

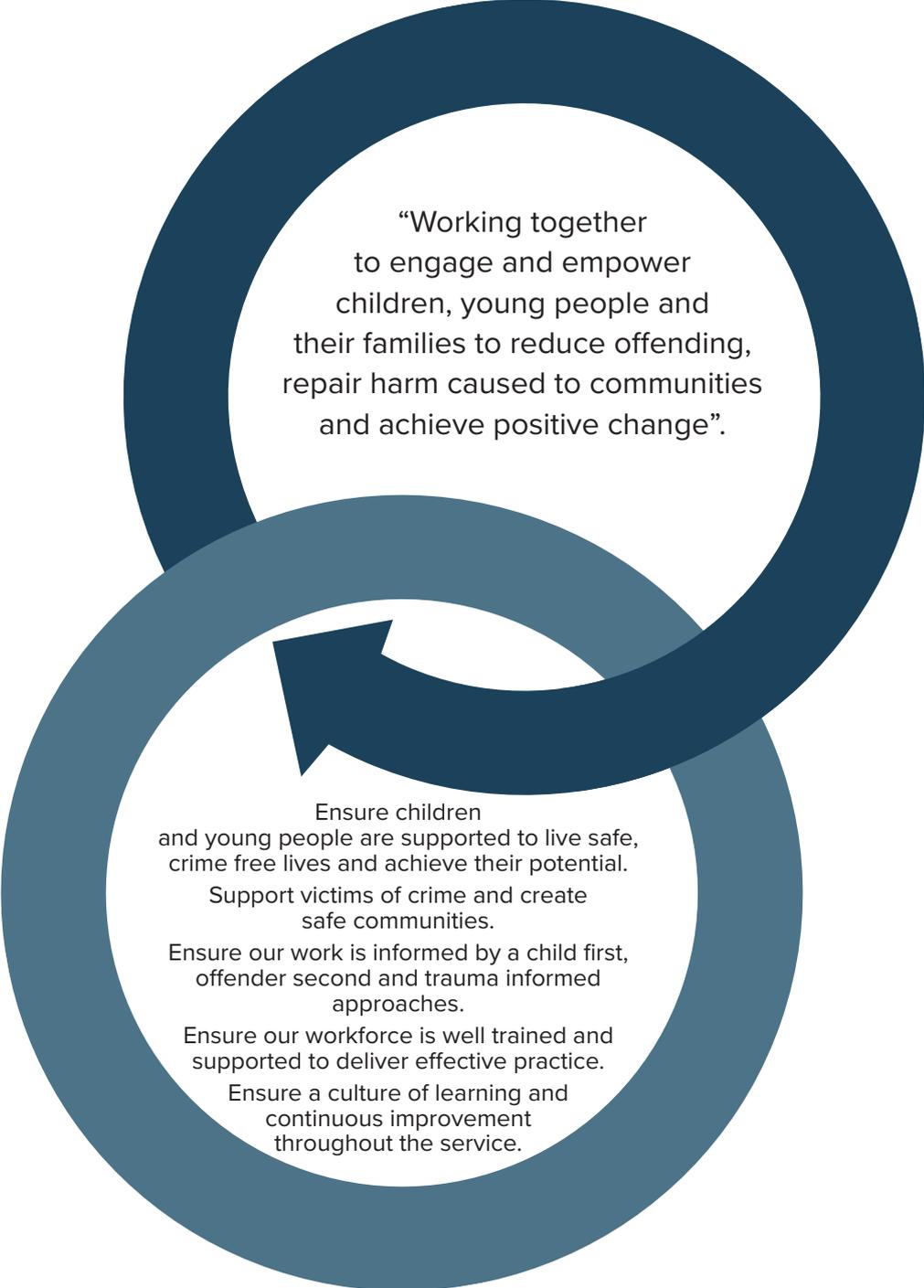
Flintshire Youth Justice Youth Justice Plan



2023 - 2026

Introduction, Vision and Strategy

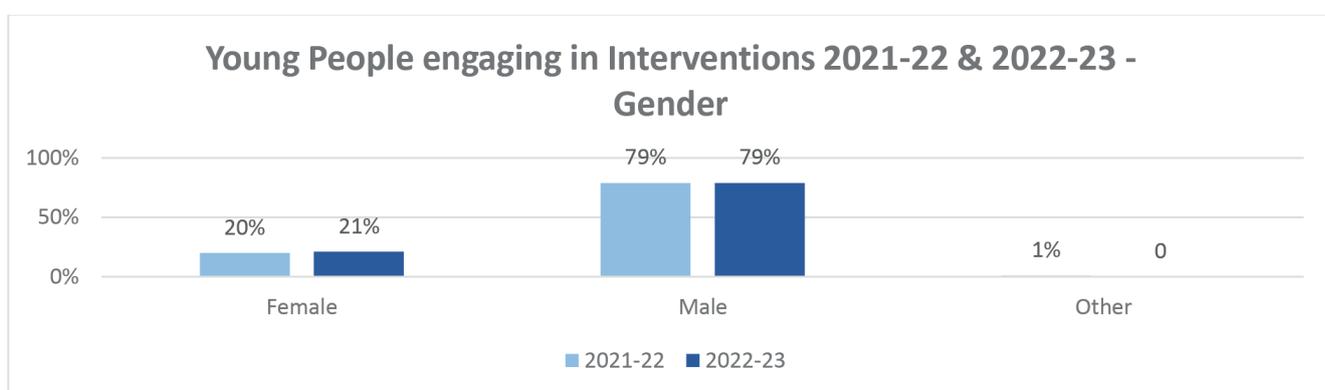
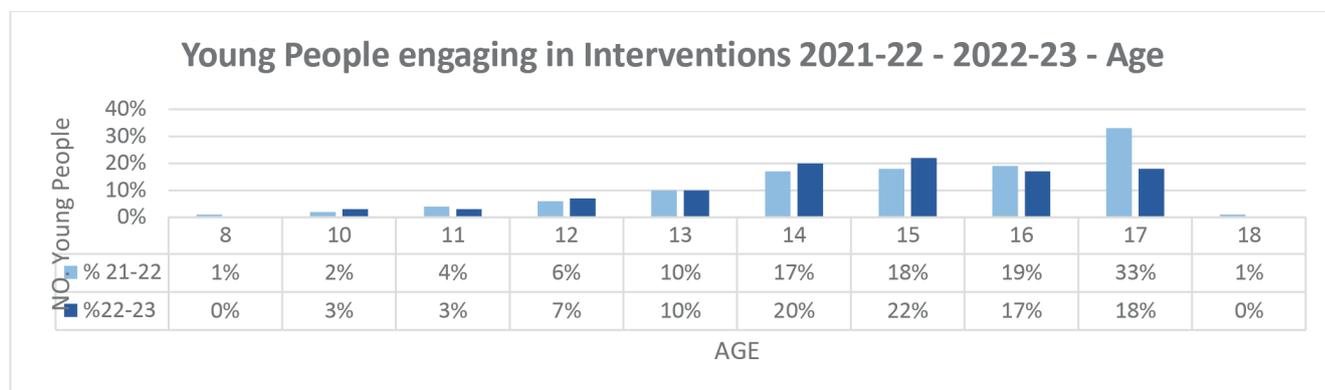
Whilst the Youth Justice Service works towards its statutory responsibilities under the Crime and Disorder Act 1998 to reduce offending by children and young people against a shared Welsh Government and Youth Justice Board vision in ‘children and young people first’ and to improve services for children and young people from Wales who are in, or at risk of entering, the youth justice system. Within Flintshire we have our own vision, values and priorities following consultation with our workforce and Executive Management Board that align to with our wider responsibilities.



“Working together to engage and empower children, young people and their families to reduce offending, repair harm caused to communities and achieve positive change”.

- Ensure children and young people are supported to live safe, crime free lives and achieve their potential.
- Support victims of crime and create safe communities.
- Ensure our work is informed by a child first, offender second and trauma informed approaches.
- Ensure our workforce is well trained and supported to deliver effective practice.
- Ensure a culture of learning and continuous improvement throughout the service.

Youth Justice Cohort 2022-2023



Ethnicity	Count	Ethnicity	Count
White British	136	White Indian	1
White European	4	Other White British	1
Gypsy / Roma / Traveller	2	Any other Mixed Background	1
White Eastern European	1		

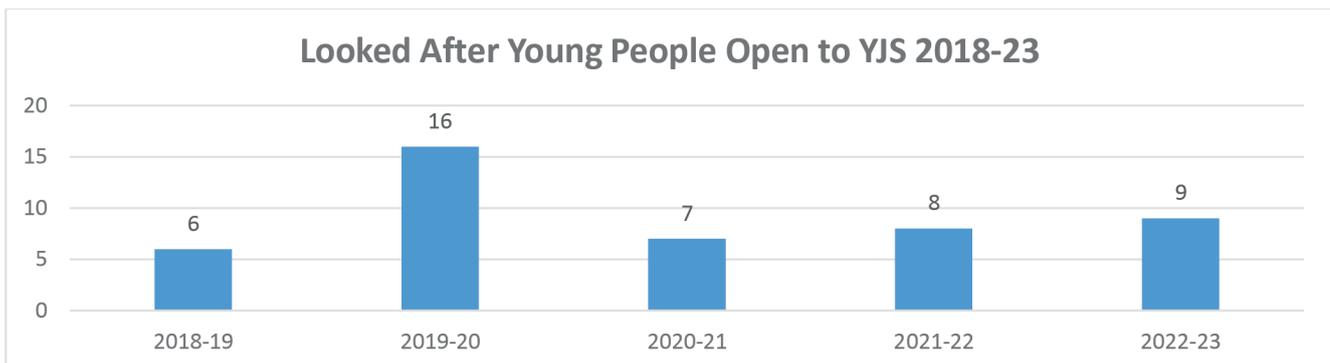
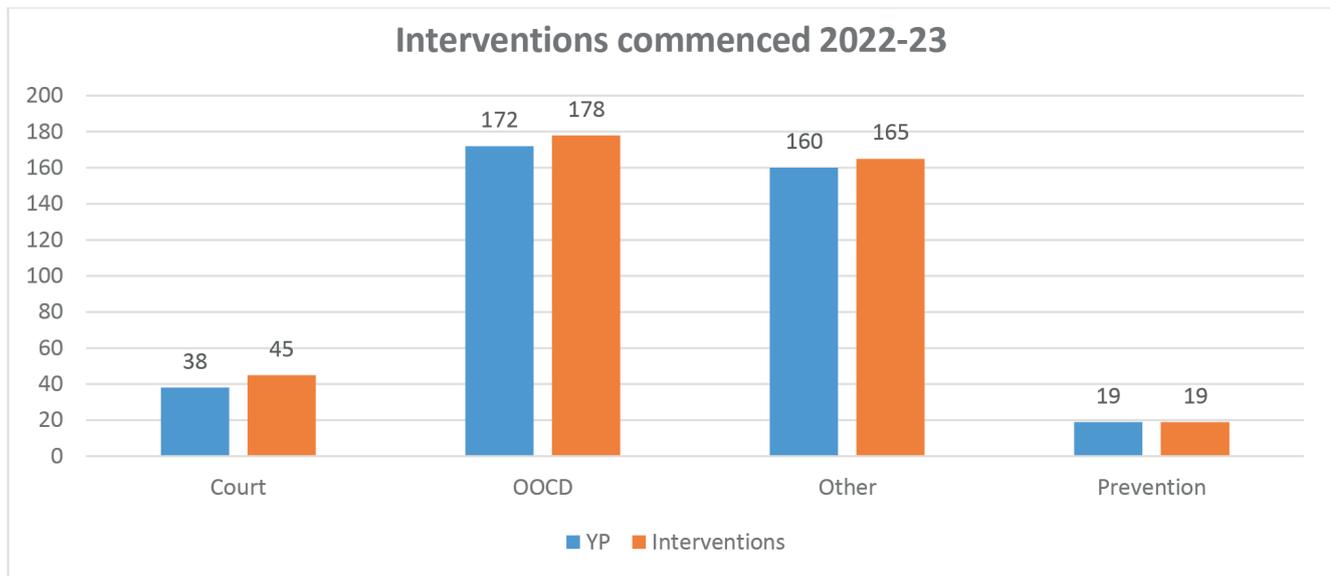
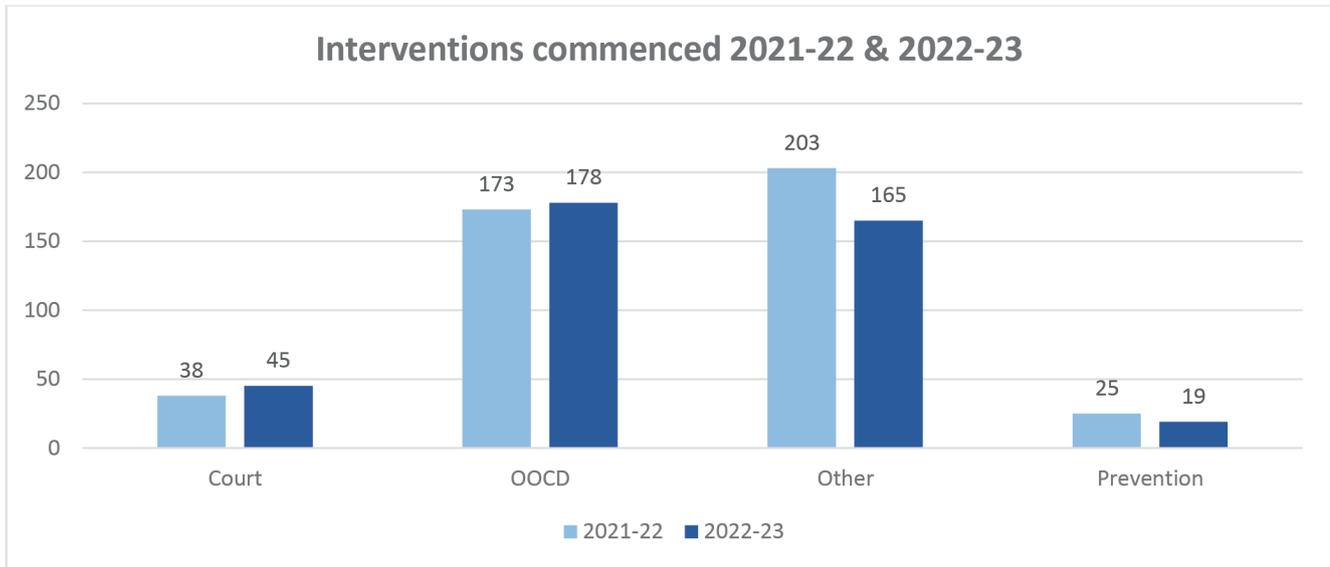
	2021-2022		2021-2022	
	Count	%	Count	%
Male	138	79%	116	79%
Female	35	20	31	21%
Other	1	1%	0	

In 2022-2023 the Youth Justice Service worked with 147 children and young people compared to 174 children and young people the previous year. In addition to prevention, pre-court or court outcomes children and young people will also receive additional support and interventions linked to education, mental health support and our Youth Justice Centre.

