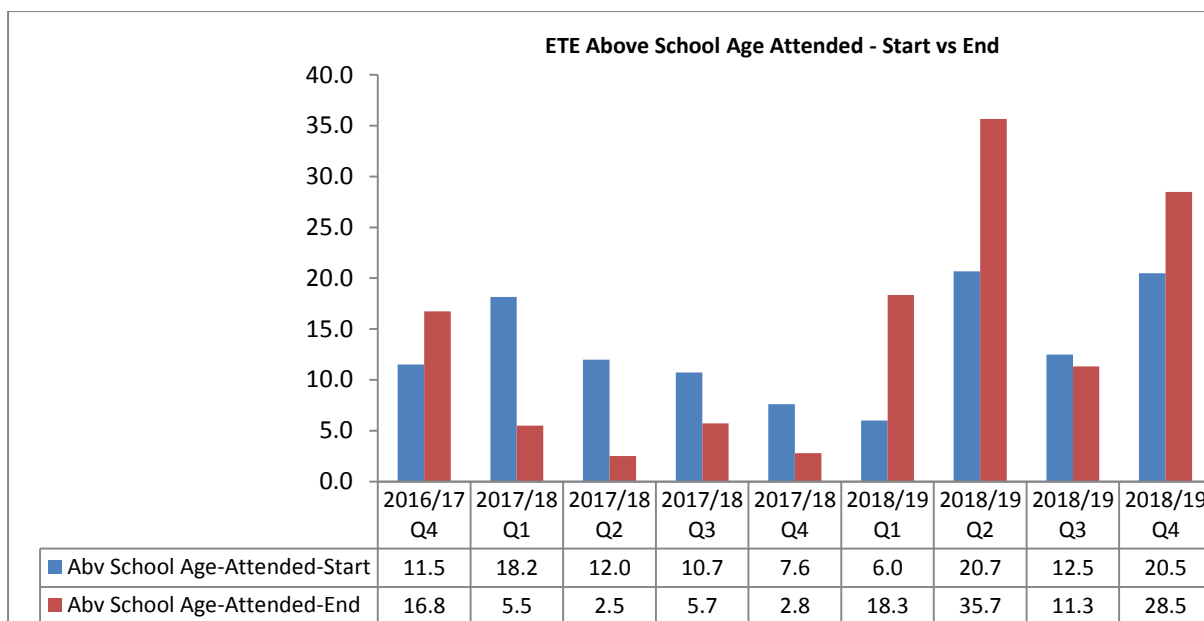
The YJS have informed as part of their YJB Plan they have added a target to explore additional training with magistrates surrounding alternatives to custody and are exploring mechanisms to obtain feedback from Magistrates following each Court session to develop and improve YOT / Court communication, information sharing and the quality of verbal and written reports.



## **Education, Training, Employment**

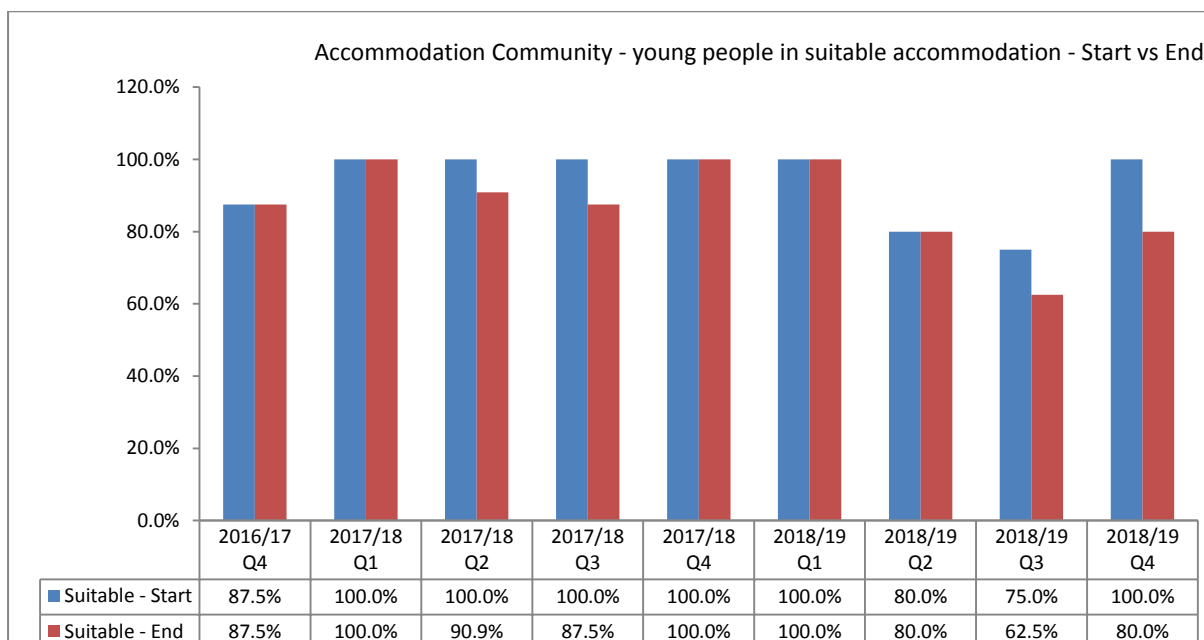
Whilst current figures demonstrate that in a number of cases we are able to report an increase in education, training and employment hours offered in both statutory and post 16 provision, further work is required to explore ways to increase young people's engagement in education, training and employment. The YJS has commissioned a report into the cohort to determine their views on the educational provision they have received or are receiving and plan to use this as a blueprint for developing improved links with colleagues in Education.





## Accommodation

Whilst Flintshire Youth Justice Service continues to perform well in this area, it is accepted that we must ensure that the access for accommodation and support remains suitable for our complex cohort and addresses their needs. As a result the Youth Justice Service must continue to work with its strategic partners including Local Authority Housing and Housing Providers and link into current reviews within Social Services for Children to review the current provision and plan to address identified gaps in provision. The Youth Justice Service will work with partners to further local and regional strategies relating to Youth Homelessness.



### **What do we need to do to respond to our cohort?**

- Continue to develop and embed a trauma informed practice through the Enhanced Case Management and Trauma Recovery Model approach.
- Review the current CAMHS and Health provision within the YJS.
- Explore Training with the Youth Justice Service workforce to identify and respond to Adverse Childhood Experiences.
- Continue to review and implement an Education Action Plan to improve access and engagement in education, training and employment for our YJS cohort and develop a performance framework to measure success.
- Ensure that children and young people in the criminal justice system have opportunities to develop their skills and aspirations.
- Work with statutory partners to implement local and regional strategies to respond to Youth Homelessness.
- Review our use of a Re-offending toolkit to ensure effective use.
- Review mechanisms to increase victim feedback to inform service delivery.
- Improve links to parenting and family support services.
- Ensure the YJS workforce is trained to respond to domestic violence and pathways to access support are fully understood.
- Continue to review the effectiveness of the Bureau and develop a framework to monitor outcomes.
- Continue to support the Early Help Hub and develop stronger links to local parenting support services.
- Ensure the YJS workforce is trained to identify and respond to issues of Modern Day Slavery and develop programmes to tackle exploitation and serious youth violence.



## Youth Justice Priority Plan 2017-2020

### Summary of Achievements from 2018-2019

Priority: What do we want to achieve?	How are we going to achieve this?
<p><b>Reducing first time entrants</b></p> <ul style="list-style-type: none"> <li>• Children and young people not unnecessarily brought into the YJS.</li> <li>• Children and young people diverted to services that meet their needs</li> <li>• Maintain prevention and early help services.</li> <li>• Develop YJS, IYP and Sorted Services to respond anti-social behaviour</li> </ul>	<p>Review the Bureau process and implement recommendations from HMIP Thematic Inspection.</p> <p>Develop a scrutiny group specifically for young people and out of court disposals.</p> <p>Support the work of the Early Help Hub and explore ways to integrate Prevent and Deter.</p> <p>Undertake continued analysis on location / type of offending by YJS cohort.</p> <p>Engage in ASB Tasking.</p>
<p><b>Achievements in 2018-19</b></p> <p>Developed a <b>Regional Assessment Tool for Bureau and the delivery of Out of Court Disposals.</b></p> <p>Progressing discussions throughout the North Wales Region to formalise a <b>Bureau Scrutiny Group.</b></p> <p>Devised a <b>Soft Outcomes Assessment Tool, Young Persons Plan and Young Persons Feedback tool</b> to inform assessment, planning, intervention and supervision.</p> <ul style="list-style-type: none"> <li>• Developing a North Wales Regional Consultation process between YJS and other agencies when the Police consider the use of Dispersal Orders, Criminal Behaviour Orders and Sexual Harm Prevention Orders.</li> <li>• Continued support of Flintshire's Early Help Hub including the providing a YJS Officer in the Hub 2 days a week.</li> <li>• In conjunction with partners led and supported the creation of a Missing, Exploited and Trafficked (MET) Operational Panel to respond to child sexual and criminal exploitation and modern day slavery.</li> </ul>	
<p><b>Areas to Progress</b></p> <ul style="list-style-type: none"> <li>• Develop a scrutiny group for the Bureau and Out of Court Disposals.</li> <li>• Develop mechanisms to measure effectiveness of the Bureau which includes 'soft outcomes' for young people.</li> <li>• Utilise the cohort analysis to inform service delivery and ensure that the cohort analysis is completed annually.</li> <li>• Collaborate with North Wales Police to improve the use of Restorative Justice with their Restorative Justice Officer.</li> <li>• Undertake a regional review on YJS prevention services and pathways.</li> <li>• Utilising the Youth Justice Centre to deliver bespoke programmes to reduce the use of formal exclusions in mainstream schooling whilst raising awareness of the consequences of serious youth violence and the dangers of modern day slavery.</li> </ul>	