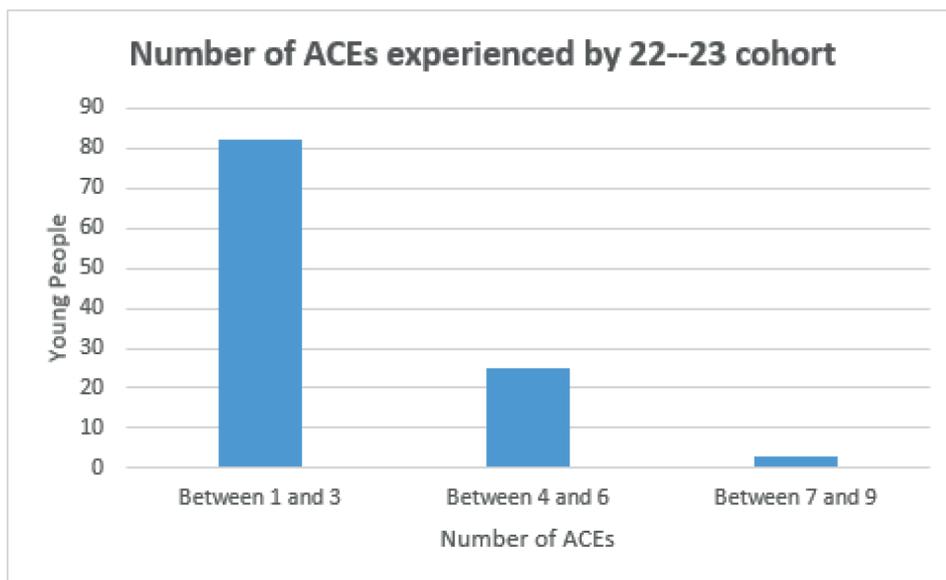
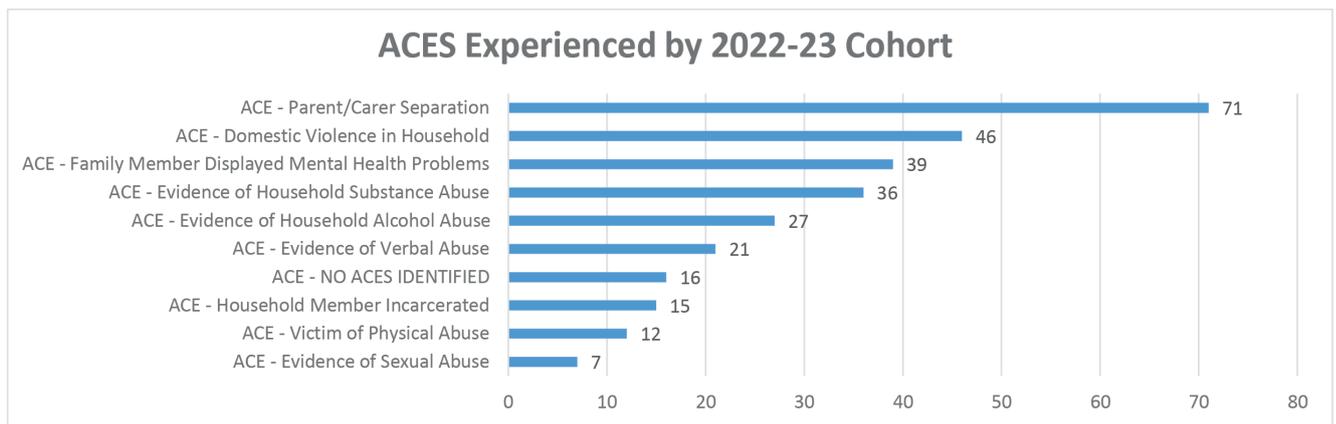
Whilst we have seen a reduction in our cohort size the proportion of males and females have stayed relatively stable. As with previous years the prominent age of children and young people



coming into the YJS is between the ages of 14-17 years. However, unlike previous years we have seen a notable decline in the number of children and young people entering the YJS at 17 years of age. Last year we reported an emergence of a younger cohort between the ages of 8-12 years of age which as a proportion of our cohort has remained the same.



In 2022-23 we have seen a small increase in the number of Children Looked After that are open to the YJS, however, currently we have not seen an increase on the scale of 2019-2020 figures. Within the last 12 months the YJS has embedded the learning from previous cohort analysis and HMIP Audits linked to Children Looked After and have undertaken joint training with Social Services colleagues and increased oversight of this cohort.



The YJS continues to assess and monitor the Adverse Childhood Experiences of our cohort in order to understand the needs and experiences of our children, young people and families. There has been no change in 2022-2023 to the most common ACE's experienced by our cohort which include parental / carer separation, domestic violence within the household, family members with emotional and mental health or substance misuse needs.

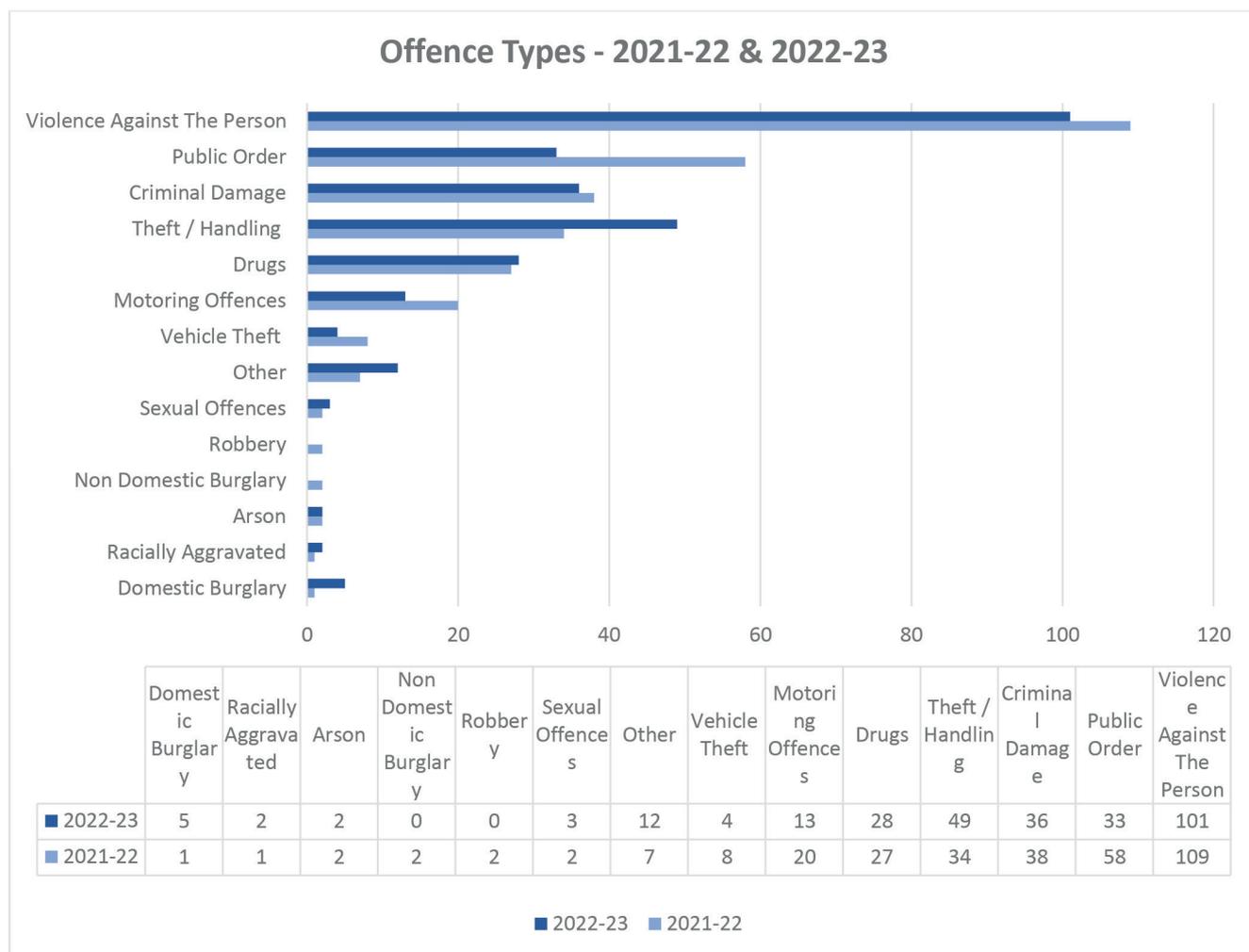
In order to understand the multiple needs of our cohort, particularly as we emerge out of the Covid19 pandemic we undertake an audit of cases open to the YJS within the 12 months between January 2022- December 2022. Based on an analysis of 106 young people open to the service;

- 63% were known to social services for children prior to being referred to Youth Justice
- 11% had spent time in care
- Assessments had identified an emotional and or mental health need in 67% of children and young people an increase of 6% on 2021
- 24% had a physical health need a 6% increase on 2021
- Self-harm and suicide risks were identified in 31% of cases at the point of assessment
- Alcohol use was identified at the point of assessment for 37% of children and young people which has reduced by 4% on 2021
- Drug consumption was identified in 67% of children and young people, an increase 14% on 2021
- Accommodation was assessed as unsuitable in 7% of cases
- Additional Learning Needs was identified in 74% of cases
- 33% of children and young people had a current or historic exclusion from school, 48% had behavioural issues within school and 41% had attendance issues.

In response to supporting the needs of our cohort the YJS in recent years has reinstated parenting support within the service and has supported 51 parents. Following initial consultation 36 parents consented to an assessment with out Parenting Officer with 30 commencing a parenting programme of which 24 parents completed the programme. For those parents who did not wish or require a parenting programme 27 parents were sign posted to 26 different support agencies including Parabl (Talking Therapies), NE Wales Advocacy Service, MIND, and Art & Soul Tribe (confidence and self esteem). Moreover, the YJS has continued to identify children and young people who may benefit from the Enhanced Case Management Support or additional consultation with FACTS which utilizes the Trauma Recovery Model in order to identify and sequence intervention and delivery of YJS services.

Within the last 12 months the service has supported 5 children and young people through this approach. In addition, the service has committed itself to embedding trauma informed practice throughout the service and has a delivery plan in place to support the Team. The YJS has also commenced delivery of the Ministry of Justice Turnaround programme which we have implemented from December 2022 with the delivery model promoting trauma informed principles. In addition, the service has commenced work to further review health resources, training and pathways within YJS which will continue into our 2023-24 plan in order to improve the support and access to necessary services and intervention for our children and young people.

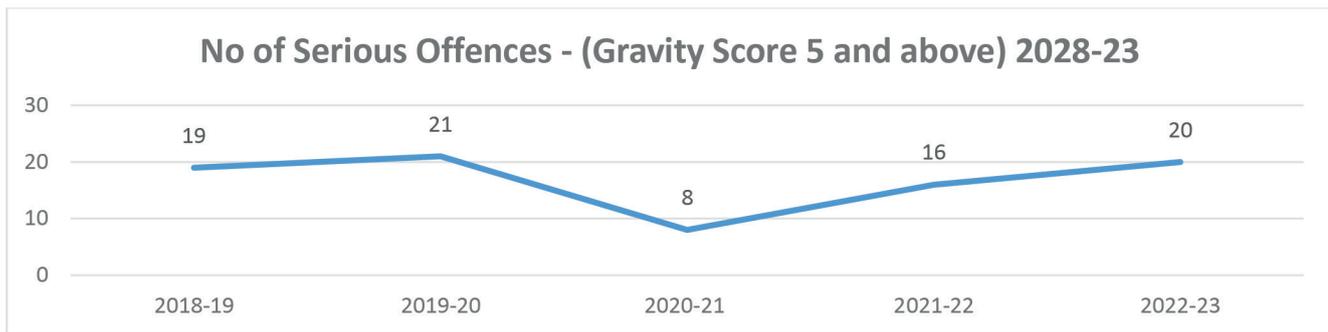
The YJS also continues to work with the wider Education and Youth portfolio to make progress against the 2019 Estyn Inspection to improve school attendance and reduce exclusion. Within the last 12 months the YJS has also worked with colleagues within Social Services for Children and Housing to increase our monitoring arrangements at an operational and senior management level for our Children Looked After cohort to support transitions and multi-agency working. As part of our 2023-24 plan the YJS will continue to work with partners to address issues linked to Youth Homelessness and the implementation of the Multi-Systemic Therapy provision within Social Services for Children.



In 2021-2022, 311 total offences were committed by 174 young people accounting for an average of 1.7 offences committed by each child. In 2022-23 whilst the total number of offences (288) and number of young people (147) declined the average number of offences rose slightly to 1.9 offences on average per child.

There remain some similarities in the offences committed by our children and young people which reflects the profile in previous years with violence against the person, public order, theft against the person and criminal damage remaining our most common offences.

In 2022-23 we have seen a decline in the number of violent offences against the person, although a small rise in the number of serious violence offences committed, however, this figure is reflective of pre-pandemic levels. We have also seen a decline in the number of public order offences within the last 12 months, however, this may be due to the removal of lockdown restrictions and subsequent offences linked to the non-adherence to these measures may have contributed for 2021-22 figures. In 2022-23 we have also seen an increase in the number of theft and burglary offences, again such changes could be linked to society exiting pandemic restrictions.



	2018-19	2019-20	2020-21	2021-22	2023-23
Arson		5	0	3	3
Domestic Burglary	3	4	1	2	5
Drugs	1	0	1	0	0
Motoring Offences	1	1	1	1	0
Other		0	0	2	0
Public Order		2	0	0	6
Robbery	2	1	1	2	1
Sexual Offences	5	3	0	3	2
Vehicle Theft / Unauthorised Taking	1	1	1	1	1
Violence Against The Person	6	4	3	2	2
	19	21	8	16	20

All offences have a gravity score defined by the Youth Justice Board with 1 being the less serious and 6 being the most serious. Offences over a gravity score of 5 and above equates to 7% of the total number of offences compared to 3% in 2021-22 the proportion of the increase can be attributed to an increase in burglary and aggravated public order offences.

Local Context Progress

- Implemented the Turnaround Programme to support children and young people on the cusp of entering the youth justice system
- Continued to embed the Enhanced Case Management Model
- Commenced work linked to implementing Trauma Informed Practice
- Increased oversight of our Children Looked After
- Continued to support the Education and Youth Portfolio to increase attendance and reduce exclusion

Local Context Future Priorities

- Review health resources into YJS
- Continue to implement Trauma Informed Practice
- Support Housing in their responses to Youth Homelessness
- Continue to support the Multi-Systemic Therapy approaches within Flintshire
- Continue to support the Education and Youth Portfolio to address school attendance and exclusion
- Implement our Disproportionality Action Plan
- Develop and evaluate offence focus interventions within the Youth Justice Centre.

Child First

The Youth Justice Board's (YJB) vision is of a Child First youth justice system. Flintshire continues to work with its partnership to develop a Child First approach. The YJB set out four tenets of the Child First Principles into practical service delivery which is defined as a system where all services:

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

Child First Progress

- Agreed a Participation Strategy to encourage active participation and increase involvement in decisions and plans and have a wider role in service development.
- Assessments and plans give consideration to needs, potential and aspirations of children and young people.
- Regionally secured a PhD student to support the team to develop resilience interventions.



- Developed a TrACE Development Plan and established a multi-agency working group to implement the findings of the TrACE toolkit to support the service to become more trauma informed.
- Implemented Turnaround to provide a 'what matters framework' to assessment and intervention at earlier stages within the YJS.

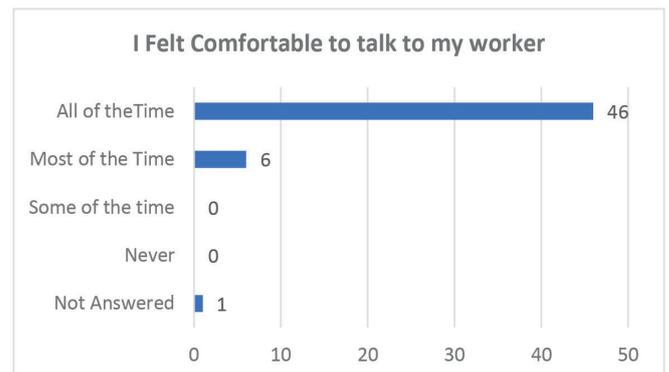
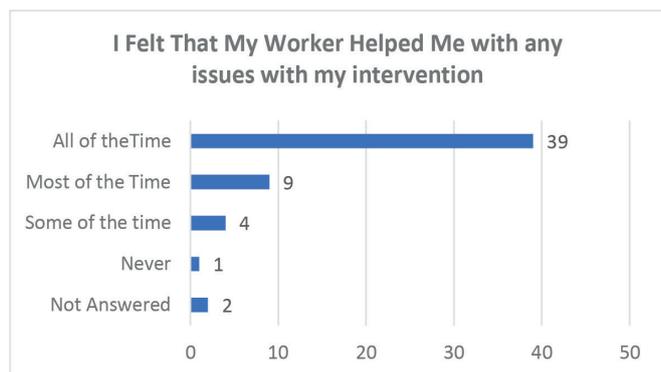
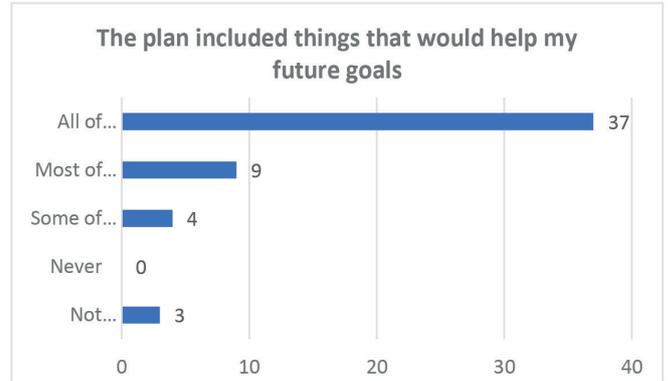
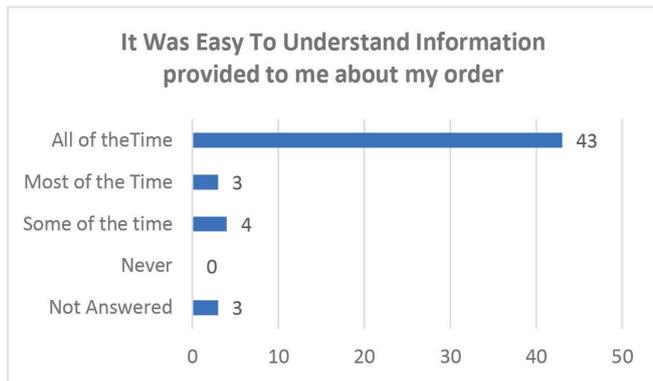
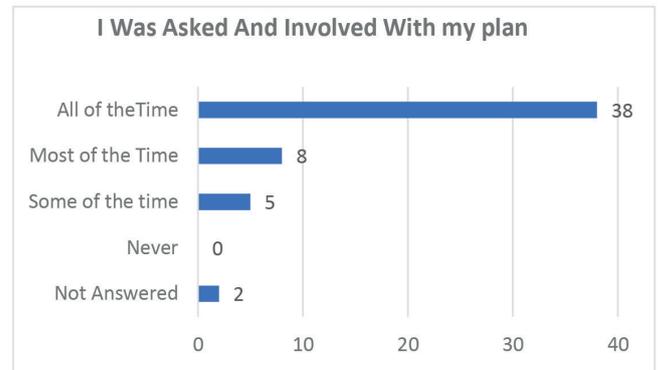
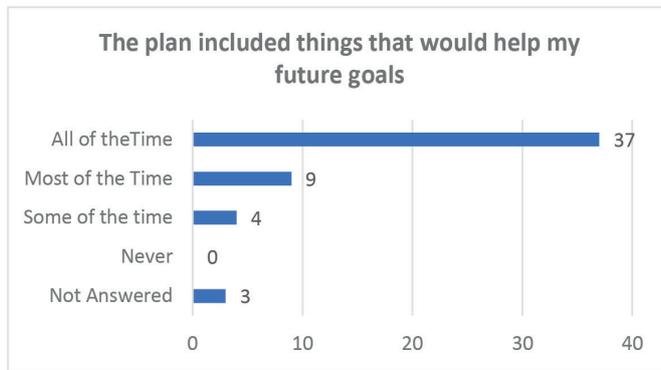
First Future Priorities

- Continue to monitor the implementation of the Participation Strategy
- Deliver further training to support the workforce to consider the voice of the child their lived experience and aspirations in assessments and plans
- Deliver Resilience Interventions training from September 2023
- Continue to implement TrACE toolkit
- Implement findings from Wales wide review of Reducing criminalisation of Children Looked After

Voice of the Child

Whilst the YJS has attempted to increase the voice of children and young people under its supervision through assessments and end of intervention feedback we recognise that this has not always been consistent. In the past 12 months the YJS has attempted to increase feedback from children and young people and in the next 12 months are also seeking to increase this to other cohorts including parents and victims.

At the end of a child or young person’s involvement with the YJS they are asked to complete a locally agreed feedback questionnaire. Below are some comments from children and young people on their experience of YJS;





Children and young people were also asked what the YJS did that was most helpful to them;



As part of our assessment and planning process we also ask children and young people about their aspirations and seek their views on areas of their life (relationships, accommodation, behaviour) and how positive these areas are for them currently. At the end of intervention, we revisit these to see if progress and improvements have been made, we call these 'soft outcomes'. The higher the score the greater the positive change.

Based on the self-reporting of 88 children and young people, following YJS intervention positive gains have been made in most areas of their lives.

End of intervention and Soft Outcome feedback has been positive overall and continues to be monitored by the YJS Management Team and Executive Management Board. A Review of our feedback in the last 12 months indicates that whilst we continue to strive to increase the voice and inclusion of children and young people in all aspects of their work with the YJS more needs to be done in the following areas;



- Continue to strengthen person centred planning including motivation and aspirations,
- Strengthen individual identity and diversity within our assessments, plans and intervention,
- Increase our understanding of the pathways to breach and enforcement,
- Continue to review information we provide to children, young people and families.
- Better understand children and young people's accommodation and housing needs.

To strengthen the voice of the child, in September 2022 the YJS Executive Management Board has developed and approved a Participation Strategy from 2022-2024 which has a number of strands to;

- Ensure children and young people can give feedback on their experiences in the Youth Justice System
- Ensure children and young people have clear information available to them.
- Ensure children and young people have more of a say in their intervention plan
- Ensure children and young people have a role in future service design and delivery
- Increase our understanding of the lived experience of children and young people and improve outcomes for children and young people

We have already made progress on our Participation Strategy by reviewing our end of intervention feedback tool with responses being reviewed at Management Team and Management Board Level.

The Executive Management Board has also ensured that there is an increase focus on the voice of children and young people at meetings by utilising case study information. In the last 12 months this has been present in Critical Learning Reviews and has informed recent work to improve our Remand, Custody and Resettlement Policy. Ensuring that the views of children, young people and victims are heard and inform service improvement and development will continue to be prioritised by the Board.

We have also worked with Social Services for Children during their procurement exercise to secure an interactive electronic tool to increase the voice of children and young people during the planning of support and intervention. It is hoped when implemented that the YJS will be able to utilise this tool within the service. Additional training has also been secured for 2023-24 to help practitioners and managers develop their assessments and plans to promote the lived experience of children and young people, increase their engagement and participation and help them to develop aspirations and person centred planning.



Voice of the Child Progress

- Agreed a Participation Strategy to encourage active participation and increase involvement in decisions and plans and have a wider role in service development.
- Reviewed our end of intervention feedback tool
- Participated in procurement of an electronic tool to increase participation in assessment and planning,
- Increased the use of case studies at the Executive Management Board to inform strategic and operational planning

Voice of the Child Future Priorities

- Continue to monitor the implementation of the Participation Strategy
- Deliver further training to support the workforce to consider the voice of the child their lived experience and aspirations in assessments and plans
- Deliver Resilience Interventions training from September 2023
- Strengthen individual identity and diversity within our assessments, plans and intervention,
- Increase our understanding of the pathways to breach and enforcement,
- Continue to review information we provide to children, young people and families.
- Better understand children and young people's accommodation and housing needs.

Governance, Leadership and Partnership Arrangements

Since January 2021 the Youth Justice Service has been its own service overseen by Senior Manager reporting directly to the Chief Officer for the Education and Youth Portfolio within Flintshire County Council. The decision for Youth Justice to sit as a distinct service was to give greater emphasis to the work of Youth Justice and increased presence within the Senior Management Team within the Education and Youth Portfolio.

The Flintshire Youth Justice Service has a number of layers of governance. Strategic governance is overseen by the Executive Management Board, whereas the operational delivery against the Youth Justice Plan is overseen by the Delivery Group. Day to day leadership and governance is overseen by the YJS Management Team with oversight from the Team Manager and Senior Manager.

Following a review of previous annual staff -assessments and to improve communication and inclusion between the Executive Management Board and Youth Justice Service, membership to our Board has been expanded in 2020 to include two Youth Justice Service Officers as practitioner representatives.

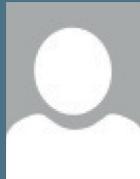
Through 2022-2023 we have seen the departure a number of a long-standing strategic members including our the Chair of the Youth Bench (HMCTS), Probation and North Wales Police representatives. As new Board Members come into post, we remain committed to providing a formal induction to the Service and their role and have reviewed the induction information with Board Chair and Deputy Chair to support this process.



Executive Management Board

Governance of the Youth Justice Service is provided by the Executive Management Board which is chaired by the Chief Executive of Flintshire County Council.

To be updated

 <p>Neal Cockerton Chief Executive, Flintshire County Council (Chair)</p>	 <p>Claire Homard Chief Officer, Education & Youth (Deputy Chair)</p>	 <p>James Warr Senior Manager, Youth Justice and Flintshire Sorted</p>
 <p>Vicky Clark Housing, Flintshire County Council</p>	 <p>Neil Ayling Chief Officer, Social Services for Children</p>	 <p>Matt Hayes Senior Manager, Intergrated Youth Provision</p>
 <p>Craig Macloed Senior Manager, Social Services for Children</p>	 <p>Emma Parry Chief Inspector, North Wales Police</p>	 <p>Richard Powell Senior Manager, Community Safety</p>
 <p>Mared Eastwood Cabinet Member for Education and Youth</p>	 <p>Christine Jones Cabinet Member for Social Services for Children (Member)</p>	 <p>Andrew Lewis Chair of Youth Bench, HMCTC</p>
 <p>Pam Pritchard Practice Manager, Action for Children</p>	 <p>Sue Price Principal, Coleg Cambria</p>	 <p>John Weir Flintshire Head Teachers Federation</p>
 <p>Holly Wilding Team Manager, Action for Children</p>	 <p>Marilyn Wells Head of Nursing & CAMHS</p>	 <p>Nia Gooding National Probation Service</p>
 <p>Alan Williams Youth Justice Officer, Youth Justice Service</p>	 <p>Stephanie Austin Youth Justice Officer, Youth Justice Service</p>	

The Executive Management Board continues to meet a minimum of every 3 months which includes annual development session to ensure continuous improvement and development of Board Members. The Board is responsible for the;

- Strategic oversight and direction, including identifying and responding to local, regional and national priorities,
- Support and challenge partner agencies and 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 by children and young people,
- Review and scrutinize partnership working and collaboration,
- Review and scrutinize planning and resources including financial contribution,
- Monitor and respond to risks to service delivery.
- Review and scrutinize partnership working and collaboration,
- Review and scrutinize planning and resources including financial contribution,
- Monitor and respond to risks to service delivery.

The work of the Board has been categorised into; Governance and Accountability, Workforce and Professional Development, Partnerships, Improving Practice and Outcomes, Reducing Offending and Increasing Community Safety.

Governance and Accountability

In order for the Executive Management Board to fulfil its oversight function, the Board continues to review and revised the performance information made available to Board Members in addition to the introduction of new Key Performance Indicators (KPI's) from April 2023. In addition to KPI's increase focus and attention has been given to case studies and hearing the voice of the child, the impact of adverse childhood experiences in addition to contemporary issues affecting youth justice such as modern day slavery and serious youth violence.

Moreover, the Executive Management Board in 2019 supported the procurement and implementation of a new Case Management System to allow greater scrutiny of aspects of youth justice service delivery. The Board has also supported an extension to our current Case Management Provider until 2027 The Board utilises information to hold the YJS and its partners to account.

Areas of Performance Monitored by YJS Executive Management Board

- | | |
|--|---|
| <ul style="list-style-type: none"> • Cohort Demographics • Bureau, Early Intervention and Prevention • Court Outcomes • End of Intervention Feedback • Social Difficulties impacted by children and young people (including case studies and effective practice). • Workforce capacity • Supervision frequency • Restorative Justice and Victims | <ul style="list-style-type: none"> • Modern Day Slavery • Intervention • Key Performance Indicators • Re-offending • Disproportionality • LAC • Escalation and professional disagreement • Soft Outcomes • Cohort complexity |
|--|---|

In addition to its function to scrutinise financial contributions and resources the Board continues to monitor an Executive Risk Register and address issues that may impact on service delivery. Board Members are responsible in ensuring that statutory agencies contribute to Youth Justice Services. Over the last 12 months due to staff transitions, Executive Management Board Members have and continue to support changes to resources linked to the National Probation Service, Child and Adolescent Mental Health Service (CAMHS) and Integrated Youth Provision.

Board Members have increasingly become involved in operational activities which have included case file audits, scrutiny panels for Out of Court Disposals (OoCDs), reviewing transition arrangements and operational pathways into services, case escalations, resolving professional disagreements and reviewing Critical Learning Reviews following a Community Safeguarding and Public Protection Incident (CSPPI), health improvement workstreams and cohort monitoring. Board Members continue to advocate for Youth Justice Services and strengthening operational and strategic partnerships.

The YJS Delivery Group has primarily focused on ensuring the Youth Justice Service and its partners deliver on operational priorities.

Workforce and Professional Development

On an annual basis the Executive Management Board commissions a 'Staff Assessment' conducted by the YJS Senior Manager to review staff welfare, review the impact of operational activities and improve service delivery. The Board is keen to develop closer links with operational staff to better understand the work they do and to inform service developments and it is hoped that this link will be strengthened by the membership of YJS practitioners to the Board.

It is recognised that the context of youth justice and our cohort is changing and the YJS has committed to developing trauma informed approaches and with the support of Public Health Wales and Glyndwr University have started to review and implement the TrACE toolkit and supporting development plan.

The Management Board is also strengthening its oversight function around case complexity, workload, and staff training and supervision frequency in order to support the workforce and improve service delivery.

Partnerships

The Board has a wider representation from statutory and non-statutory partners. The increase in this specific membership is to aid the Youth Justice Service in responding to wider developments to respond to Adverse Childhood Experiences (ACEs), develop trauma informed approaches and improve outcomes in education, training and employment for children and young people.

It is essential that all partners work to review and establish clear pathways to information sharing and joint working to best support children, young people and families. Partners will also be mindful of a number of reviews or recommendations from their inspectorate and governing bodies and will work with the Youth Justice Service to ensure responses are collaborative.

Board Members have continued to support the YJS to develop, monitor and align arrangements to support young people within the Youth Justice Services as they transition between services.