Priority: What do we want to achieve?	How are we going to achieve this?
<p><b>Reducing re-offending</b></p> <ul style="list-style-type: none"> <li>• Children and young people receive quality assessments and interventions that address need.</li> <li>• Children and young people have access to appropriate services to reduce vulnerability and risk of harm.</li> <li>• Children and young people have access to services to interventions that respond to the impacts of trauma or adverse childhood experiences (ACEs).</li> <li>• Develop specialist assessment and intervention approaches for young people who display sexually harmful behaviour.</li> <li>• Have a better understanding of our offending cohort.</li> </ul>	<p>Continued training in AssetPlus, desistance and APIS framework.            Develop a timetable for Case File Audits and reflective practice to learn from outcomes.            Ensure effective quality assurance is maintained at all points of the criminal justice system.            Implement an Enhanced Case Management approach for complex cases.            Training of magistrates, police, education and social services practitioners on TRM and ECM            Undertake the SHB audit from the NSPCC and submit findings and recommendations to the Executive Board.            Undertake an audit of the YJS cohort and utilize the re-offending toolkit.            Explore tools to aid in the assessment and intervention for young people at risk of criminal exploitation</p>
<p><b>Achievements in 2018-19</b></p> <ul style="list-style-type: none"> <li>• Flintshire YJS practitioners and managers have completed training on Modern Day Slavery with Barnado's ICTA Service</li> <li>• Flintshire has established a multi-agency Missing, Exploited and Trafficked Panel (MET).</li> <li>• Enabled a practitioner to undertake the 'Train the Trainer' course on Adverse Childhood Experiences and supported staff to attend multi-agency training provided by North Wales Police on ACE's.</li> <li>• Flintshire has completed in-house training with practitioners and managers on improving Assessment, Planning, Intervention and Supervision skills and have set up regular APIS forums with managers and practitioners to discuss and improve practice.</li> <li>• Commenced the Enhanced Case Management (ECM) approach and trained all staff in the Trauma Recovery Model.</li> <li>• All YJS have completed safeguarding and Violence Against Women Training.</li> <li>• Engaged in the North Wales NSPCC Audit on Harmful Sexual Behaviour.</li> </ul>	
<p><b>Areas to Progress</b></p> <ul style="list-style-type: none"> <li>• Engage in ongoing training with managers and practitioners on Modern Day Slavery (including Child Criminal Exploitation and Child Sexual Exploitation)</li> <li>• Undertake training on desistance and incorporating ACE's into assessment, planning, intervention and supervision.</li> <li>• Engage with the findings of the NSPCC Harmful Sexual Behaviour Audit</li> <li>• Develop and support local and regional training opportunities including supporting specialist assessment and intervention for harmful sexual behaviour</li> <li>• Review our risk management policy / procedures following the implementation of a new Case Management system.</li> </ul>	

- Continue to engage with regional and local MET meetings and ensure the YJS workforce continue to have sufficient training and tools to identify modern day slavery, child criminal exploitation and child sexual exploitation.
- Utilise cohort analysis training to review service provision and delivery.
- Continue to commit to a culture of continuous improvement within the service and with partner agencies.
- Develop a Restorative Justice and Victim's strategy in consultation with North Wales Police.
- Following the implementation of a new Case Management System, review and develop our local Re-offending Toolkit to better understand and respond to our cohort.
- Continue to explore and access responses to serious youth violence.

Priority: What do we want to achieve?	How are we going to achieve this?
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**Reduce the use of custody and provide effective resettlement**

- Continued reduction in the use of custody and RLAA.
- YJS continues to offer robust alternatives to custody in the form of ISS and Intensive Referral Order Contracts.
- Custody if used is to be a safe place for children and young people
- Sentence planning and resettlement contributes to desistance of further offending and developing the strengths of the child or young person.

Undertake training with Magistrates and Community Panel Members on alternatives to custody.  
 Ensure the YJS workforce is well trained in APIS in order to contribute towards effective sentencing.  
 Ensure there are opportunities to engage and learn with the Judiciary when YJS recommendations are not followed.  
 Develop strategies to regularly engage with local secure estate and Youth Custody.  
 Undertake training on Temporary License, and MAPPA.  
 Increase opportunities for young people to provide feedback on their experiences of Youth Custody.  
 Increase the use of Restorative Justice with young people sentenced to custody.  
 Utilise the RRP Panel to plan effective resettlement and highlight learning and service needs

**Achievements in 2018-19**

- Undertaken 3 case file audits jointly with case managers and practitioner and discussed practice improvements in APIS meetings.
- Undertaken a small consultation with young people to discuss their experiences of accommodation to inform local and regional Youth Homeless strategies.
- Undertaken engagement with HMPYOI Werrington to improve communication between the YJS and Secure Estate and improve awareness of Temporary Release.

**Areas to Progress**

- Training to be provided to Magistrates on alternatives to custody and improve consultation and feedback between the judiciary and Youth Justice Service.
- Continued APIS training as informed by case file audits and quality assurance practices.
- Increase the use of Temporary Release where appropriate.



Priority: What do we want to achieve?	How are we going to achieve this?
<p><b>Effective Youth to Adult Transitions</b></p> <ul style="list-style-type: none"> <li>• Ensure appropriate, effective and timely transitions of young people to adult services.</li> </ul>	<p>Monitoring of Y2A cohort through monthly meetings.            Ensure engagement with local and regional IOM.            Revisit training with Managers and Practitioners regarding Y2A framework, Extended Supervision and YOT and Adult transfers.</p>
<p><b>Achievements in 2018-19</b></p> <ul style="list-style-type: none"> <li>• <b>Meetings to review current and emerging Y2A cohort.</b></li> </ul>	
<p><b>Areas to Progress</b></p> <ul style="list-style-type: none"> <li>• <b>Secure a Seconded Probation Officer into YJS.</b></li> <li>• <b>To continue to review current and emerging Y2A cohort, joint YJS and NPS supervision of seconded Probation Officer.</b></li> <li>• <b>Engagement with local and regional IOM meetings.</b></li> <li>• <b>Ensure NPS input into Transition Planning Framework.</b></li> </ul>	
Priority: What do we want to achieve?	How are we going to achieve this?
<p><b>Improve emotional health and wellbeing</b></p> <ul style="list-style-type: none"> <li>• Ensure children and young people have access to substance misuse, emotional health and wellbeing services.</li> <li>• Ensure young people and families are safeguarded.</li> <li>• Reduce the number of repeat referrals to Social Services for Children.</li> </ul>	<p>Provide training on the self-harming pathway to YJS Practitioners.            Increase opportunities for consultation between YJS, CAMHS and FACTS            Obtain local CAMHS / FACTS support for the implementation of the ECM Model.            Continue to provide universal, targeted and specialist drug and alcohol services            Continue to review and develop alternative therapies offered to young people.            Monitor referrals into Social Services for Children and escalate repeat referrals to YJS and SSfC Managers group            Increase the awareness of the Early Help Hub to professionals and families            Continue to disseminate learning from CSPPI and Critical Learning Reviews            Utilise the YJS cohort audit to review service provision and need relating to substance misuse and emotional and mental health.</p>
<p><b>Achievements in 2018-19</b></p> <ul style="list-style-type: none"> <li>• <b>Increased consultation opportunities with local CAMHS and through the ECM Framework with Tier 4 FACTS.</b></li> <li>• <b>Continued to provide universal, targeted and specialised drug and alcohol services</b></li> <li>• <b>Ongoing review of and monitoring of Safeguarding referrals made from the Youth Justice Service with Social Services for Children managers.</b></li> <li>• <b>Continued to report CSPPI and Critical Learning Reviews to Executive Management Groups.</b></li> <li>• <b>Completed YJS cohort analysis.</b></li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Created a Flintshire MET Panel.</b></li> </ul>	
<b>Areas to Progress</b> <ul style="list-style-type: none"> <li>• <b>Establish a new mechanism to review safeguarding and public protection concerns following the end of CSPPI reporting requirements.</b></li> <li>• <b>Continue to provide universal, targeted and specialised drug and alcohol services.</b></li> <li>• <b>Continue to review and develop alternative therapies offered to young people.</b></li> <li>• <b>Continue to monitor and review Safeguarding referrals made from the Youth Justice Service with Social Services for Children.</b></li> <li>• <b>Utilise cohort analysis training to review service provision and delivery.</b></li> <li>• <b>Continued engagement in local and regional MET meetings.</b></li> <li>• <b>Undertake further training on criminal exploitation and serious youth violence in order to inform assessments and interventions.</b></li> <li>• <b>Undertake awareness training on Young Carers.</b></li> </ul>	
<b>Priority: What do we want to achieve?</b>	
<b>How are we going to achieve this?</b>	
<b>Participation and Engagement</b> <ul style="list-style-type: none"> <li>• <b>Ensure young people can participate in decisions made about them at all points of the criminal justice system.</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop a young persons' plan that can be used when assessing and providing intervention.</li> <li>Establish ways for young people to give feedback to the Youth Justice Service and Executive Management Board.</li> <li>Explore the creation of a young persons' steering group.</li> </ul>
<b>Page 7</b>	
<b>Accomplishments in 2018-19</b> <ul style="list-style-type: none"> <li>• <b>Exploring opportunities to engage with young people through the Junior Attendance Centre</b></li> <li>• <b>Commenced work on a YJS Participation Strategy.</b></li> <li>• <b>Developed a young persons' aspirations plan to be utilised for assessment, planning, intervention and supervision.</b></li> <li>• <b>Increased the use of case studies and feedback from young people at Executive Board Meetings.</b></li> <li>• <b>Developed a young person's feedback tool and outcomes tool.</b></li> <li>• <b>Undertaken training with the Proud Trust.</b></li> </ul>	
<b>Areas to Progress</b> <ul style="list-style-type: none"> <li>• <b>Develop a young persons' participation strategy.</b></li> <li>• <b>Continue to establish ways for young people to give feedback to the Youth Justice Service and Executive Management Board.</b></li> <li>• <b>Explore the creation of a young persons' steering group.</b></li> <li>• <b>Explore mechanisms to monitor outcomes important to young people and service users including those who are victims of crime.</b></li> <li>• <b>Review services and support available for minority groups and explore diversity training.</b></li> </ul>	

Priority: What do we want to achieve?	How are we going to achieve this?
<p><b>Workforce Development</b></p> <ul style="list-style-type: none"> <li>Ensure a well trained workforce that can respond to the needs of children, young people, families and victims.</li> </ul>	<p>Provide training to YJS and partner agencies on the Trauma Recovery Model and Enhanced Case Management            Provide training on APIS and analysis skills.            Provide training to YJS on Adverse Childhood Experiences and Early Help Hub            Provide training to YJS and partner agencies on young people who display sexually harmful behaviour and internet based offending.            Train a practitioner to become a recognized Accredited Practitioner in Restorative Justice            Review training of volunteers to include Intensive Referral Orders, Trauma Recovery Model, ECM and Bureau</p>
<p><b>Achievements in 2018-19</b></p> <ul style="list-style-type: none"> <li>Completed practitioner and manager training on the Trauma Recovery Model and Enhanced Case Management.</li> <li>Continued to support training for staff on improving Assessment, Planning, Intervention and Supervision skills and utilising APIS meetings to inform practice development.</li> <li>Provide ongoing training to Community Panel Members and Sessional Workers.</li> <li>All YJS have completed safeguarding and Violence Against Women Training.</li> <li>Enabled a practitioner to undertake the 'Train the Trainer' course on Adverse Childhood Experiences and supported staff to attend multi-agency training provided by North Wales Police on ACE's.</li> <li>Recruited and trained a new cohort of Community Panel Members.</li> </ul>	
<p><b>Areas to Progress</b></p> <ul style="list-style-type: none"> <li>Establish ways for Community Panel Members to provide feedback to YJS on reports.</li> <li>Provide diversity awareness training.</li> <li>Provide training to YJS and partner agencies on young people who display sexually harmful behaviour and internet based offending.</li> <li>Ensure the YJS workforce is trained to respond to domestic violence and pathways to access support are fully understood.</li> <li>Ensure the YJS workforce is trained on the child sexual and criminal exploitation and Modern Day Slavery.</li> </ul>	
Priority: What do we want to achieve?	How are we going to achieve this?
<p><b>Performance and Service Delivery</b></p> <ul style="list-style-type: none"> <li>Effective monitoring of KPI's, National Standards.</li> <li>Effective and timely quality assurance and supervision.</li> </ul>	<p>Continue a monthly performance reporting framework to YJS managers.            Continue a reporting schedule to the Executive Management Board and Local Delivery Group            Development of Action Plans following CSPPI / CLR or HMIP inspections.</p>

- Effective learning from case file audits, thematic inspections and Critical Learning Reviews.
- Understanding of the current YJS cohort and effective service delivery / resources.
- Highlight gaps in service provision
- Ensure young people have a say in the delivery of services.

Complete an Audit of the YJS cohort.  
 Highlight gaps in service provision / risks to the Executive Management Board & Partner agencies.  
 Submit a young persons' report at each Executive Management Board.

**Achievements in 2017-18**

- Continued performance reporting on Key Performance Indicators, First Time Entrants, Re-offending and capacity to management meetings and Executive and Delivery Groups.
- Undertaken a staff stress risk assessment.
- Completion of review of Court, Restorative Justice and Reparation and the introduction of APIS Meetings.
- Continued reporting of CSPPI and CLRs to Executive Management Groups.
- Participated in Regional Review of Out of Court HMIP Thematic Inspection recommendations.
- Continued to use an Operational and Executive Improvement Plan.
- Undertaken an Executive Management Board self-assessment against HMIP standards.
- Creation of an Executive Management Board Risk Register to highlight risks to service delivery.
- Ensure that Executive Management Meetings include the use of case studies and young people's feedback as a standing agenda item.

**Areas to Progress**

- Review of performance reporting following the implementation of a new case management system to better inform service monitoring and improvement at Executive and Delivery Groups.
- Ensure staff fully understand and implement the new Standards for Youth Justice.
- Continued use of a Continuous Improvement Plan.
- Establish a new mechanism to review safeguarding and public protection concerns following the end of CSPPI reporting requirements.
- Participation in Regional Review of Prevention Services.
- Review mechanisms to highlight gaps in service provision / risks to the Executive Management Board & Partner agencies.



## In-Year changes to Governance and Service Delivery

Flintshire Youth Justice Service continues to be strongly embedded within the Education and Youth Portfolio within Flintshire County Council. Since April 2016 Flintshire Youth Justice Service has now joined the Flintshire Integrated Youth Provision Service which enables closer collaboration towards the visions contained with “Delivering Together”. As a result from April 2016 the Service Manager for the Integrated Youth Provision has responsibilities for Youth Justice, supported by the Youth Justice Service Operations Manager. The Youth Justice Service and Integrated Youth Services are now in co-located offices with various satellite offices throughout the county which include offices for Flintshire Sorted, young people’s drug and alcohol service and Resilience team based in Third Sector Offices. Since the last Youth Justice Plan there have also been a number of changes to service delivery across the Youth Justice Service;

### Challenges to reduction in grant funding and staffing

Our YJS Budget for 2019/20 has seen an increase in Local Authority funding which relates to inflation costs for the year. In addition the Chief Executive, Chair of the Youth Justice Executive Management Board has provided Local Authority investment in updating the Youth Justice Services’ electronic case management system to improve staff productivity, reporting and to better inform outcomes for young people and service delivery. A reduction in our YJB grant has been confirmed of £2,099. All other grants have remained the same as 2018/19. The reduction in the Youth Justice Board Grant will impact on projected budgets.

The uncertainties in long term funding from a number of statutory and non-statutory partners continues to be a significant re-occurring problem that impacts on service delivery and has previously resulted in the YJS being unable to fill or recruit to vacant positions. The lack of interest in temporary positions has historically impacted on attracting suitably trained applicants to positions within the service. The Chief Executive through the YJS Executive Management Board has provided the support of the Local Authority to secure these positions until grant funding has been confirmed. Delays or further reductions in grants will continue to impact on recruitment and service delivery.