Improving Practice and Outcomes

The Board will continue to ensure that the service remains committed to continuous improvement and will monitor Key Performance Indicators (KPIs) and ensure that YJS and its partners respond to recommendations from HMIP Inspections, Youth Justice Blueprint and Critical Learning Reviews. The Board also welcomes the findings from the Peer Review supported by the YJSIP.

In order to improve practice, the Board has developed a Participation Strategy to further encourage the involvement of children and young people at all points of the youth justice system. The Board has also developed an Action Plan to monitor and respond to disproportionality and review priority groups. We continue to ensure that the Board understands our cohort but recognise there is more to do to ensure this information is brought to life by the experiences and voices of children and young people.

Reducing Offending and Increasing Community Safety

The Executive Management Board understands that one of its key functions is to ensure the Youth Justice Service and partners work to reduce offending and increase community safety. The Executive Management Board is aware of local research being undertaken to update the locality review and pathways into organized crime and the Board will work with partners to implement any specific recommendations for Youth Justice whilst supporting the service to implement its Youth Violence Action Plan. The Board will also take a role in ensuring that the YJS fulfils requirements set out in accordance with the Serious Violence Duty and any Regional Implementation Plan when agreed. In addition, the Board recognises the importance of ensuring it has a workforce that is trained to respond to challenges with emerging trends, particularly in respect of Youth Violence and Modern-Day Slavery. The Board also has a role in ensuring that victims feel safe and are included in the criminal justice process. It recognises the need to increase participation across all areas of the service. Finally, the Board has a role in ensuring that outcomes delivered by the YJS and partner agencies remain robust and effective and there is continued monitoring and scrutiny against the objectives of the Youth Justice Service.

Partnership Arrangements

The Youth Justice Service is positioned with Flintshire Sorted (young person's drug and alcohol service) and since 2021 separated from Integrated Youth Provision. Whilst this change has had some impacts on resourcing and budgets supplied by the Integrated Youth Provision, the service continues to maintain representation on local YJS Delivery and Executive Management Groups to strengthen collaboration.

Following a review of Executive Management Board functions, membership has established Chief Officer representation from Education and Youth, Housing and Assets and Social Services. Membership continues to include statutory partners including Police, Health, HMCTS and the National Probation Service but in recent years has extended to include representation from Coleg Cambria, Flintshire Head Teachers Federation and Action for Children.

Management Board members have continued to be involved in strategic and operational groups including Y2A Cohort meetings, Bureau Scrutiny Groups, participated in Critical Learning Reviews following a Community Safety and Public Protection Incident (CSPPi), reviews of transition agreements and helped to resolve operational case issues through our escalation process. Historically Management Board Members have been involved in the recruitment of the Senior Manager, Team Manager and Senior Practitioners. In the last 12 months Board Members have participated in case file audits, resettlement planning meetings and additional oversight of our Children Looked After cohort.

Given local priorities the YJS continues to increase its engagement with the Head Teachers Federation to raise the awareness of priorities linked to new Key Performance Indicators and continues to work with the Education and Youth Senior Management Team to increase oversight of children and young people in unsuitable education, training and employment and develop strategies to reduce exclusion and increase attendance. Flintshire YJS is also a member of the Education and Youth Safeguarding Panel and continues to raise the profile of issues affecting our cohort and wider safeguarding issues including Modern Day Slavery and Criminal and Sexual Exploitation. Flintshire continues to operate a multi-agency Missing, Exploited and Trafficked Panel which is co-chaired by the YJS Senior Manager.

The Youth Justice continues to collaborate with other Youth Justice Services within the region with shared representation at regional and national forums including North Wales Criminal Justice Board, Safeguarding Children's Board, MAPPA, IOM steering groups, YOT Managers Cymru working groups and the Serious Violence Duty Task and Finish Group. In the last 12 months Regional Youth Justice Managers have also worked collaboratively to commence a review of Out of Court Disposal (OoCDs), implementation of Turnaround, commission training and engage with partners to address resourcing issues including provision to develop trauma informed approaches such as ECM. Regional Practitioner groups have also been established to promote the sharing of best practice in the region.

Improving transitions and strengthening partnership relationships continue to be an area of specific focus locally and regionally. We have continued to focus on strengthening transitions with partners and in the last 12 months have reviewed transition agreements linked to Social Services, Education, CAMHS and Housing. In the next 12 months we will review agreements with North Wales Police linked to the delivery of Out of Court Disposals (OoCD) when updated national guidance is published and following an increase in the use of remand and custody have commenced a review of our Remand, Custody and Resettlement transition policy informed by case file audits, changes to guidance and input from children, young people and families who have experienced custody.

Locally the YJS continues to have established representation on the Anti-Social Behaviour (Community Demand Reduction) tasking group to help us respond to local incidents of anti-social behaviour and promote prevention activities in collaboration with Police and Flintshire Sorted. The YJS also has representation on the Education and Youth Safeguarding Panel, MST Strategic Board, Children and Communities Fund and Strategic and Operational MET Panels.

The Youth Justice Service is committed to continuous improvement and continues to represent the North Wales / Wales region on the Youth Justice Board's Sector Improvement Partnership.

Board Development

In 2021 the Executive Management Board completed a self-audit of its governance functions, reviewed the performance information it receives and reviewed the findings of the HMIP Annual Inspection Report and Board Members continue to undertake operational oversight and improvement functions linked to Bureau Scrutiny, Children Looked After Cohort Monitoring, Health Task and Finish Group, Case File Audits, Harmful Sexual Behaviour Case Reviews and Resettlement meetings.

Following completion of an Executive Management Board self-assessment and review of HMIP standards the following areas were identified and the Board continues to progress these areas for development;

Area for Improvement	Progress
Further improve Performance Monitoring submitted to the Board.	We continue to increase the performance oversight through our Case Management System. New KPI's will ensure this data is further developed.
Improve monitoring of LAC cohort	We have increased our oversight and regularly meet with Senior Managers from Social Services for Children and Housing to support transitions.
Continue to make progress against Estyn Action Plan	The YJS is aligned to the Post Inspection Action Plan and seeks to increase Senior Management scrutiny of attendance and exclusion of the YJS cohort
Undertake the YJB Serious Youth Violence Stock Take and devise an Action Plan	Completed a multi-agency review and continue to develop an action plan to respond to youth violence. We have developed an Action plan which will be aligned to work on the Serious Violence Duty.
Strengthen strategic and operational approaches for children who are missing, exploited and trafficked (MET).	Re-commenced Strategic MET meetings across Flintshire & Wrexham.
Embed Enhanced Case Management (ECM) and trauma informed approaches.	Re-commenced ECM in Flintshire and working to become a Trauma Informed Service.
Improve links with Housing.	Revised our service level agreements and training in the pathway completed.
Improve access to and joint working with Parenting Support services.	Increased YJS parenting support through the Children and Communities Grant.
Monitor staff supervision frequency.	Monitored at every Board meeting.

The Executive Management Group has continued to commit to improving governance and service delivery and undertaken development sessions and in 2023 the Board have commissioned the Youth Justice Sector Improvement Partnership (YJSIP) to undertake a Peer Review on Leadership and Governance to support continued development and improvement.

In September 2022 the Board also undertook a development session and agreed our Participation Strategy, Youth Violence Action Plan, Disproportionality Action Plan and TrACE development plan.

From April 2023 the Board will support the Youth Justice Board's revised Governance, Accountability and Oversight functions with all YJS in England and Wales.

Governance, Leadership and Partnerships Progress

- Increased scrutiny of Out of Court Disposals
- Development of Youth Violence Action Plan, Disproportionality Action Plan and Participation Strategy
- Continued use of Escalation Framework
- Support to address resource and recruitment issues and development of Workforce
- Succession and Development Framework

Governance, Leadership and Partnerships Future Priorities

- Increase the use of service user feedback in service development
- Implement our strategies and action plans
- Continue work to reduce the use of youth custody
- Increased work to review complexity, caseloads and resourcing within the partnership.
- Monitor new Key Performance Indicators
- Review services and support for Victims of Crime.



Progress on Previous Plans

Executive Management Board Plan 2020-2023

Governance & Accountability

The Board is responsible for the delivery of Youth Justice services. Partners take responsibility, hold others to account and address risks to service delivery.

Actions

Monitor the YJS Executive Risk Register.	Completed
Review the operation of the YJS Delivery Group and undertake a partnership review.	Partially Completed
Strengthen mechanisms to respond and support professional disagreements / challenge.	Completed
Monitor YJS performance through KPIs, National Standards Audits and HMIP Inspection findings.	Completed
With North Wales Police monitor the delivery, timeliness and scrutiny of Out of Court Disposals.	Completed
Executive Board Members to provide feedback on their service area and advocacy for Youth Justice.	Partially Completed

Progress

The Board continues to exercise oversight and scrutiny of the Youth Justice Service and partnerships. Escalation and resolutions mechanisms are well established. YJS performance is monitored at every meeting and is beyond KPI's and in the last 12 months have commenced work to expand oversight and awareness of specific cohorts linked to Children Looked After, Disproportionality within the YJS and Youth Violence. In addition we will seek to review the operation of the YJS Delivery Group and engage in a Peer Review on Governance.

Workforce & Professional Development

In order to achieve the outcomes of the YJS the Board must ensure staff are supported and trained to respond to the needs of the young people, families and communities we serve.

Work with YJB, FACTS, CAMHS and local partners to develop a trauma informed workforce and improve opportunities for consultation and collaboration.	Ongoing
Ensure that staff are trained and services exist to respond effectively to Modern Day Slavery and Serious Youth Violence.	Ongoing
Continue to undertake annual Stress Risk Assessments with Operational Staff and monitor staff supervision.	Completed
Continue to develop closer links between the Executive Management Board and Operational staff.	Ongoing

Progress

A number of these priorities are considered long term. The Board is committed to embedding Trauma Informed Practice and has commenced work linked to the TrACE toolkit. Service reviews are underway with CAMHS as a key delivery partner. The Board has completed the YJB's Serious Youth Violence Toolkit and is working with the Police and Crime Commissioner regarding our Serious Violence Duty. Greater oversight is needed of children and young people involved at risk of modern day slavery. The Board has extended membership to include YJS Practitioners and continues to monitor the welfare of the YJS workforce.

Executive Management Board Plan 2020-2023

Partnerships

The YJS cannot achieve its outcomes in isolation. The Board must work with stakeholders to strengthen partnerships to promote aspirations and effective transitions for young people, families and communities.

Actions

Implement recommendations from the Flintshire Flexibilities Funding Review.	Completed
Respond to the recommendations of the Flintshire Post Inspection Action Plan (Estyn) and strengthen partnerships and information sharing within education.	Ongoing
Strengthen partnerships with the Secure Estate and develop a strategy to reduce the use of custody.	Ongoing
Work with all partners to develop effective transitions for young people in the criminal justice system and identify gaps in services and provision.	Ongoing
Strengthen partnerships to parenting support, youth homelessness and mental health to better support parents and families in crisis.	Ongoing
Support the Youth Justice Service and Partners in recovery from Covid19 pandemic.	Completed

Progress

The YJS continues to play a role in the Estyn Post Inspection Plan and has planned to increase oversight of attendance and exclusion. The Board is confident that partnerships and operational procedures with the secure estate have strengthened but a formal strategy to reduce the use of custody is in development. The Board feel partnerships continue to be strengthened at strategic and operational levels. Work is underway to review partnerships with health and the Board intend to support work linked to reducing youth homelessness.

Improving Practice & Outcomes

The Board must ensure that the YJS continues to develop practice and that young people are listened to and are supported to reach their full potential and can lead a crime free life.

Develop a Disproportionality Strategy and identify key priority groups.	Completed
Develop a Participation Strategy and continue to utilise and promote the use of service user feedback to inform service practice and delivery.	Completed
Continue to monitor and evaluate findings from Critical Learning Reviews, HMIP inspections and National Standards Audits and ensure recommendations are implemented.	Completed
Monitor and respond to the implementation of the Youth Justice Blueprint.	Ongoing
Improve monitoring, oversight and outcomes of children who are looked after and involved with the criminal justice system.	Ongoing



Executive Management Board Plan 2020-2023

Actions

Progress

The Board has given greater focus to disproportionality and has developed an action plan to increase oversight and focus. The Board continues to play an active role in critical learning reviews and overseeing actions or learning points from audits or HMIP Inspections. Work has been completed to develop a participation strategy and increase oversight of children who are looked after within the youth justice system.

Reducing Offending & Increasing Community Safety

The Board must ensure the YJS utilises effective prevention and diversion and approaches to supervise young people to reduce the risk of re-offending, serious harm to others and address safety and wellbeing.

Utilise findings from pathways and locality research to inform service delivery.

Ongoing

Develop a Restorative Justice and Victims Strategy.

Not started

With partners develop strategies to respond to Modern Day Slavery and Serious Youth Violence.

Ongoing

Develop mechanisms to scrutinize and monitor the effectiveness of the of prevention and Bureau services.

Ongoing

Progress

The Board will continue to review local research and trends to inform service delivery within YJS and across the partnership. We continue to respond to emerging themes such as modern day slavery and youth violence and have started to develop these areas of work aligned to the Serious Violence Duty. Regional and national work is underway to support the review of early intervention, prevention and out of court work including multi-agency work linked to the 'No Wrong Door Strategy'.

Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Reducing first time entrants</p> <ul style="list-style-type: none"> • Children and young people not unnecessarily brought into the YJS. • Children and young people diverted to services that meet their needs • Maintain prevention and early help services. • Develop YJS, IYP and Sorted Services to respond anti-social behaviour and emerging issues affecting young people and communities. <p>Priority: What do we want to achieve?</p> <p>Providing positive outcomes through education, training and employment</p>	<p>Undertake a review of YJS prevention services and strengthen diversion and restorative justice outcomes.</p>	<p>We commenced a regional review on OoCD's in North Wales with other YJS Managers – however, the work has been paused whilst we await the findings and recommendation of national YJB review in this area. The creation of Turnaround from December 2022- March 2025 provides additional opportunities to divert children and young people from the criminal justice system. The YJS continues to review opportunities for the use of Restorative Justice with partners.</p>	Ongoing
	<p>Continue to undertake regular scrutiny of Out of Court Disposals. Monitor Out of Court of disposals to ensure timely delivery, review and response to Quality Assurance.</p>	<p>We have an established Bureau Scrutiny Panel which is overseen by Management Board Members and drives continuous improvement.</p>	Ongoing
	<p>Engage with local partnerships to tackle localised anti-social behaviour or serious violence.</p>	<p>We have appointed a ASB Prevention Officer and have strengthened local oversight of ASB data including attendance at multi-agency forums with Police and partners. The service continues to support detached work within the community with our Sorted and Youth Service partners. The Serious Violence Duty and YJS Action Plan will be implemented over the next 12 months to support our responses to Youth Violence.</p>	Ongoing
	<p>Continue to support the Missing, Exploited and Trafficked process.</p>	<p>The YJS continues to support the MET process and have received additional training.</p>	Ongoing
	<p>Work with Education Managers and the Head Teachers Federation to increase school attendance and reduce the use of exclusion for substances.</p>	<p>The YJS has been supporting the Senior Management Team to review the School Exclusions Policy linked to substance use.</p>	Ongoing
	<p>Develop opportunities for young people to develop their aspirations through skills and activities.</p>	<p>We continue to explore this with our Education, Youth and College colleagues.</p>	Ongoing



Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Reducing re-offending</p> <ul style="list-style-type: none"> • Children, young people and families participate in their assessments. Assessments and interventions are of high quality and address need. • Children and young people have access to appropriate services to reduce vulnerability and risk of harm. • Children and young people have access to services to interventions that respond to the impacts of trauma or adverse childhood experiences (ACEs). • Develop specialist assessment and intervention approaches for young people who display sexually harmful behaviour. • Have a better understanding of our offending cohort. 	Monitor the use of the re-offending toolkit and implement new monitoring arrangements.	We continue to monitor trends in re-offending and have responded with increased oversight of specific cohorts.	Ongoing
	Increase support offered to parents of children and young people accessing Youth Justice Services.	We have employed a YJS Parenting Officer and continue to develop these services.	Completed
	Continue to develop services to support children and young people who display harmful sexual behaviour.	We have established partnerships and staff have accessed training to deliver specialist assessments and interventions.	Completed
	Continue to develop services and resources with YJS and partners to address serious youth violence and exploitation.	Youth Violence Action Plan in place and priorities being aligned with regional partnership work linked to the Serious Violence Duty. YJS continue to explore joint bids to develop intervention services through Action for Children Sidestep Programme.	Ongoing
	Monitor the characteristics of violent offending to include peer on peer and young person on parent violence.	We have strengthened our monitoring systems linked to this objective and will continue to add this to our performance monitoring linked to youth violence.	Ongoing
	Recruit a Restorative Justice Volunteer to further support victims within the youth justice system	We have invested in additional training of CPM's and offered Sessional positions to support future restorative justice pilots.	Completed
	Ensure staff undertake Ask and Act Training.	We have increased the number of staff who have completed this training which has been incorporated into ongoing workforce training plans.	Ongoing
	Undertake a multi-agency Youth Violence Stock take and develop an action plan to respond to Youth Violence to Continue to develop services and resources with YJS and partners to address serious youth violence and exploitation.	We have completed a multi-agency review of the YJB stock take and have a Youth Violence Action Plan.	Completed
	Strengthen Best Practice through Regional Intervention Groups to enable effective responses to emerging offending trends	We continue to attend these groups regionally to share and develop practice.	Completed

Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Reduce the use of custody and provide effective resettlement</p> <ul style="list-style-type: none"> 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. 	Increase monitoring arrangements of assessment, planning and transition arrangements whilst young people are custody and ensure delays in communication or poor-quality documentation is challenged by YJS Managers.	Additional monitoring arrangements have been introduced for children and young people sentenced to custody and these arrangements also extend to those at risk of custody (Intensive Referral Order of YRO with ISS) where additional management oversight is in place.	Completed
	Engage HMPYOI Werrington to review assessment, planning, transition and resettlement arrangements.	The YJS has continued to meet with representatives of HMPYOI Werrington to strengthen working relationships.	Completed
	Develop a strategy to reduce the use of custody and remand to youth detention.	The Executive Management Board have undertaken a review in this area and develop responses in this area.	Ongoing
	Develop strategies to promote young people and parents' engagement in planning, resettlement and transition arrangements and ensure these occur promptly	We have reviewed our custody and resettlement arrangements and intend to strengthen support through our local pathway and with support from our dedicated education, parenting and CAMHS resources	Completed
	Promote close engagement with health and education services within the secure estate.	Our revised custody and resettlement pathway promotes increased engagement between YJS health and education representatives with the secure estate and their involvement in planning, review and resettlement arrangements.	Completed

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Providing positive outcomes through education, training and employment</p>	Ensure effective monitoring and escalation process for young people not accessing or at risk of losing their ETE provision	The YJS has a strong relationship with the local Education Inclusion Service and continue to monitor and escalate incidents where children are not accessing or are at risk of losing their education provision. Engagement continues to take place with the Head Teachers Federation. Increased oversight has commenced at a Senior Management level to monitor our Key Performance Indicators.	

Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Providing positive outcomes through education, training and employment</p> <ul style="list-style-type: none"> • Increase in the number of young people accessing ETE. • Increase the range of ETE opportunities for children and young people. • Equipping the workforce with trauma informed approaches, and restorative justice solutions. • Identify those young people known to YJS who may be at risk of exclusion or not accessing their entitled provision. 	Improve engagement and transition arrangements with further education providers.	A formal service level agreement is in place with Coleg Cambria and Careers Wales.	Completed
	Create opportunities for young people to increase their awareness of opportunities within further education, employment and skills providers to build on their aspirations.	YJS Team attended a launch event at Coleg Cambria for Job Growth Wales Plus and have reviewed our opportunities to promote engagement with Careers Wales	Ongoing
	Recruit a Youth Violence & Exploitation Prevention Officer to work within YJS and pilot High Schools.	YJS were unsuccessful in securing Youth Endowment Funding for these activities.	January 2023
	Continue to utilise the JAC to increase ETE opportunities through Agored, Duke of Edinburgh and other qualifications.	Our JAC continues to be used but we remain committed to working with partners to explore how we can increase the use of qualification frameworks in our work.	Ongoing
	Enable schools to develop frameworks to assess and support young people who may display harmful sexual behaviour in school settings	The YJS supported local High Schools to access AIM training.	Completed
	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Transitions</p> <ul style="list-style-type: none"> • Ensure appropriate, effective and timely transitions of young people to adult services. 	Monitoring of Y2A cohort through monthly meetings.	Despite the absence of a NPS resource the YJS continues to monitor its Y2A cohort and meet with managers from Probation Services	Completed
	Ensure effective engagement with local and regional IOM.	Despite the absence of a NPS resource the YJS continues to engage in local IOM.	Ongoing
	Revisit training with Managers and Practitioners regarding Y2A framework, Extended Supervision and YOT and Adult transfers.	Training has been completed through our Assessment, Planning, Intervention and Supervision groups with YJS practitioners & managers.	Completed
	Develop a young persons' transition plan to ensure young people and parents are included in planning for their transitions.	As part of assessment, planning and supervision (including risk and safety and wellbeing), practitioners are encouraged to explore with children and young people	Completed

Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Transitions</p> <ul style="list-style-type: none"> • Ensure appropriate, effective and timely transitions of young people to adult services. 	Review transition pathways and arrangements with all agencies to improve communication, planning and outcomes for young people.	We have transition or service level agreements with all our key partners and these continue to be reviewed.	Completed
	Ensure staff are trained in Housing pathways	Training has been completed and revised pathway developed	Completed
	Strengthen transitions for young people within care or as they attain adulthood.	Following local learning we recognise the need to strengthen our transition arrangements for children and young people in this area. Joint training on planning and pathways undertaken and YJS have Increased oversight with 3 monthly meetings with SSfC / YJS and Housing Senior Managers to monitor LAC cohort and identify possible transitions.	Completed

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Improve emotional health and wellbeing</p> <ul style="list-style-type: none"> • Ensure children and young people have access to substance misuse, emotional health and wellbeing services. • Ensure young people and families are safeguarded. • Reduce the number of repeat referrals to Social Services for Children. 	Increase opportunities for consultation and training between YJS, CAMHS and FACTS	Following the re-commencement of ECM, YJS have increased access to formal consultation with FACTS and we intend to explore opportunities to increase training and consultation opportunities with CAMHS.	Ongoing
	Obtain local CAMHS / FACTS support for the implementation of the ECM Model.	FACTS have re-commenced the ECM model across Court Orders and in April 2022 have extended the offer across all YJS interventions.	Completed
	Review local YJS practices to develop and embed trauma informed approaches in our assessment and intervention.	The YJS has commenced its work to become a trauma informed service using the TrACE toolkit and has an operational group with Public Health Wales, Youth Justice Board and Glyndwr University to progress this ambition.	March 2023
	Continue to provide universal, targeted and specialist drug and alcohol services	The YJS has strong relationships and referral routes to Flintshire Sorted, the young ppl's drug and alcohol service.	Completed

Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve? Improve emotional health and wellbeing</p> <ul style="list-style-type: none"> • Ensure children and young people have access to substance misuse, emotional health and wellbeing services. • Ensure young people and families are safeguarded. • Reduce the number of repeat referrals to Social Services for Children. 	Monitor referrals into Social Services for Children and escalate repeat referrals to YJS and SSfC Managers group	YJS and SSfC managers continue to meet bi-monthly to review referrals and reports to Social Services for Children, discuss cases of concern and share good practice.	Completed
	Continue to disseminate learning from CSPPI and Critical Learning Reviews	The YJS continues to operate a CSPPI and CLR framework which is over seen by the YJS Management Board.	Completed
	Utilise the YJS cohort audit to review service provision and need relating to substance misuse and emotional and mental health.	In 2021-22 the YJS completed a cohort analysis which continues to inform our service design with health colleagues. A Health Working Group has been established to review resources, training and pathways.	Ongoing
	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve? Participation and Engagement</p> <ul style="list-style-type: none"> • Ensure young people can participate in decisions made about them at all points of the criminal justice system. 	Ensure young people and parents have access to appropriate information at all points of their involvement in the Criminal Justice System.	The YJS has reviewed information and documentation available to children, young people and parents which is available on our website. This will be further reviewed as part of our participation strategy.	Ongoing
	Encourage Service User Feedback to inform service development.	We have continued to encourage service user feedback and have also been exploring electronic means to complete feedback.	Ongoing
	Undertake a review of the YJS response to disproportionality and identity.	This continues to be an active workstream through our Disproportionality Action Plan	March 2023
	Develop a participation strategy	Participation Strategy in place. Youth Services plan to support us in the creation of a young person's version.	Completed

Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Workforce Development</p> <ul style="list-style-type: none"> • Ensure a well trained workforce that can respond to the needs of children, young people, families and victims. 	Provide training to YJS and partner agencies on young people who display sexually harmful behaviour.	The YJS through the Education and Youth Senior Management Team, has supported the delivery of AIM resources to local High Schools.	Completed
	Modern Day Slavery, NRM and Youth Violence.	Staff have accessed training on safeguarding, Prevent and modern day slavery.	Ongoing
	Access training to support YJS practitioners to respond to the diversity and identity of the YJS cohort.	We continue to develop the training offer to staff in this area and access mandatory training provided through Flintshire County Council as part of an ongoing training plan. Ongoing identification of appropriate training through Disproportionality Action Plan.	Ongoing
	Undertake training with volunteers on Intensive Referral Orders, Trauma Recovery Model, ECM and Bureau	An ongoing training plan is in place to provide relevant training to our Community Panel Member volunteers.	Ongoing

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Performance and Service Delivery</p> <ul style="list-style-type: none"> • Effective monitoring of KPI's, ti n l Standards. • Effective and timely quality assurance and supervision. • 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 / risks to the Executive Management Board & Partner agencies.	The YJS has an established risk register that is monitored through the YJS Management Board.	Completed
	Monitor the completion of locally developed aspirations and outcomes tools to aid in planning activities	The YJS has undertaken case file audits linked to planning and we continue to implement learning and implemented a new planning template to increase participation and engagement of children, young people and their parents in the planning process.	Completed
	Undertake regular case file audits; <ul style="list-style-type: none"> • To improve case recording and outcomes. • Monitor the quality of planning, transition and contingency activities. 	Learning has been disseminated to the YJS workforce and actions arising are added to our improvement plans.	March 2023



Youth Justice Priority Plan 2020/2023

	How are we going to achieve this?	Progress	Status
<p>Priority: What do we want to achieve?</p> <p>Performance and Service Delivery</p> <ul style="list-style-type: none"> • Highlight gaps in service provision • Ensure young people have a say in the delivery of services. 	Amend Quality Assurance Documents for Court Reports and ensure an Asset Plus is completed for Specific Sentence Reports.	QA documents have been amended following recent case file audits and learning.	Completed
	Ensure young people and parents have an opportunity to discuss their report at least 24 hours before Court.	YJS Practitioners continue to share reports with children, young people and parents in advance of Court appearances.	Completed
	Review Court procedures and Implement revised Court Recording Template	The YJS has reviewed Court monitoring and recording practices to increase oversight and clarity.	Completed
	Intervention and Supervision (APIS) workshops with practitioners and managers to improve practice.	APIS workshops continue monthly.	Ongoing
	Monitor professional disagreements and escalations with the Delivery Group and Executive Management Board.	When revising service level agreements the YJS has ensured that escalation processes are in place. These are also monitored by the YJS Management Board.	Completed
	Encourage consistent feedback from Magistrates.	The North Wales YJS Managers have review and revised our feedback arrangements with HMCTS.	Completed

Resources and Services

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.

The budget includes an allocation from the Substance Misuse Action Fund (SMAF). Whilst this allocation does not fund Youth Justice Services it has been included as the service falls under the Youth Justice Service and members of the YJS Management Team have responsibilities for supervising staff within this service and therefore a portion of the grant does cover these costs.

For 2023/24 it is evident that partners are experiencing challenges and are having to make efficiencies within their own services and delivery models which have impacted on YJS contributions. Contributions from North Wales Police, Police and Crime Commissioner and National Probation Service have remained the same. The local authority contribution has reduced by £16,000 due to the requirement to secure efficiencies and Integrated Youth Services have been unable to make a £23,000 contribution to support the Anti-Social Behaviour Post due to these efficiencies. Health contributions have increased by 2% on the previous year.

Grant contributions from Families First and Children and Communities have remained the same and the Ministry of Justice have provided additional grant funding to support the Turnaround project. At the time of writing the Youth Justice Plan (May 2023) the YJS is still yet to receive confirmation of our grant allocation from the Youth Justice Board for 2023-24. The Youth Justice Service Executive Management Board is committed to explore and review funding arrangements from all partners to ensure future sustainability of the Youth Justice Service over the period of this Youth Justice Plan.



Projected Budget 2023-2024				
Agency	Staffing Costs (£)	Other Delegated Funds (£)	Total (£)	Staff Contribution (In Kind)
Local Authority	311,079			0.6 Education Officer
North Wales Police		23,757	23,757	1.0 Police Officer
National Probation Service		5,000	5,000	0.5 Contribution to YJS Officer Post
Health		11,767	11,767	0.8 Band 7 Nurse
Police & Crime Commissioner		15,636	15,636	
YJB Grant (including Youth Justice Centre Allocation)	271,536 ¹			
Children and Communities Grant (promoting Positive Engagement)	237,389		237,389	
Youth Support Grant	Nil		Nil	
Substance Misuse Action Fund	273,007			
Other (Families First)	15,000		15,000	
Ministry of Justice	68,422		68,422	
Total				

Youth Justice Board Grant (Including Youth Justice Centre)

The Youth Justice Board Grant is provided to the local authority for delivery of youth justice services and front line costs which aim to prevent children offending and re-offending.

The Grant is intended to contribute directly to the functions of YJS including:

- Preparing pre-sentence reports
- Supervising children during their sentence
- Resettlement of children leaving custody
- Front-line work to reduce offending and re-offending
- Prevention - work to prevent children from offending and entering the youth justice system
- Support to children to gain improved access to further education and employment opportunities and providing IT
- Improving children's life skills with a view to building their resilience and independence away from offending choices
- Where applicable on Junior Attendance Centres

¹At the time of writing the plan (June 2023) the YJB Grant is yet to be confirmed. Projection based on 2022-23 allocation

The grant must be used to support the child first principle and work towards 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
- Improve outcomes for children in the youth justice system

The grant also places expectations on local management board membership and representation which has expanded to include representation from the Youth Justice Board. The grant must also be used to support service delivery linked to YJB Case Management Guidance and Standards for Youth Justice. The YJS must also meet YJB data recording requirements and the connectivity and transfer of data and information when required with the other Youth Justice Services, Youth Custody Service and comply with Serious Incident Notification Guidance.