### Continuous Improvement & Service User Feedback.

The Youth Justice Service continues to utilise a Continuous Improvement Plan at an Operational level to identify and monitor any service improvements. This is also shared with the wider team and practitioners and managers are encouraged to identify and suggest any service improvement. In addition the Executive Management Board also held a Development Day in January 2019 whereby a self-assessment was conducted on the governance and leadership of the Youth Justice Service and the Executive Management Board. As a result an Executive Risk Register and Improvement Plan has been introduced. Changes have also been made to the Executive Management Board Agenda to ensure greater attention is paid to the experiences of young people through feedback and case study examples. In addition partners are also expected to provide greater feedback on how they advocate for Youth Justice within their own agencies.

The Youth Justice Service has also identified that it needs to improve how young people and their families are engaged in assessment, planning, intervention and supervision. Through the

introduction of Assessment, Planning, Intervention and Supervision (APIS) meetings and case file audits continued attention is being placed on the voice of the child. The YJS has developed a number of local tools to help practitioners and managers assess and record Adverse Childhood Experiences (ACE's), help young people identify outcomes and aspirations they want to achieve and provide an opportunity to give feedback on the service and support they received. Following a period of consultation, these tools will be brought into practice from April 2019 and will inform future delivery and Youth Justice Plans.

### ChildView

Following the support of the Chief Executive and Youth Justice Executive Management Board the Youth Justice Service has been supported in procuring a new electronic case management system. The implementation of ChildView commenced in April 2019 with training and migration planned for a successful implementation in June 2019. The implementation of a new case management system will require significant training and will ultimately take time to fully embed. In addition, procedures including quality assurance tools and performance monitoring will require reviewing following a successful implementation. It is hoped that a new case management system will aid practitioners and managers in their practice and better inform and monitor the work and delivery of the Youth Justice Service.

### Missing, Exploited and Trafficked Young People

The Youth Justice Service recognises the need to respond to young people who may have been reported missing, and / or are at risk of Modern Day Slavery, forms of exploitation (criminal and sexual) or being trafficked. As a result the YJS with partner agencies has developed a local Missing, Exploited and Trafficked (MET) Panel and has worked with Flintshire Social Services for Children to amend practices to assess, review and respond to young people who may be affected. Practitioners and Manager have also undertaken training with the Regional Practice Co-ordinator from the Barnados Independent Child Trafficking Advocate (ICTA) service to assist the service in undertaking our duties as first responders. Moreover, the Youth Justice Service has provided information for a County Lines Needs Assessment and is part of a multi-agency group to undertake a Pathways Assessment with North Wales Police. Finally in 2019/2020 the Youth Justice Service will continue to link into partners who have been successful in obtaining the Home Office Youth Endowment Fund to address Serious Youth Violence.

### Anti-Social Behaviour

Flintshire YJS continues to support local ASB tasking arrangements with North Wales Police and respond where possible to local anti-social behaviour concerns. In addition it continues to provide access to prevention services through an established Prevention panel. However, delays in recruitment have resulted on occasions in the YJS operating waiting lists for prevention services. In addition, towards the end of 2017/18 the YJS saw an increase in the use of Dispersal Order powers. As a result we have agreed a regional consultation process which came into force in March 2019 in order to increase collaboration and consultation with North Wales Police prior to and after the use of such Orders to address local anti-social behaviour.

### Bureau

In 2017 the Youth Justice Service participated in a HMIP Thematic Inspection for Out of Court Disposals. Whilst the published findings were encouraging, Flintshire has identified that further work is required to improve this service. As a result Flintshire and other North Wales Youth Justice Services have undertaken a regional review of the recommendations and have devised a new Assessment document and we are currently working to evidence outcomes and create an Out of Court Disposal Scrutiny Panel for young people.

### Education, Training and Employment

Since the last Youth Justice Plan further attempts have been made to improve access to education, training and employment for young people involved in the criminal justice system. Our Youth Justice Centre continues to offer support to young people to improve skills and we continue to help young people to work towards Agored qualifications to improve positive outcomes. An Education Action Plan is currently in place and improvements have been made to YJS procedures in identifying young people not accessing their full entitlement in education, training or employment. As part of these improvements the YJS has improved communication with the Local Authority Inclusion Welfare Service and undertaken an engagement event with Coleg Cambria. The Youth Justice Service also now sits on the Local Authority's Education Other Than at School (EOTAS) panel to help improve access to appropriate education for young people in the criminal justice system. Further work is ongoing to increase positive outcomes in education, training and employment and address concerns around the impact of County Lines, drugs and alcohol and the rise in school based exclusions.

### Youth to Adult

Flintshire YJS continues to monitor our Y2A cohort. However, the Youth Justice Service has held a vacancy for a Seconded Probation Officer for all of 2018/19 as a result of sickness or following a resignation. Whilst attempts to fill this position are ongoing between YJS and the National Probation Service, the vacancy limits the ability to further the Youth to Adult agenda.

### Workforce

The Youth Justice continues to review and monitor an ongoing training plan. Aligned to this staff continue to have their annual appraisals and regular supervision. In 2018 the YJS Operations Manager undertook a service wide Staff Stress Risk Assessment, the findings of which were presented to the Executive Management Board. Results were positive however, recommendations were identified which informed changes to YJS accommodation and creating APIS meetings to improve practice. The Youth Justice Service Management Team continues to regularly review current capacity arrangements through monthly management meetings.

### **Innovative and Promising Practice**

#### Enhanced Case Management

Following a successful pilot of the Enhanced Case Management, Flintshire YJS has committed to rolling out this model as it identifies the benefits of a trauma informed approach for an increasingly complex cohort. All YJS staff have now had access to the Trauma Recovery Model and Enhanced Case Management which commenced in 2018 following successful training following the confirmation of designated regional FACTS provision to help in the delivery of the model.

## Response to Inspection

### HMIP Standards and Inspection

The Youth Justice Service continues to respond to learning from HMIP Inspections and continues to share learning and Inspection Reports with the Delivery and Executive Management Board. On an operational level findings have been shared with practitioners and managers in Team Meetings and APIS meetings. Findings from Inspections continue to inform our Improvement Plan. In 2019/2020 work will continue to revise our practices following the publication of Inspection findings and work towards the implementation of the new National Standards for Youth Justice.

### Critical Learning Reviews

During 2018/19 the Youth Justice Service has notified the Youth Justice Board of 2 Community Safeguarding and Public Protection Incidents.

Period	Date	Type of Incident
2018/19	November 2018	Safeguarding
2018/19	December 2018	Safeguarding

On each occasion a multi-agency Critical Learning Review has been undertaken and learning and practice changes have been disseminated to the Youth Justice Service, partner agencies and the Youth Justice Service Executive Management Board.

Following the Youth Justice Board ending its Community Safeguarding and Public Protection notification frameworks, Flintshire Youth Justice Service with Regional Youth Justice Service Managers and Local Safeguarding Children's Board to devise a learning framework.

### Local Internal Audit

Flintshire Youth Justice Service has also been the subject of a local audit completed by Flintshire County Council Internal Audit.

The review identified strong operating controls and management awareness relating to the delivery of services in line with the Welsh Government *Children and Young Person First* strategy. The review also found that the Youth Justice Partnership Plan 2017-2020 set out clearly defined local, regional and national objectives and targets could be monitored through key performance indicators which were made available to the Executive Management Board. The audit was confident that as a result the Youth Justice Service was utilising the Youth Justice Board Grant in line with predetermined terms and conditions. Moreover, the audit found that following a recent external review of the Executive Management Board, actions identified have been implemented. Operationally the audit found our Risk and Safety and Wellbeing management strategy was comprehensive, assessment guidance was being utilised fully and processes existed to monitor safeguarding concerns whilst in custody.

The audit identified a number of areas requiring improvement that have formed the following action plan;

Issue identified.	Action Required.	Status
The need to develop a business continuity plan to respond to periods of long term sickness and the need for a succession plan for future service leaders.	Development of a business case to identify and mitigate risks to be submitted to the Chief Executive.	Commenced – ongoing
Flintshire Resettlement and Reintegration Partnership is not being held frequently in line with Terms of Reference.	Review of Terms of Reference.	A decision was made by the Delivery Group to disband this group and utilise current processes / forums to utilise effective resettlement arrangements.
A nominated resource from Social Services for Children is not currently in place.	Review with Social Services for Children Representative for the YJS Executive Management Board.	Completed.
Victim questionnaires not being routinely sent out and reporting mechanisms not being maintained routinely.	Introduce bi-monthly reporting to YJS Management meetings.	Completed.
Management information is not available relating to total volumes and outcomes of safeguarding concerns whilst in custody.	Safeguarding reporting and recording mechanism to be established.	Completed.
An up to date record of YJS training and attendance is not available.	Training and qualifications to be updated.	Completed.
A process is not in place to quality assure mileage claims.	Sample of mileage claims to be audited every 6 months.	Completed.
YJS Staff not aware of correct action to be taken if they suspect fraud or theft.	Staff to be provided with Anti-Fraud, Corruption and whistleblowing Policies.	Completed.

## Structure and Governance

The Youth Justice Service sits within the Education and Youth Services portfolio of Flintshire County Council and is currently accountable to the Chief Officer to the portfolio who monitors the YJS operationally through 1:1 meetings with the Senior Manager for Integrated Youth Provision and the Youth Justice Service Operations Manager and through attendance at the YJS Executive Management Board as Deputy Chair.

Governance of the YJS is provided by the Executive Management Board reporting into the North Wales Safer Communities Board Partnership. During 2016 the Youth Justice Executive Management Board commissioned an independent review of its operation. Following engagement with Executive Management Board Members and strategic partnerships it was highlighted that the Board held regular meetings, had wide agency representation, consistency and seniority in chair membership, good administration and good relationships amongst members. Areas for improvement were identified which included;

- Review of current membership to include new strategic partners, voluntary and third sector organisations,
- Ensuring the Board took further consideration to the views of children and young people,
- Improve the consistency and seniority of the attendance of Board Members,
- Revisit the expectations, induction and roles of Board Members,
- Continue to build knowledge about each agency's contribution to the principle aim to reduce offending by children and young people,
- Explore further integration with neighbouring local authorities within the region.

As a result of the recommendations two planning half days were held with Executive Board Members where current membership, roles and responsibilities (including Terms of Reference), expectations and contributions were reviewed. In addition Executive Board Members identified key priorities that will form our 3 year Youth Justice Plan. The Board has also increased its membership to include representation from Action for Children and Public Health Wales. In 2018/19 the Executive Management Board Membership has increased to include representatives from the Head Teachers Federation and Coleg Cambria. A full membership of the Board is attached to Appendix 1

The Executive Management have also implemented changes to ensure better scrutiny, ownership and performance of the local delivery plan through the creation of a local Delivery Group made up of strategic partners who will ensure the Youth Justice Service and partners are delivering on the local plan.

The Executive Management Board will meet every 6 months and will be responsible for the

- Strategic oversight and direction, including identifying and responding to local, regional and national priorities,
- Support and challenge partner agencies, operational management in the delivery of the Youth Justice Plan,
- Review the performance of the Youth Justice Service and partner agencies against their outcomes to reduce offending in children and young people,
- Review and scrutinise partnership working and collaboration,
- Review and scrutinise planning, resources including financial contributions.

To assist the Board in its oversight function, performance reports will be made available by the Youth Justice Service and partner agencies designed to enable the Board to scrutinise in detail aspects of YJS activity linked to expenditure of the budget and progress against national performance indicators during the year. The Board will receive progress reports in relation to financial expenditure and performance at each meeting. Additionally reports on other aspects of YJS work including responses to HMIP Thematic Reports, National Standards Audits, Community Safety and Public Protection Incidents (CSPPIs) and Critical Learning Reviews (CLR's). Following the implementation of a new Case Management system further developments will be required in 2019/2020 to review our performance monitoring to better scrutinise the work of the YJS and its partners.

The Delivery Group meet more frequently and will primarily implement and oversee the progress of the Youth Justice Service and partner agencies against the Local Delivery Plan within the Youth Justice Plan. The Delivery Group will ensure progress against the plan is regularly reported to the Executive Management Board and its members.

## Holding the Service to Account for its Practice & Overcoming Barriers to Multi-Agency Working

Through changes implemented to governance, the Youth Justice Service has been subject to increased scrutiny, partnership working and closer relationships between operational staff and Executive Board Members between meetings.

The implementation of a Delivery Group has ensured operational and strategic partners do not lose focus on the Youth Justice Plan and agreed targets. Regular reports are made to the delivery group which identify ongoing progress, performance against key performance indicators and barriers to multiagency working.

In January 2019 the Executive Management Board undertook a self-evaluation against HMIP Inspection Standards. As a result the following actions have been taken;

- Introduce a Continuous Improvement Plan for the Executive Management Board to track areas identified for service improvements,
- Introduce an Executive Management Board Risk Register,
- Revisit Staff Stress Risk Assessments on an annual basis,
- Increase Executive Management Board Membership to include a representative from the Heads Federation,
- Address the Seconded Probation Officer vacancy with the National Probation Service,
- Add additional documentation to the Executive Management Board Induction,
- Increase service user feedback and case studies at the Executive Management Board,
- Review the Youth Justice Service Office Accommodation,
- Increase opportunities for the YJS Executive Management Board to engage with YJS staff,
- Review the YJS Performance Data submitted to Executive Management and Delivery Groups following the implementation of a new case management system,
- Ensure the Youth Justice Service presents at a future Council Scrutiny Group.

## Resources and Value for Money

The Flintshire YJS budget comprises partnership funding, YJB funding and specific grant funding. The budget allocation is reviewed annually by Flintshire YJS Executive Management Board and all partners (Police, National Probation Service, Health and Local Authority) agree funding contributions for the following year.

In 2019/20 whilst a number of our partnership contributions have remained the same there has been a reduction in our Youth Justice Board Funding by £2,099.

The Youth Justice Service continues to benefit from being part of the Integrated Youth Provision as this enables access to additional grants and the sharing of resources.

Red = 2018/19 allocations    Black = 2019/20 allocation

Agency	Staffing Costs (£)	Payments in Kind Revenue (£)	Other Delegated Funds (£)	Total (£)
Local Authority	206,827	22,200		229,027
	236,277	22,200		258,477
Police Service		43,140	22,835	65,975
		43,140	22,835	65,975
National Probation Service		33,983	5,000	38,983
		33,983	5,000	38,983
Health Service		17,800	11,537	29,337
		17,800	11,537	29,337
Police & Crime Commissioner			15,029	15,029
			15,029	15,029
YJB Grant (inc JAC Allocation / Unpaid Work)	222,843			222,843
	220,744			220,744
Promoting Positive Engagement (Previously YCPF)	196,143			196,143
	196,143			196,143
Youth Support Grant	25,000			25,000
	25,000			25,000
Substance Misuse Action Fund	248,470			248,470
	248,470			248,470
Other (Families First)	15,000			15,000
	15,000			15,000
Total	914,283	117,123	59,401	1,090,807
	941,634	117,123	59,401	1,118,158

Youth Justice Board Grant

£220,744

The purpose of the grant has been revised through the *Youth Justice Board for England and Wales (Amendment of Functions) Order 2015, article 2c*. The monies are now given expressly “to make grants to local authorities and other persons for the purposes of the operation of the youth justice system and the provision of youth justice services” with a view to achieving the following outcomes;

The Grant may only be used with a view to achieving the following outcomes:

- Reduce the number of children in the youth justice system;



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

In order to meet the terms and conditions of the grant and in accordance with our outcomes the grant will be used in the following way;

- Retain a staff compliment of practitioners and managers that are trained to supervise and support young people in order to prevent offending and respond to incidents of public protection and safeguarding.
- Continue to support ongoing AssetPlus training and development through the use of bespoke local and regional training including local APIS meetings and quality assurance to ensure children and young people receive effective assessment, planning, intervention and supervision.
- Development and implementation of Bureau, including a regional / sub regional scrutiny group.
- Continue to provide prevention services through the Prevent and Deter Panel and support the work of the Flintshire Early Help Hub.
- Develop responses to ensure effective transitions.
- Ensure the Youth Justice Service is engaging young people and supporting them to achieve positive outcomes through the use of locally agreed assessment tools.
- Development of the Enhanced Case Management model and increase the use of trauma recovery informed practice.
- Improve young people's participation.
- Contribute towards the Flintshire Missing, Exploited and Trafficked Panel.
- Project and performance framework development.
- Support activities in relation to use of bail support, Court and Remand.
- Continue to develop the Y2A framework implementation and the use of Extended Supervision to ensure effective sentence planning, risk and safety and wellbeing management and transitions to National Probation Service.
- Continuation of locally agreed partnership with local providers to respond to the needs of children and young people displaying sexually harmful behaviour.
- Training for volunteers in restorative justice.
- Completion of training in relation to Safeguarding, Child Sexual Exploitation, Criminal Exploitation, Modern Day Slavery and Desistance.

Junior Attendance Centre Grant

£26,157

Following the formal transfer of the Junior Attendance Centre (JAC) from National offender Management Service (NOMS) to the relevant Local Authority the final arrangements for staffing and relocation have been completed. The project is now based in Mold. However, the project is flexible and can be delivered in multiple locations if required. The grant is being utilised for staffing costs including the Officer-in-charge (8 hrs per week) and sustaining the instructor/sessional staff delivering programmes.