How our Grant will be used

- 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. The service will also develop an Action Plan linked to changes to Case Management Guidance.
- Strengthen the local Bureau Scrutiny Panel and identify learning and service delivery improvements whilst implementing findings or service improvements from regional or national reviews and policies
- Continue to provide and strengthen prevention services through the Prevent and Deter Panel, support the work of the Flintshire Early Help Hub and strengthen multi-agency responses to anti-social behaviour.
- Develop responses to ensure effective transitions with our partners and wider services.
- Ensure the Youth Justice Service is engaging young people and supporting them to achieve positive outcomes through the use of locally agreed assessment tools and implementing our participation strategy.
- Work towards becoming a Trauma Informed Service and continuing to implement the Enhanced Case Management model and increase our understanding and responses to trauma in our practice.

Youth Justice Centre (Junior Attendance Centre Grant)

Following the formal transfer of the Youth Justice Centre (Formally Junior Attendance Centre) from National Offender Management Service (NOMS) to the relevant Local Authority we continue to operate the Centre with the grant being utilised towards the costs including the Officer-in-charge (8 hrs per week) and sustaining the instructor/sessional staff delivering programmes and venue hire.

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 and improving young people's life skills with view to building their resilience and independence away from offending choices.

The Youth Justice Centre currently delivers bespoke sessions to children and young people on a 1:1 basis based on identified needs this may include;

2022-23 Youth Justice Centre Delivery		Sessions Delivered
Number of Referrals	47	<ul style="list-style-type: none"> • Managing anxiety, stress and emotions • Responding to peer influences • Victim Awareness • Employability skills (CV support, confidence and goal setting, problem solving) • Drugs and Alcohol Awareness • Knife Crime Awareness • Exploitation and staying safe online
Number of Sessions Offered	155	
Number of Sessions Attended	128	
Number of Young People Completed	47	
Completion Rate	82%	

As part of our Youth Justice Plan we will continue to operate the Centre but start work to evaluate the impact and evaluate the interventions that we deliver.

Remand Framework for Children

The allocation of the above grant is calculated based on historic remand data. As a result the YJS received no allocation in 2021-22 and is awaiting confirmation of any allocation for 2023-24.

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 and Turnaround)
- Pre conviction arena (PACE activities, bail and remand management)
- Integrated pre/out of court system (Bureau)
- Community sentences (Referral Order and Youth Rehabilitation)
- 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 diversionary projects, restorative justice activities, support on licence 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. However, the YJB are currently developing a mandated tool for out of court due to be released in March 2024. For Turnaround we have developed a 'What Matters' Assessment. 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.

Within the last 12 months the YJS has experienced a number of resourcing pressures. At the start of 2022-23 the YJS had an approved a one-time carry forward request from a surplus within the wider Integrated Youth base budget. The purpose of this carry forward was to increase resources to address increases in anti-social behaviour following the Covid19 pandemic and an opportunity to develop resources to strengthen collaborative approaches with Integrated Youth Services to anti-social behaviour and youth violence, both of which were planned to be part of our annual Youth Justice Plan for 2022-23. Moreover, both posts, whilst offering opportunities to develop prevention and collaborative approaches, would also help the service address increase demand and referrals into YJS which were exacerbated by sickness absence.

At the same time the YJS had secured an agreement with the National Probation Service that in the absence of their ability to fulfil their statutory obligations linked to a 0.5FTE Probation Officer, they would fund a 'like post' in the form of a YJS Officer. Following discussions at the time a decision was made by you both in your capacity as Management Board Chair and Deputy Chair

to increase this post to a 1.0FTE to support demands in the service and improve the prospects of recruitment. In addition delays to grant notifications impacted on longer term recruitment planning with the YJB confirming our grant and 9.8% increase in July 2022.

However despite progressing our recruitment strategy the service experienced a number of challenges including The market place appears to be more competitive and

- Successful candidates have chosen or negotiate better terms to remain in their home organisation or new organisations.
- Short term funding was a factor in recruitment and unlike in previous years would appear to carry greater risks for candidates.
- It has been increasingly difficult to recruit specialised positions including Youth Workers and Probation qualified staff for both YJS and partner agencies.
- Multiple rounds of recruitment had a detrimental impact on staff time and morale which has been born out in last year's Staff Stress Risk Assessments.

Following escalation of these risks the Management Board and Chief Officer Team agreed to support a number of mitigations including making posts permanent to secure strong candidates and provide stability to service delivery. In addition the Management Board have developed a longer term Succession and Workforce Development Strategy which includes;

- Creating a development framework which allows current staff to develop their skills and receive relevant training, experience and support to progress to other roles within the Team
- Amending our Sessional Worker Job Description to allow for wider opportunities for development and encourage them to access the development framework.
- Creating opportunities to encourage Community Panel Members to access the development framework
- Explore the use of student placements.

Within the last 3 years the service has encountered challenges with an increasingly flexible way of working, as a number of case managers are now working part time. In addition, periods of increased referrals coming through to the service, previous reductions in equivalent full time staff has meant that in real terms the caseload has risen significantly over the past three years.

Covid has impacted our workforce and service delivery at various points over the past 2 years with varying levels of severity. In addition the service has experienced workforce absence due to childcare and general sickness related absence. Similar impacts have been felt by our partners which has at times impacted on resourcing and with the National Probation Service has resulted in the temporary withdraw of our statutory resource.

However, in light of the additional arrangements put in place by the Management Board and Chief Officer Team we have been able to work towards mitigating short and longer term risks to service delivery. The Youth Justice Service has 25 staff (including management, YJS Officers / Case Managers, Specialist, Seconded and Business Support staff), 5 Sessional Workers and 3 active volunteers currently. We have a YJS Case Management compliment in our full establishment of an equivalent in 2021-22 as 5.7 without taking into account short or long term absences. However, in 2022-23 with the intervention of the Management Board and Chief Officer Team this has increased to 7.2 FTE. Ongoing work is planned via our Youth Justice Board to better understand the impact of case complexity and current resourcing into the YJS and will continue to monitor service pressures within our Risk Register.

Flintshire YJS operates an end to end case management working on prevention, out of court, statutory community and custody cases, 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 Service has developed a training plan for its workforce and continues 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. Following Covid staff and managers have also been required to integrate virtual methods of working via MS Teams into case management and following recovery, whilst these methods will now be integrated into our work with children, young people, families and victims, they will not be the preferred default method of engagement.

At present the Youth Justice Service does not have a nominated resource from Social Services for Children, which has been further impacted on the national shortage within this qualified workforce, however, it is noted that a number of a manager and a practitioner have Social Work qualifications.

Resource & Services Progress

- Additional capacity added to support YJS Operational activities
- Workforce Succession and Development Plan in place
- Operation of the Youth Justice Centre

Resource & Services Future Priorities

- Ongoing recruitment linked to Community Panel Members and Sessional Staff
- Continue to review capacity and resourcing across the partnership
- Evaluate outcomes from the Youth Justice Centre
- Implement new Key Performance Indicators

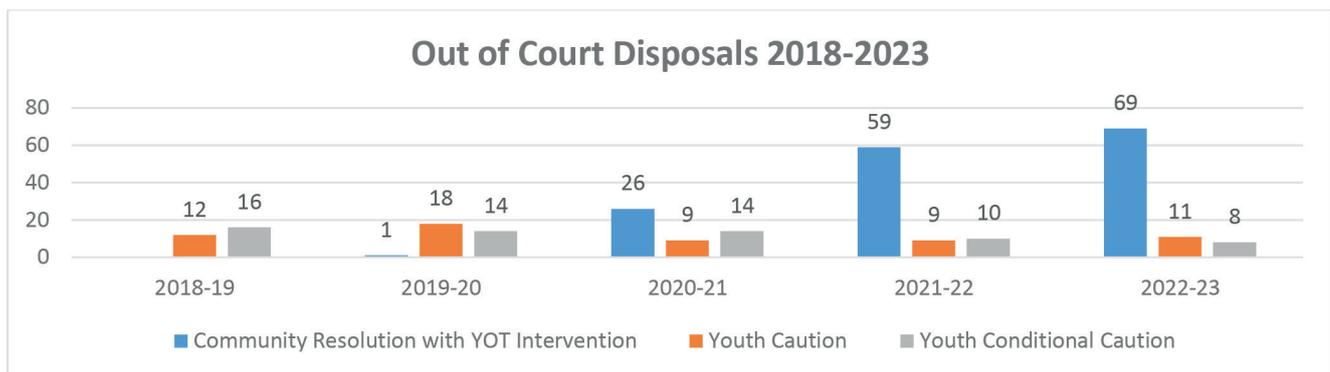


Performance & Priorities

Prevention & Diversion & First Time Entrants

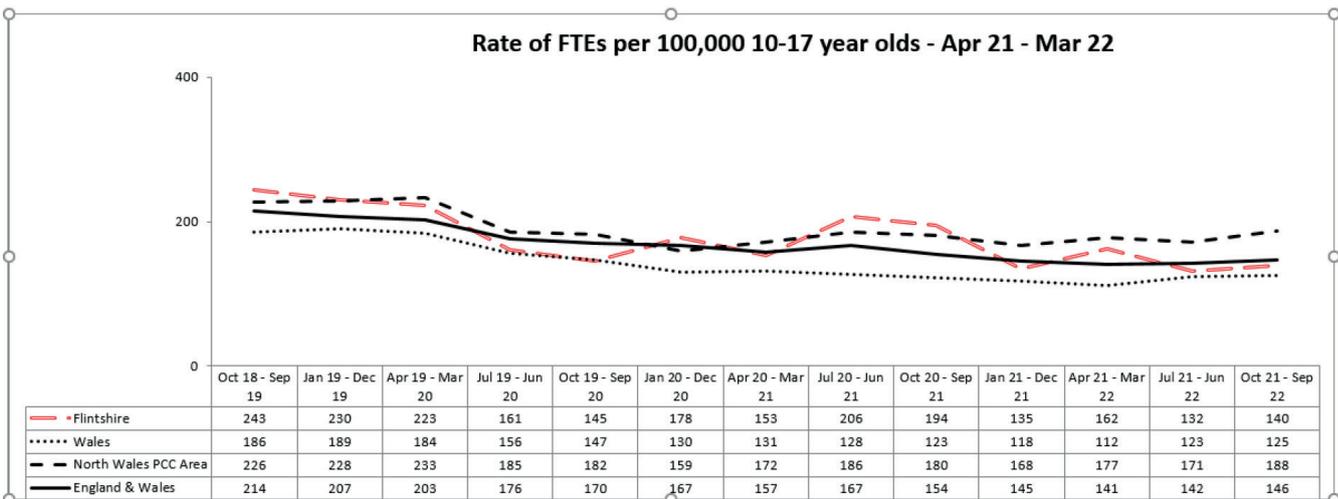
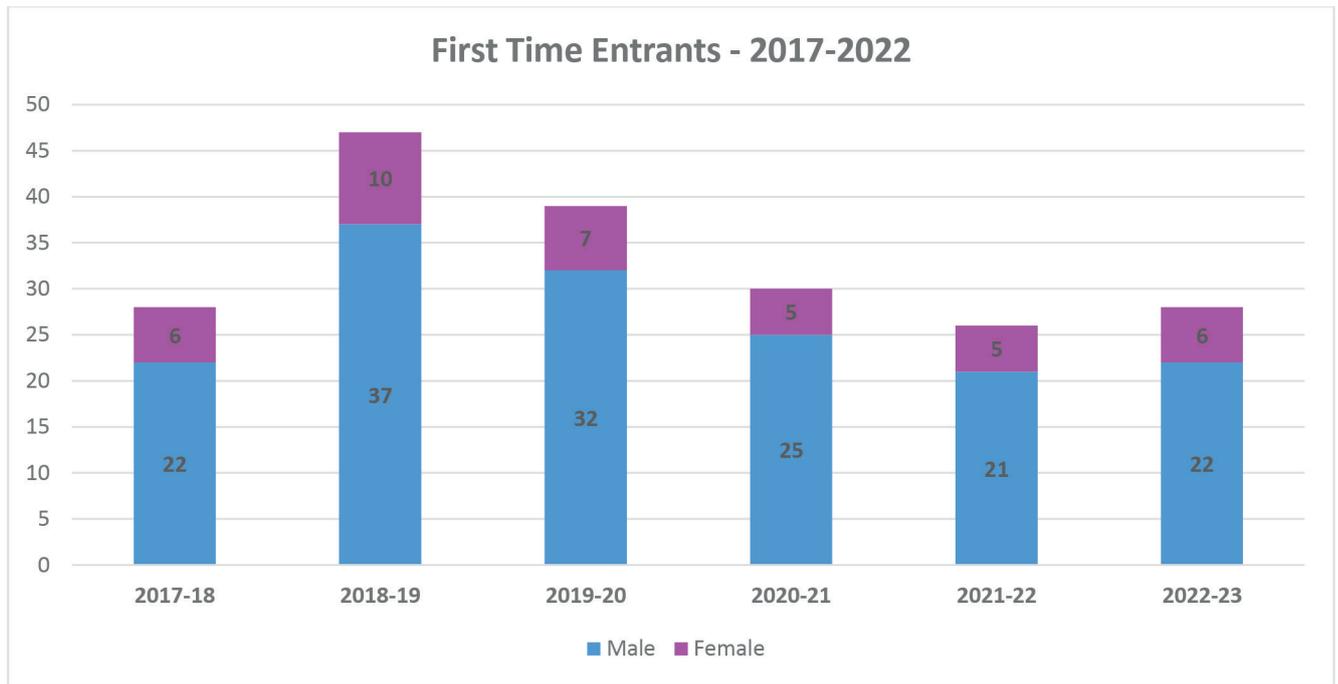
The YJS operates a **Prevention** Panel which provides voluntary support to children and young people at risk of engaging in anti-social behaviour and offending. In 2022-23 the YJS worked with 2 young people on prevention programmes. The provision of Turnaround also supports our prevention offer.

Diversion activity within the YJS is undertaken by aspects of our Bureau which oversees the assessment and delivery of Out of Court Disposals. Diversion is where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices. Within Flintshire this is delivered via a Community Resolution (Out of Court Disposal): A diversionary police outcome that can only be used when children have accepted responsibility for an offence or No Further Action: An outcome used when the police decide not to pursue an offence for various reasons. This may be because there is not enough evidence, or it is not in the public interest. Voluntary support may be offered to children to address identified needs.

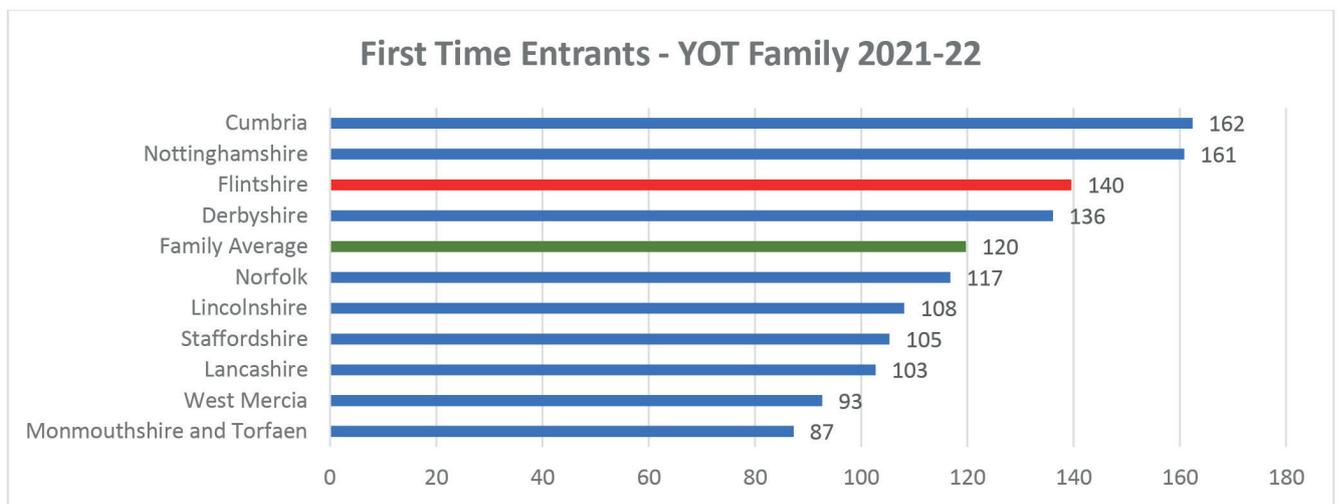


The YJS delivered 69 Community Resolutions following assessment which resulted in support being offered. This is a 17% increase on 2021-22. The YJS continues to review opportunities to increase diversion of children and young people from the formal criminal justice system whilst providing support.

First time entrants to the Youth Justice Service are young people between the ages of 10-17 who have received their first Youth Caution or Court Order. Our First Time Entrants have increased over the last 12 months from 26 to 28 children and young people. However, this continues to be lower than pre-pandemic data and in the period from October 2021-September 2022 our first time entrant rate remained lower than the North Wales PCC Area and England and Wales average but higher than the Wales average overall.



YJB family² data does also demonstrate that our current rate is above the average for YOT's of a similar social-demographic characteristic.



² YOT family data enables the YJS to benchmark their performance with other YJS's deemed to be similar to themselves in terms of the socio-demographic characteristics of an area.

Flintshire has a well-established Bureau process and Prevention Panel. However, when the service has experienced high levels of demand, prevention services have had to be curtailed or paused.

The additional Turnaround funding and inclusion of repeated ASB as a part of the criteria is welcomed and will prevent disruption to early intervention and prevention and impact on reducing first time entrants - however, the current exclusion criteria linked to children looked after, propensity of anti-social behaviour restricts the cohort we can support with Turnaround.

We await the outcome of national revised guidance linked to OoCD, however, work has commenced on a regional basis to review our processes and learn from recent inspections. Flintshire also has a local scrutiny panel which includes the Executive Management Board Members from HMCTS, Police and Senior Manager from the YJS.

Local processes are also well established with the Police, YJS and other partners to regularly review ASB demands within the community and the YJS has invested in additional resources to support this activity and engage with Flintshire Sorted (young person's drug and alcohol service) to deliver outreach Drug and Alcohol Community Support (DAC's) to engage with children at risk of substance use and ASB. We will continue to explore other opportunities to promote diversion through the use of restorative justice and partnership delivery. The service remains concerned with the implications on the ASB Action Plan and how this will support Child First approaches and avoid criminalisation of children and young people.

Detention in Police Custody

The Youth Justice Service is required to provide Appropriate Adult's to the local custody suites when a child or young person is detained in a local police station and we have policies linked to the transfer of children and young people from Police Custody agreed by North Wales Police and Social Services for Children. We also **plan to increase in our regional oversight in conjunction with the police of the experience of children and young people whilst in police custody.**

Typically the YJS has not provided any additional support to children and young people detained in police custody unless they progress to our Bureau Panel or Court. However, the Turnaround programme criteria provides increased focus of children and young people released under investigation or subject to pre-charge bail.

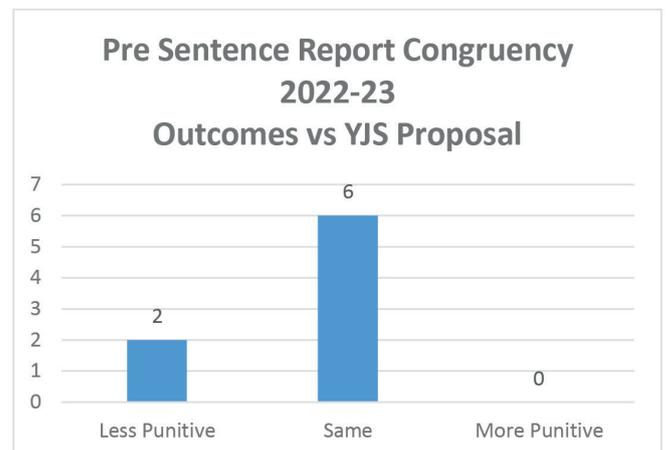
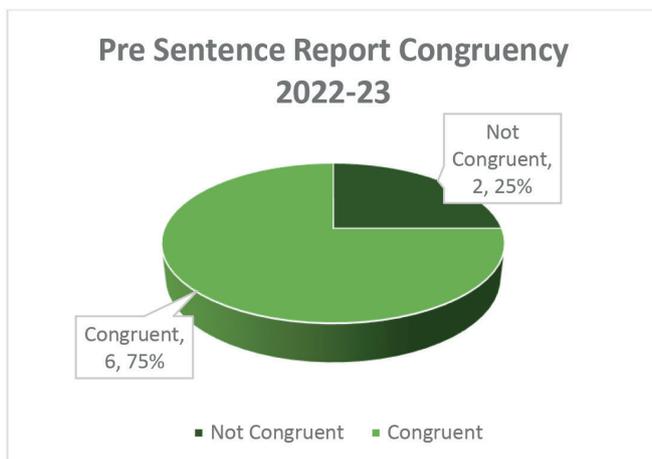
Work at Court and Court Orders

The YJS provides support to our local Youth, Magistrates and Crown Court for youth related matters.



There has been small variances with community orders, however of significance is the increase in custody disposals which relate to 3 young people receiving 7 disposals during the period.

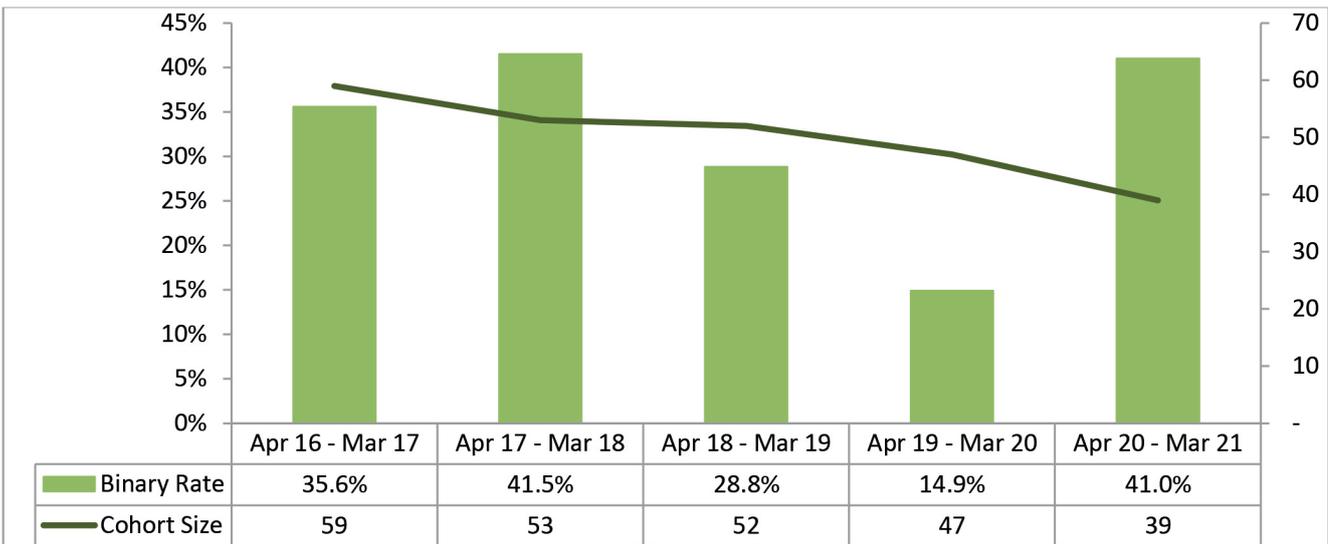
As part of our work in Court the YJS also monitors the congruency between the Pre-Sentence Reports we prepare linked to sentencing recommendation. 75% of our recommendations were followed, however in 25% the Court assessed that a less punitive sentence was appropriate.



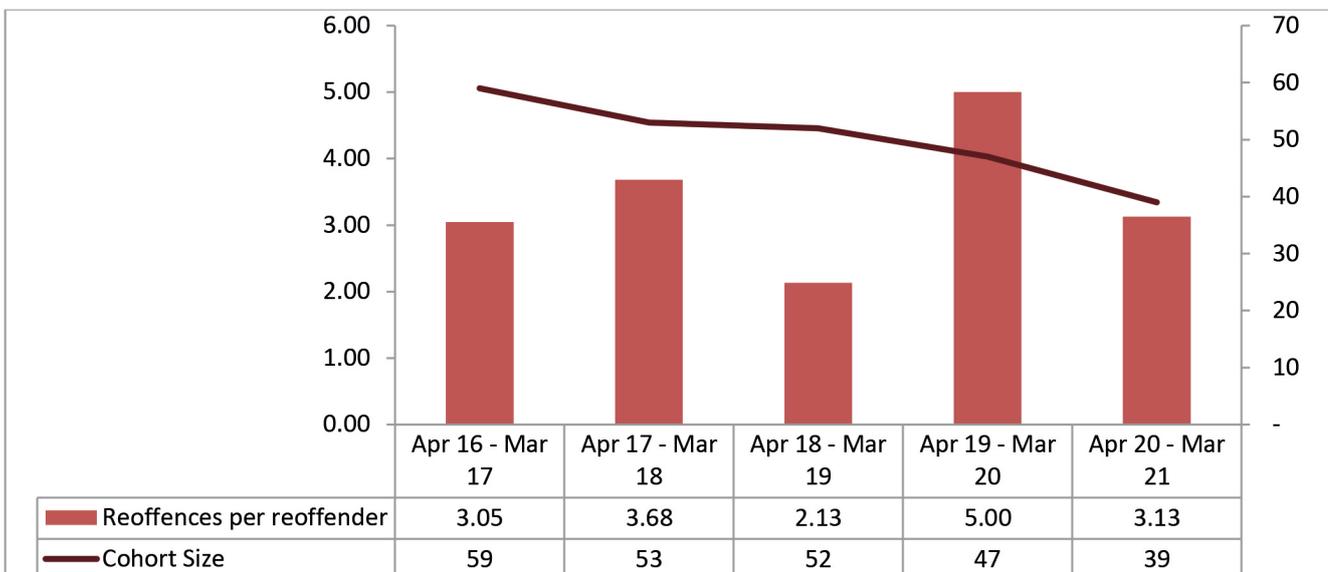


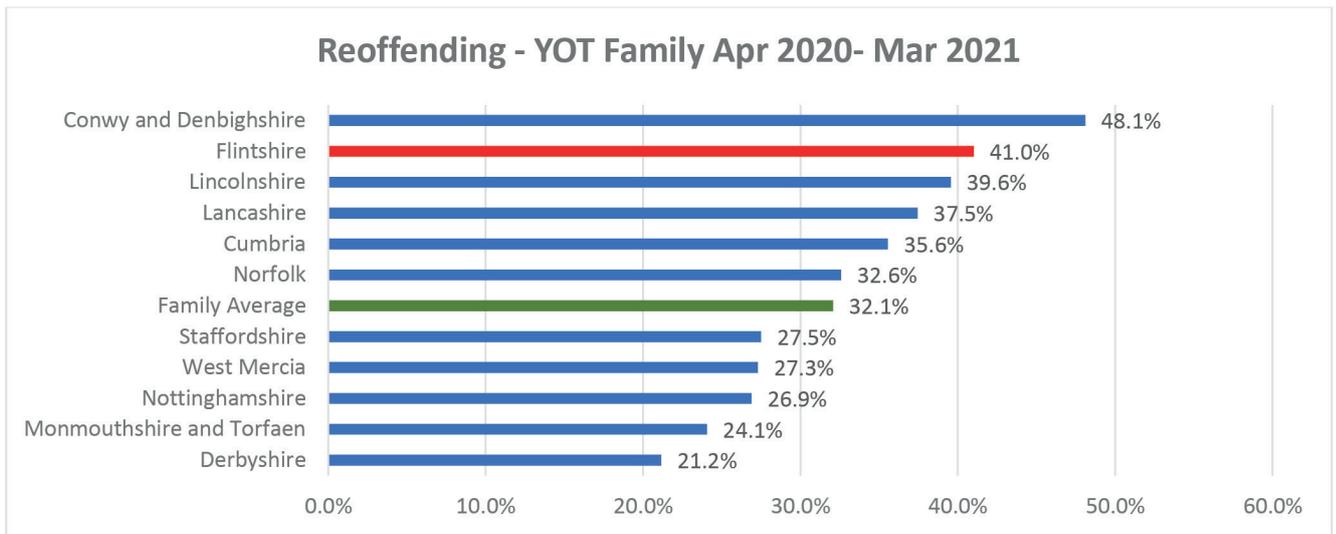
Re-offending rates

Frequency and binary re-offending is published quarterly per Youth Justice Service by the Youth Justice Board comparing a rolling 12 month cohort from 2 years ago with 3 years ago which is informed by PNC data. The binary figure relates to the number of young people in the cohort who re-offended and the frequency figure relates to the number of offences per young person.



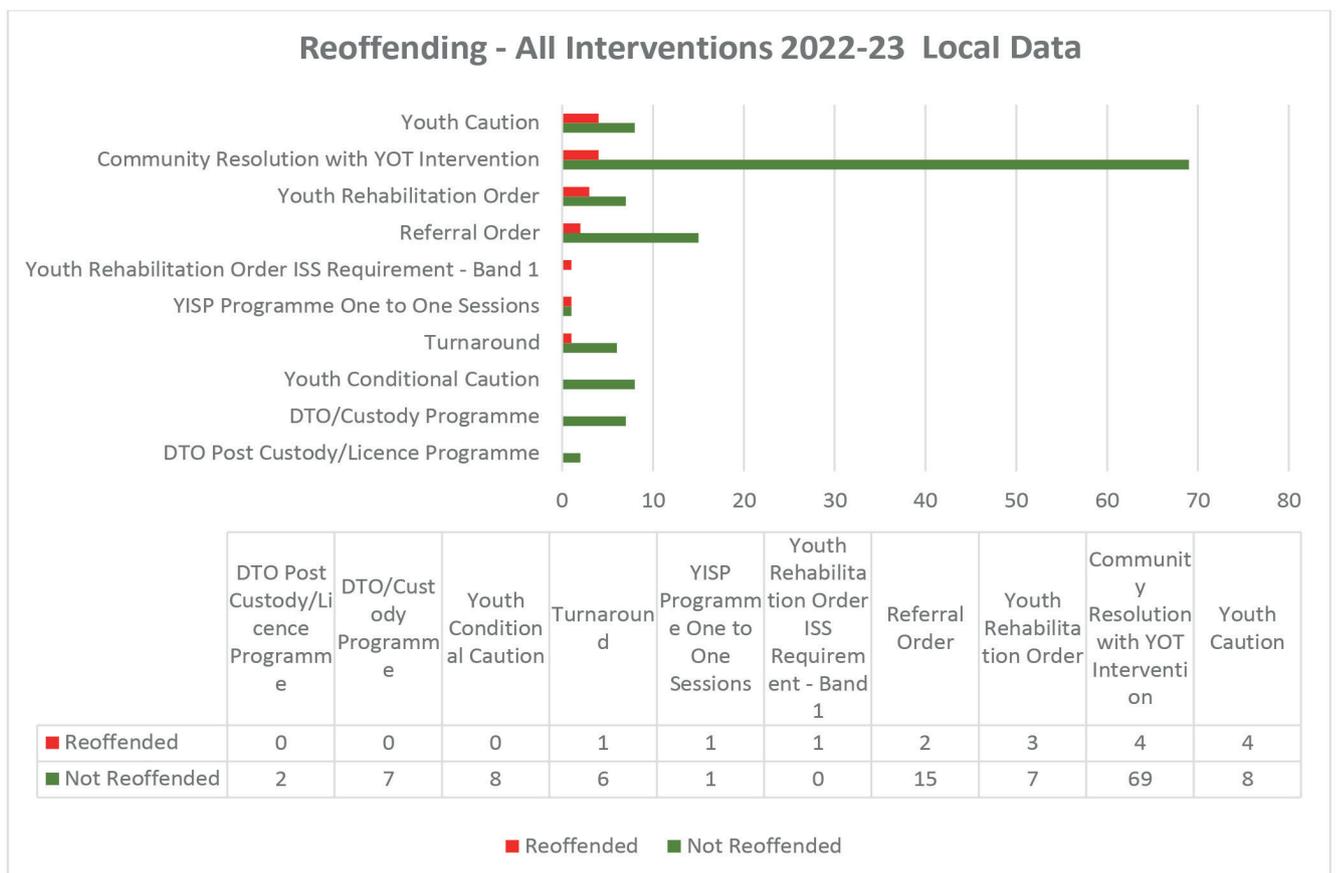
We have seen an increase in our YJB re-offending data based on our 2020-2021 cohort, however a reduction in the number of re-offences per offender. However, our re-offending data is above the average within our YOT family.