The Grant must be used to support the following objectives;

- Facilitating the completion by young people of attendance centre requirements imposed by the courts;
- Operating a local delivery model that is innovative and flexible in response to locality needs and risks while complying with the expectations articulated in the Secretary of State endorsed, JACs operating model;

Organising the JAC activities to achieve:

- Reductions in youth re-offending;

- Development of young people to gain improved access to further education and employment opportunities;
- Improving young people's life skills with a view to building their resilience and independence away from offending choices.

The Youth Justice Centre has continued to use the Agored qualification framework and focus on developing education, training and employment opportunities available to young people and bespoke support or workshops to address offending behaviour. The Youth Justice Centre has also been utilised to deliver interventions to our first time entrants through our Bureau. In the forthcoming year we are seeking to develop programmes of intervention that can be utilised by schools to reduce the use and need for permanent exclusions and providing bespoke sessions on drug and alcohol awareness, knife crime and the risk associated with modern day slavery and County Lines.

#### Remand Framework for Children

£3,105

	<b>Remand Nights</b>	<b>No. of Individuals</b>	<b>Cost</b>
<b>2013/14</b>	46	3	£22,450
<b>2014/15</b>	118	1	£18,644
<b>2015/16</b>	30	1	£5,310
<b>2016/17</b>	39	1	£6,903
<b>2017/18</b>	12	1	£6, 600
<b>2018/19</b>	49	1	£26,754

#### Staffing and Service Delivery

Flintshire YJS works with young people across the whole Youth Justice spectrum (pre/out of court and post court):

- Prevention of offending (Prevent and Deter) and support for early intervention (Early Help Hub)
- Pre conviction arena (PACE activities, bail and remand management)
- Integrated pre/out of court system (Bureau)
- Community sentences (Reparation Order, Referral Order and Youth Rehabilitation)
- Long term custodial sentences (DTO, S.90/91)

Flintshire YJS ensures the delivery of court orders (both in the community and custody) in line with National Standards for Youth Justice, national Case Management Guidance and other statutory requirements. We recruit, train, manage, supervise and deploy volunteers to carry out a range of functions (including the delivery of group work, diversionary projects, restorative justice activities and in support of the ECM project). We operate a fully staffed court rota for the Youth Court, Remand Court, Crown Court and Special Courts (Saturdays and Bank Holidays). In addition we provide Appropriate Adult cover for two local Police Stations (YJS practitioners during office hour and contract The Appropriate Adult Service (TAAS) outside office hours during evenings and weekends). Statutory assessment and planning activities (Youth Caution and above) are undertaken in line with the AssetPlus framework. A shortened Bureau Assessment is completed for diversionary cases where a non-criminal disposal is being considered. We ensure safeguarding, safety and wellbeing and management of risk, including public protection, in relation to young people in the youth justice system. The YJS works with victims of youth crime to ensure meaningful input to work with young people who have offended and has expanded restorative justice across all orders within existing resources.

The Youth Justice Service had 22 staff (inclusive of 1 current vacancies), 7 Sessional Workers and 5 active volunteers in 2018/19. We have lost a number of Sessional Staff but have commenced a further recruitment campaign. Whilst general staffing levels have been maintained, there have been gaps in service provision following maternity leave and sickness absence. One of the significant challenges that has impacted on the service is the varied success in attracting and recruiting sufficiently trained and experienced staff. The nature of our funding has restricted the YJS to advertising fixed term positions rather than permanent posts. It has been our experience that the uncertainty of our funding arrangements has made any recruitment campaign less attractive to prospective candidates which has been evident in the number of candidates applying for interview. As a result posts have either remained vacant for periods of time or significant investment in training has been required to upskill staff to assume certain positions. In some situations the YJS are having to undertake multiple rounds of recruitment which further increases delays in filling vacancies and impacts on operational elements. This matter was raised to the YJS Executive Management Board and some essential posts have been made permanent to aid in sustainability.

Appendix 3 summarises the training completed by Youth Justice Service staff during 2018/19. Some staff are seconded to the YJS from North Wales Police, National Probation Service, CAIS, Flintshire County Council partnerships and Betsi Cadwaladr University Health Board. The vast majority are employed by FCC on behalf of the partnership. See Appendix for staffing structure. Flintshire Youth Justice Service has also seen a reduction in its Community Panel Members, which resulted in further recruitment and training programmes. A further recruitment for Community Panel Members was completed in 2019 which resulted in the successful recruitment of an additional 4 volunteers. A further Sessional Worker recruitment has commenced for 2019/20.

As a result of the increasing complexity of cases managed and in light of training and the YJB's Enhance Case Management Project, Flintshire YJS operates an end to end Case management, enabling staff to work to their expertise whilst ensuring the optimum time and conditions within which to secure meaningful engagement with the children, young person and family/carers. The primary focus of staff is on their specialist roles. Case managers hold overall responsibility for between 10-12 young people each, covering around 15 programmes and working a range of both Statutory and Prevention cases. Case Managers and Managers have also completed comprehensive training between 2017-2019 on the Trauma Recovery Model in order to support the continued roll out of the ECM during 2018-2020. The Youth Justice Service has also continued to ensure that seconded staff such as Probation Officer and Police Officer are working in accordance with current YJB or partner guidance. We operate a multi-professional team around the child, maximising expertise of professionals in Flintshire YJS, and utilising additional skills from outside the service as required. The integration of pre and post court staff under single line management at local level; the restructure of the service into one office base, utilising remote working/technology have helped to build capacity and capability, improve outcomes and ensure value for money. Since April 2016 Flintshire YJS has relocated to offices that include Flintshire's Integrated Youth Provision to enable greater collaboration between the integrated services.

At present the Youth Justice Service does not have a nominated resource from Social Services for Children, however, it is noted that a number of a manager and a practitioner have Social Work qualifications. This has been discussed with the Executive Management Board and we have assessed that our arrangements remain suitable but this will continue to be reviewed as necessary.

The Seconded Probation Officer was absent from the Youth Justice Service from April 2018 and has subsequently left the service following a period of long term sickness. The Youth Justice Service have been unable to confirm the long term strategy for filling this post and at present are awaiting the appointment of a temporary agency worker. The absence of a

permanent Officer has impacted on our ability to progress the Youth to Adult transitions framework effectively.



## Partnership Arrangements

In the main, resources have been secured for the YJS within this financial year at a level akin to the last financial year through collaborative funding arrangements and support from the Local Authority. However, reductions and lack of clarity regarding long term funding may prevent or curtail long term innovative service delivery and development. Moreover, such uncertainty may impact on staff retention and job security resulting in changes in year to service delivery models. Given the financial challenges further commissioning opportunities will continue to be explored throughout 2017/20 with Integrated Youth Provision, Families First, Youth Work Support Grant and Third Sector organisations.

Changes in the Executive Board membership have now ensured that there is an appropriate representative from Social Services for Children from Senior Manager and Chief Officer level. In addition, Operations Managers from the Youth Justice Service and Social Services for Children meet regularly to review working arrangements between the two teams. In addition new partnerships have been established through the Head Federation and Coleg Cambria.

The alignment of the Integrated Youth Service Provision brings a greater ability to ensure that the targeting of young people at risk of poor outcomes is a joined up approach and contributes to county wide objectives to improve young lives – including an effect on those entering the criminal justice system for the first time.

Through grant funding streams and partnership arrangements, the Youth Justice Service works in collaboration to meet Youth Justice Service outcomes in Wales including Substance Misuse and access to Mental Health Services.

The YJS is represented at strategic level on the Regional Safer Communities Board, Local Safeguarding Children’s Board, Integrated Offender Management and MAPPA Steering Groups. Since 2017-18 the YJS has also acquired membership on groups relating to Families Affected by Imprisonment, All Wales Child Protection Procedures Reviews, NSPCC HSB Audit, Missing Exploited and Trafficked and People are Safe Board.

The Youth Justice Service has both local and regional representation through North Wales Youth Justice Service Managers and Flintshire Chair of the Executive Management Board on the North Wales Safer Communities Board. The YJS closely aligns its current Youth Justice Plan with the North Wales Safer Communities Plan 2017-2021 and the Police and Crime Commissioners objectives;

North Wales Safer Communities Board Focus & Success	Flintshire Youth Justice Service Plan 2017-2020.
Domestic Violence - Increase confidence of victims to report domestic abuse	<ul style="list-style-type: none"> <li>• <b>Ensure the YJS workforce is trained to respond to domestic violence and pathways to access support are fully understood.</b></li> <li>• <b>Develop a Restorative Justice and Victim’s strategy</b></li> </ul>
Modern Day Slavery – Increased awareness of modern slavery and protection of high risk victims.	<ul style="list-style-type: none"> <li>• <b>Continue to engage with regional and local MET meetings and ensure the YJS workforce continue to have sufficient training and tools to identify modern day slavery, child criminal exploitation and child sexual exploitation.</b></li> </ul>

Technology Enabled Crime – Protect the most vulnerable from cyber crime	<ul style="list-style-type: none"> <li>• <b>Provide training to YJS and partner agencies on young people who display sexually harmful behaviour and internet based offending.</b></li> </ul>
Drugs and Alcohol – Reduce the impact of substance misuse on our communities.	<ul style="list-style-type: none"> <li>• <b>Continue to provide universal, targeted and specialised drug and alcohol services.</b></li> <li>• <b>Continue to review and develop alternative therapies offered to young people.</b></li> <li>• <b>Continue to support the Early Help Hub.</b></li> </ul>
Counter Terrorism – reduce the risk of a terrorist attack in the region and ensure vulnerable people are safeguarded.	<ul style="list-style-type: none"> <li>• <b>Ensure the YJS Workforce continue to receive up to date training on the Prevent Strategy.</b></li> </ul>
Child Sexual Exploitation – protect young people from CSE.	<ul style="list-style-type: none"> <li>• <b>Continue to engage with regional and local MET meetings and ensure the YJS workforce continue to have sufficient training and tools to identify modern day slavery, child criminal exploitation and child sexual exploitation.</b></li> <li>• <b>Continue to monitor and review Safeguarding referrals made from the Youth Justice Service with Social Services for Children.</b></li> </ul>
Migration Changes – The impacts of demographic change on community safety are understood and addressed	<ul style="list-style-type: none"> <li>• <b>Utilise cohort analysis training to review service provision and delivery.</b></li> <li>• <b>Review the local performance framework following the implementation of Child View.</b></li> </ul>
Community Tension Monitoring – Community tensions are identified and addressed at an early stage.	<ul style="list-style-type: none"> <li>• <b>Continue to engage in ASB tasking.</b></li> <li>• <b>Developed a consultation protocol with North Wales Police to improve partnership working and reduction of anti-social behaviour and offending.</b></li> </ul>
Hate Crime – An increase in hate crime reporting and ensure that victims receive appropriate support.	<ul style="list-style-type: none"> <li>• <b>Develop a Restorative Justice and Victims strategy</b></li> </ul>
Supporting families and children at risk of ACE's – reduction in demand for front line services and reduction in crime rates.	<ul style="list-style-type: none"> <li>• <b>Identify practitioners to undertake 'Train the Trainer' course on Adverse Childhood Experiences and disseminate to wider practitioner and management team.</b></li> <li>• <b>Continue to support the Early Help Hub.</b></li> </ul>
Youth Justice – Improve collaboration across the region.	<ul style="list-style-type: none"> <li>• <b>Continued engagement with North Wales YJS Managers</b></li> <li>• <b>Exploring alternative strategic partnerships and governance arrangements.</b></li> </ul>

The YJS contributes to a number of the working groups which have been set up to develop and deliver appropriate plans and direct services to support the priorities of the Council and regional activities. The YJS is represented on the following strategic and operational multi-agency groups:

- Anti-Social Behaviour tasking group.
- Flintshire MET Panel (local and regional).
- Complex Needs Board Wales.
- Area Planning Board Children& Young People group.

The YJS is also a statutory partner on the Local Safeguarding Children Board and is represented by the Operations Manager on the Wrexham and Flintshire Delivery Group and the Performance and Quality Assurance Group. In addition the Youth Justice Service is an active partner on the Local Safeguarding Children's Board and Delivery Groups and aligns its Youth Justice Plan to a number of priorities in the North Wales Safeguarding Board Strategic Plan 2019-2020;

#### **North Wales Safeguarding Board Priority 1: Exploitation**

The Youth Justice will support the implementation of the North Wales Regional Exploitation Strategy when published. The Youth Justice Service will continue to be an active partner in local and regional MET meetings and continue to explore collaborative responses with partner agencies to Modern Day Slavery and Child Exploitation.

#### **North Wales Safeguarding Board Priority 2: Domestic Abuse**

The Youth Justice Service will continue to ensure that its workforce has the skills to identify and respond to domestic abuse. A key element to this priority is engagement in newly developed Ask and Act training.

#### **North Wales Safeguarding Board Priority 4: Safeguarding in Education**

The Youth Justice Service will continue to work closely with its partners in statutory and further education provision to ensure that children and young people have access to appropriate education, training and employment. We will continue to work with these partners to reduce the use or need for permanent exclusions and explore programmes of intervention designed to raise awareness of the impact of knife crime, child exploitation and serious youth violence. Moreover, we will work closely with education providers to attempt to reduce incidents of and the impact of harmful sexual behaviour in education settings.

On a regional basis both the Operations Manager is an active participants in YOT Managers Cymru, North Wales Heads of YOTs and Operations Managers meeting, The Youth Justice Service remains committed to exploring alternative strategic partnership arrangements across the region to ensure the most effective use of our resources and ensure effective strategic governance with our partners. The YJS will continue to explore opportunities to develop regional Executive Management Boards.

The Service operates a range of Protocol/SLA with Partners including Courts, Police and Action for Children. Partnership information sharing protocols/agreements work very well and ensure holistic assessment, intervention and outcomes for young people who offend. Staff have access to a range of case management systems / databases in Flintshire YJS offices including:

- Police Intelligence systems incl. PNC
- PARIS (Safeguarding/Children's social care)
- ONE (Education)
- ChildView (YJS case management).

The range of case management systems/databases allows staff and secondees to access critical, real-time information regarding the young person/family to support management of risk and vulnerability, and ensure holistic assessment and information sharing to improve



outcomes for young people in the youth justice system. Following the successful implementation of ChildView in June 2019 read only access will be explored for Children's Social Care services including Duty & Assessment, LAC services.

### **Families First Programme**

Flintshire Youth Justice Service continues to strengthen its links to the Families First Programmes through partnership arrangements and established referral routes to early intervention and prevention parenting support programmes. The Families First programme currently funds a representative from Flintshire Youth Justice Service to attend and represent the service at the Early Help Hub.

### **Youth Homelessness, Resettlement, Custody and Transitions**

Flintshire Youth Justice Service have recently undertaken an engagement event with HMPYOI Werrington in an attempt to re-secure effective working links. Staff from the custodial institution provided some awareness of their current programme and further engagement sessions will be arranged.

Following a review of the Resettlement and Reintegration Panel it was agreed by the multi-agency Executive Delivery Group that the Panel in its current form should be disbanded. It was concluded that due to the frequency of the meetings, in practice issues and planning for effective resettlement were routinely addressed outside and prior to the meeting. However, following the publication of the new National Standards for Youth Justice, work will be required to effectively monitor, plan and review how we support young people making transitions at key stages of their life.

Key to ensuring effective transitions is the Youth Justice Service's engagement in local and regional strategies to address Youth Homelessness. Through Operational and Executive Management Boards, the Youth Justice Service has commenced this work with partners from local authority Housing, Social Services for Children and Youth Service and has started to engage its young people in seeking their experiences of accommodation to inform future planning.

Flintshire Youth Justice Service has also reviewed its service level agreement with Flintshire Social Services for Children.

### **Prevent and responding to extremist offending:**

All practitioners, including Flintshire Sorted received Prevent training in 2016/17. Training was delivered by a specialist officer from North Wales Police and included information on the Government's national *Prevent Strategy* and tackling extremist offending. The Youth Justice Service will continue to ensure that staff are trained in Prevent.

### **Serious Youth Violence**

The Youth Justice Service recognises the national trend in serious youth violence. In the last 12 months we have trained staff in child criminal exploitation, Modern Day Slavery and County Lines and worked with partners to establish a local Missing, Exploited and Trafficked Group. The YJS will also link into local and regional partners such as *Crimestoppers 'Fearless'*, *St Giles Trust* and *Street Games* who have been awarded Home Office Funding to tackle serious youth violence. It is essential that we work closely with partners to identify young people and areas at risk and provide a co-ordinated response. Moreover, the Youth Justice Service will explore through its Youth Justice Centre and targeted approaches ways in which it can provide children and young people with information on the risks of engaging in serious youth violence.

## Risks to Future Delivery against Youth Justice Outcome Measures

Since the last Youth Justice Plan and following the Executive Management Board Development Day a Risk Register has been implemented to advise the Board on potential risks in the following areas;

Area of Risk	Definition
Operational	<b>Dangerous or serious incident</b> committed by young person known to YOT. Including violent extremism or other high interest offence causes media and political interest.
	<b>Loss of Data.</b> Issues related to YJS Case Management System or interruption to services
	<b>Staffing</b> Increase is staff sickness / absence / post vacancies.
	<b>High Risk or Safety and Wellbeing Concern.</b> Risk and Safety and Wellbeing concerns for young people / victims / community including community, custody resettlement.
Performance & Standards	<b>Fail to achieve KPIs:</b> Increase in FTEs, Increase in re-offending Increase in Custody
	<b>Issues Identified by Executive Delivery Group</b> Any additional issues identified by Delivery Group or against <b>YJS Priority Plan</b>
	<b>Connectivity and 'Missing docs'.</b> When young people are Remanded or sentenced to custody an assessment of their risk of harm to themselves or others is made at court and must immediately follow the young person into the secure estate.
Funding	<b>Funding uncertainty</b> financial pressures / Issues with grants.
	<b>Remand costs</b> are met by the LA. Small numbers Remanded for a group offence or one young person for a serious offence can have significant financial implication for the LA.
Partnerships	<b>Statutory partners unable to maintain support</b> or resources as staff secondments end or staff leave.
Reputation	<b>Partnership redesigns impact</b> on YJS core service and early interventions.
	<b>HMIP Inspection</b> or <b>Safeguarding Review</b>
Buildings & Infrastructure	<b>Health &amp; Safety</b> issue adversely affect staff.
	<b>Buildings</b> Issues identified with YJS buildings.

Whilst risks to the service remain dynamic, there are a number of key risks to the service that continue to be identified;

Risks	Actions to Mitigate Risk
Continued risk of Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority	<ul style="list-style-type: none"> <li>• Fully staffed weekend and Bank Holiday court rota with dedicated management cover</li> <li>• Robust monitoring systems/management oversight with reporting to the YJS Executive Management Board</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure regional compliance with the working agreement regarding the transfer of young people out of police custody.</li> <li>• Utilise Operational Manager groups between Social Services for Children and YJS to identify possible RLAA cases early.</li> <li>• Review of custody cases to identify learning</li> <li>• Ensure through ongoing engagement and training that magistrates have confidence in alternatives to custody.</li> <li>• Develop a strategy to reduce the use of YDA</li> </ul>
<p>Future budget efficiencies/reduction in partner contributions/ staffing</p>	<ul style="list-style-type: none"> <li>• Business case being developed with Senior Officers and Chief Officers.</li> <li>• YJS Executive Management Board planning to mitigate risk</li> <li>• Utilise audit of the YJC cohort to ensure resources are effectively targeted to minimise impacts of reduced funding</li> <li>• Explore new ways of working, governance and delivery including alternative grant funding streams and regional delivery</li> <li>• Explore alternative delivery models with the Third Sector</li> <li>• Further expand role of volunteers</li> <li>• Explore staffing contingencies.</li> </ul>
<p>Maintaining/improving performance and quality service in face of ongoing real reductions in budget</p>	<ul style="list-style-type: none"> <li>• Case file audits</li> <li>• Review YJS Quality Assurance systems/processes</li> <li>• Review performance framework following the implementation of ChildView</li> <li>• Ongoing self- assessment against HMIP Thematic inspections and use of APIS meetings</li> <li>• Continue to utilise local and regional Development Forums</li> <li>• Disseminate AssetPlus training to new seconded staff / external appointments</li> <li>• Explore new ways of working/innovation</li> <li>• Continue focus on national outcome measures</li> </ul> <p>Robust scrutiny and support from Management Board</p>
<p>Continue to reduce re-offending in context of very challenging cohort as a result of impact of fully integrated prevention and Bureau system</p>	<ul style="list-style-type: none"> <li>• Reducing Re-offending by Young People Strategy Children and Young People First</li> <li>• Review the re-offending toolkit following the implementation of ChildView.</li> <li>• Support and staff the Flintshire Early Help Hub</li> <li>• Develop Bureau Scrutiny and Management Board oversight</li> </ul>

	<ul style="list-style-type: none"> <li>• Utilise the audit of the current YJS cohort to ensure resources are appropriate and meet the needs of children and young people</li> <li>• Further develop interventions/resources including integrated youth service practitioners</li> <li>• Review YJS Prevention Services</li> <li>• Utilise the Enhanced Case Management approach for complex cases.</li> </ul>
Difficulties in retaining volunteers (Community Panel Members)	<ul style="list-style-type: none"> <li>• Explore new ways of working, governance and delivery including regional delivery</li> <li>• Explore alternative recruitment, training and delivery models with the Third Sector and Partner agencies.</li> <li>• Further expand role of volunteers</li> </ul>
Reduction in funding arrangements to partners such as Flintshire Sorted / Families First, Flexible Funding.	<ul style="list-style-type: none"> <li>• YJS Executive Management Board planning to mitigate risk</li> <li>• Ensure resources are effectively targeted to minimise impacts of reduced funding</li> <li>• Explore new ways of working, governance and delivery including alternative grant funding streams and regional delivery</li> <li>• Explore alternative delivery models with the Third Sector</li> </ul>
Respond to emerging offending trends including sexual offences, serious youth violence, child exploitation	<ul style="list-style-type: none"> <li>• Utilise regional NSPPC Audit</li> <li>• Utilise the review of the YJS cohort to identify needs and gaps in services</li> <li>• Explore additional funding streams and continue to support the SLA with Action for Children</li> <li>• Commit to additional training across the region</li> <li>• Contribute to local and regional MET meetings</li> <li>• Work with partners who have obtained Home Office funding to address serious youth violence.</li> <li>• Explore preventative / pro-active approaches through the Youth Justice Centre.</li> </ul>
Capacity to deliver or innovate early help services.	<ul style="list-style-type: none"> <li>• Identify gaps in service delivery to the Executive Board</li> <li>• Explore the use of other grants</li> <li>• Undertake regular performance monitoring</li> </ul>

## Approval

This plan has been agreed by all members of the Flintshire Youth Justice Executive Management Board.



Signed:  
Name: Colin Everett  
Designation: Chief Executive &  
Chair of YJS Executive Management Board

Date: 15<sup>th</sup> July 2019



Signed:  
Name: Claire Homard  
Designation: Chief Officer, Education & Youth &  
Deputy Chair of YJS Executive Management Board

Date: 15<sup>th</sup> July 2019



Signed:  
Name: James Warr  
Designation: Operations Manager, Youth Justice Service

Date: 15<sup>th</sup> July 2019

## Appendix

### Appendix 1: Youth Justice Service Executive Management Board Membership 2018/19.

Name	Agency	Gender	Ethnicity
Ann Roberts	Senior Manager – Integrated Youth Provision - FCC	Female	White
Celia Jenkins	Magistrate	Female	White
Christine Jones	Elected Member - FCC	Female	White
Claire Homard	Interim Chief Officer, Education and Youth – FCC (Deputy Chair)	Female	White
Colin Everett	CEO – FCC (Chair)	Male	White
Craig Macleod	Senior Manager, Social Services for Children – FCC	Male	White
Ian Roberts	Elected Member FCC	Male	White
James Warr	Operations Manager, YJS Flintshire	Male	White
John Bowcott	Chief Inspector, North Wales Police	Male	White
Joanne Taylor	Team Manager – Probation	Female	White
Karen Sert	Manager – CAMHS & YJS Mental Health Advisor	Female	White
Neal Cockerton	Chief Officer, Housing and Assets	Male	White
Neil Ayling	Chief Officer, Social Services for Children	Male	White
Pam Prichard	Manager – Action for Children	Female	White
Paul Rutt	Magistrate	Male	White
Richard Powell	CSP – FCC	Male	White
Sue Price	Principle, Coleg Cambria	Female	White
Tim Ford	Head Teacher	Male	White

### Appendix 2: Youth Justice Service Staff by Gender, Ethnicity.

Staff Group	Gender	Ethnicity
Youth Justice	6 Male 15 Female 1 Vacancies	20 White British
Community Panel Members	3 Male 6 Female	9 White British
Flintshire Sorted	1 Male 7 Female	8 White British

### Appendix 3: Training received by Youth Justice Service staff in 2018/19

Training	Number of staff
Safeguarding	All
Mindfulness Techniques (introduction)	All
First Aid	1
Data Protection / GDPR	10
Violence Against Women, Domestic Abuse and Sexual Violence.	5
Assessment Training (in house)	12
Enhanced Case Management / Trauma Recovery Model	3
Desistence Theory (YJB)	3
Forest School Training	2
Adverse Childhood Experiences	18
Modern Day Slavery	9
IOSH	2
Adverse Childhood Experience (Train the Trainer)	1
Proud Trust	All
Prevent	1

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