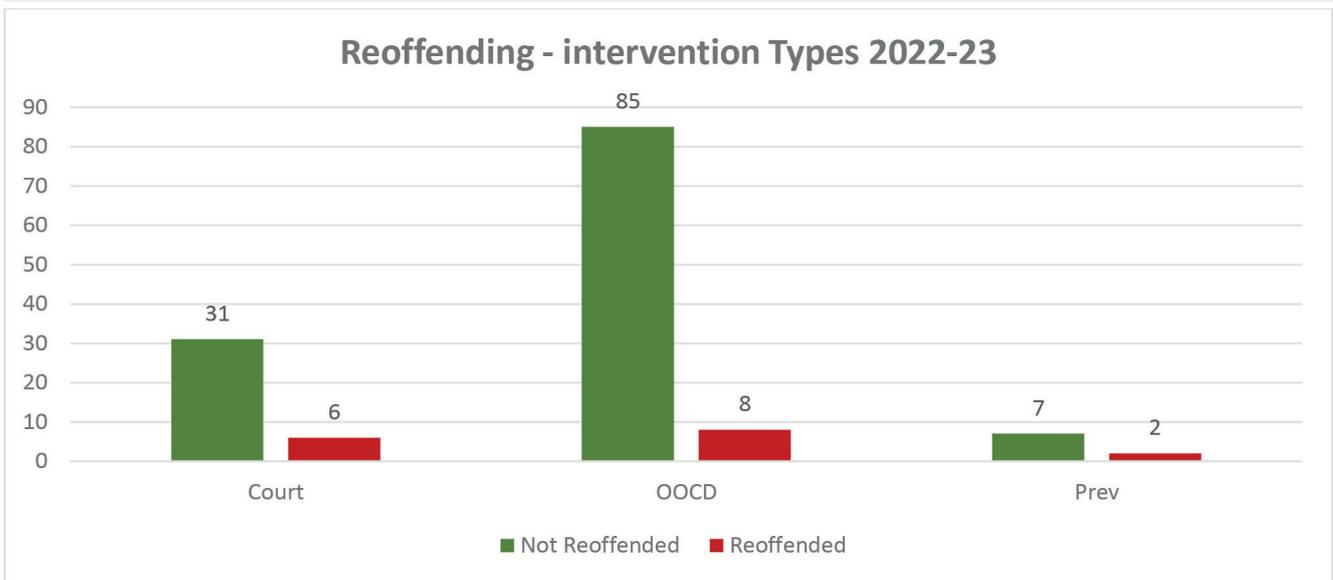




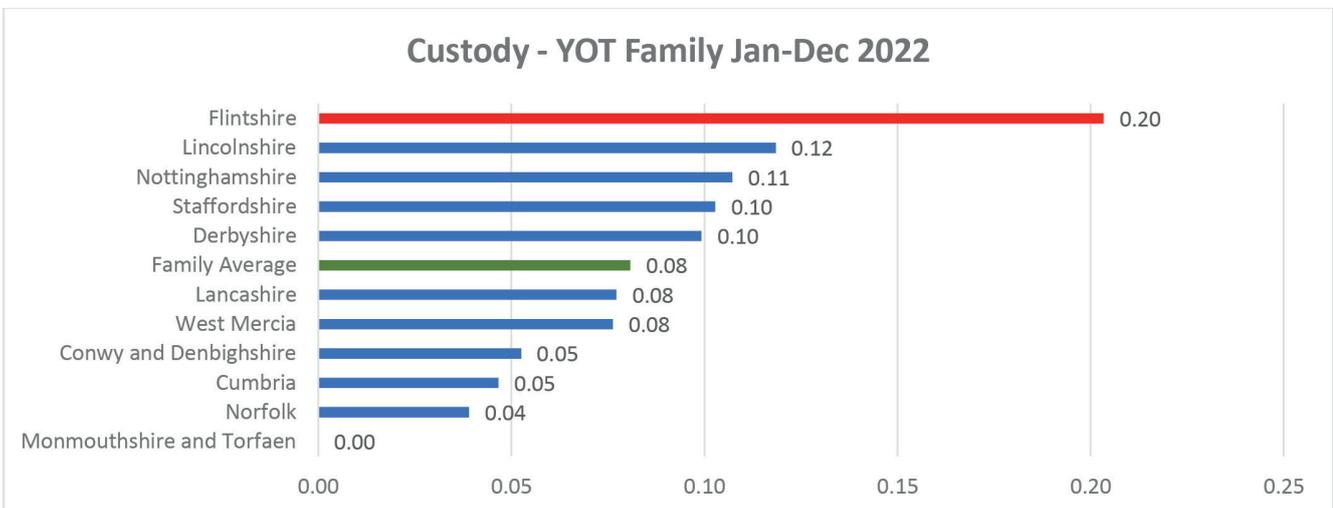
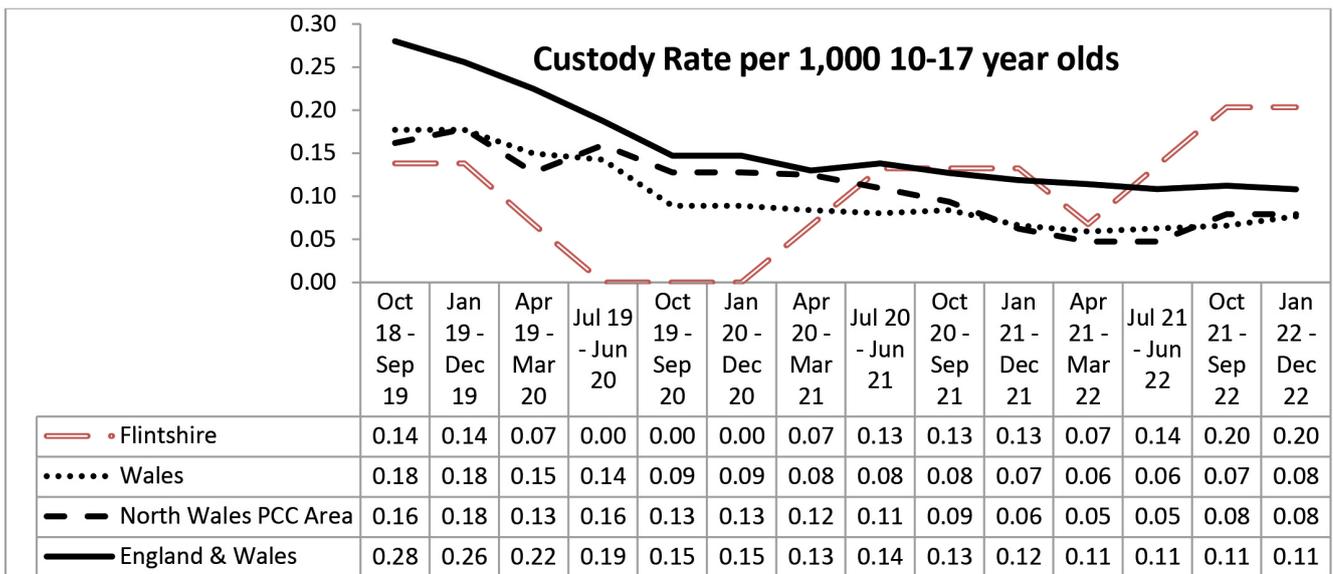
Re-offending - Local Data

The YJS is able to provide more current data on re-offending using a case management report that replicates the YJB Re-offending Toolkit. This report looks at more recent data than the two year retrospective data. In addition unlike the PNC Data that informed the YJB Data, we are able to identify the individual young people and explore possible triggers to offending and split the data according to intervention. Data identifies anyone who has an commenced intervention in 2022-23 and if they have had a further offence since the commencement of the intervention.





Remands, Use of Custody & Constructive Resettlement



The use of remand and custody was identified in the YJS Risk Register following 2 incidents of remand and 4 custodial sentences linked to 3 young people since April 2022. Previously our last remand was in 2018 and last custodial sentence in April 2021. Following this increase the Management Board reviewed custodial cases and Senior Managers engaged with children and young people subject to custodial outcomes to review current local procedures.

A number of factors have impacted on this increase including seriousness of offending, non-engagement in community orders and difficulties in securing placements for children and young people that will meet their needs and provide the support and supervision required. Wider challenges linked to social care and placement provision have impacted on the recommendations on community alternatives.

Case file audits with Management Board Members have also identified areas for improvement linked to improving the experience of children and young people whilst in custody regarding how we monitor and oversee safeguarding incidents and promote advocacy.

In an attempt to reduce the use of custody and improve resettlement, Social Services for Children have agreed to review and incorporate the YJS into their placement and small care home strategy (including crisis provision and multi-systemic therapy provision) and work is currently under way through the 4 C's commissioning framework to develop Independent fostering beds currently out for tender to provide a service in North Wales.

We will also continue to review our bail, support and ISS provision and engage with the judiciary.

Education

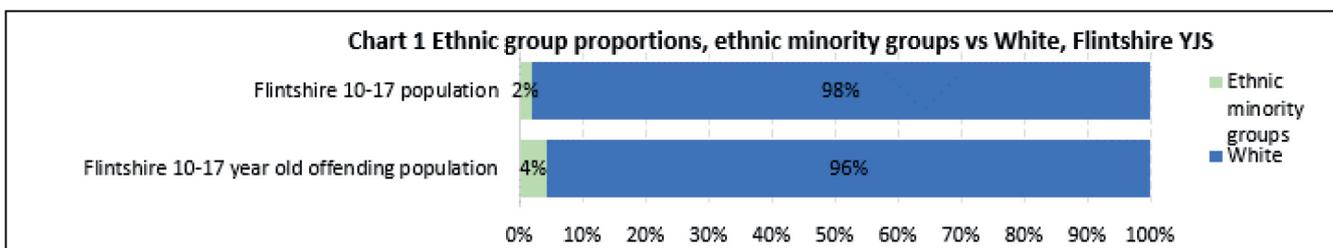
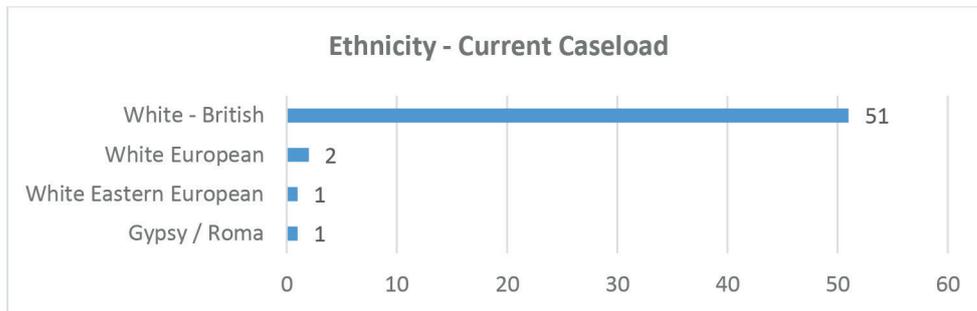
The YJS has a strong partnership with the Education Department, Coleg Cambria and Careers Wales and the Board have reviewed recent HMIP Thematic Reports and developed an improvement plan. The Senior Leadership within Education and Youth are working closely with the YJS to improve performance monitoring to assess suitability in education for our cohort. In addition, the portfolio has wider priorities linked to review of Education Other Than At School Provision (EOTAS), develop trauma informed schools and seek to amend school exclusion policies to increase attendance and reduce exclusion.

Health

In 2021 the YJS undertook a review of its cohort linked to health needs and has commenced work around utilising this information which has been enhanced by workforce feedback to start a process to review health resourcing, pathways, transitions and training needs for the YJS. A Task and Finish group has been established with the participation of the YJS Management Board representative for health. The group is currently identifying key priorities and workstreams which will be incorporated into our Youth Justice Plan.



Children from groups which are over represented



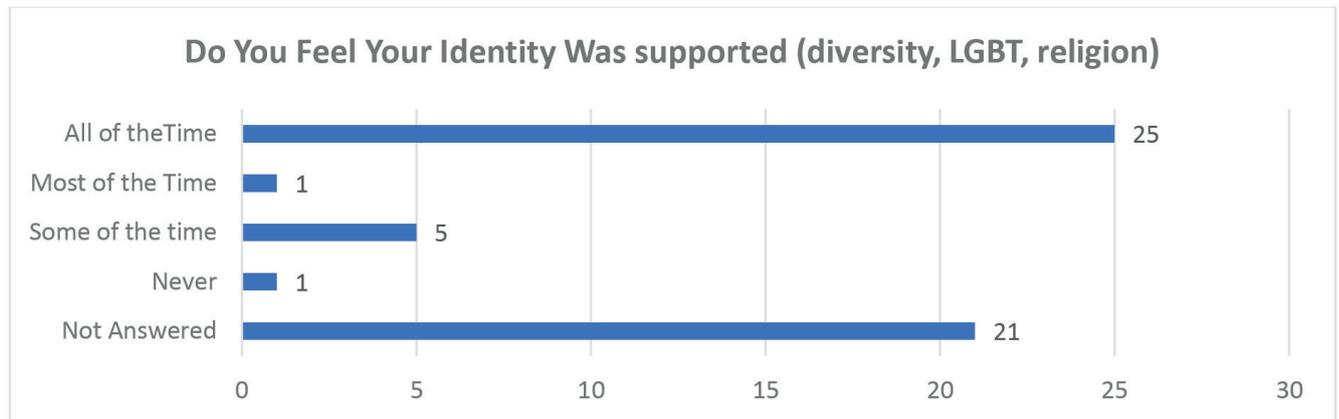
	Asian	Black	Mixed	Other	Ethnic minority groups ⁽²⁾	White	Not Known	Total ⁽³⁾
Flintshire 10-17 year old offending population	0	0	1	1	2	43	0	45
Flintshire 10-17 population	102	22	147	13	284	14,711	-	14,995
North Wales PCC 10-17 offending population	0	2	5	1	8	182	5	195
North Wales PCC 10-17 population	836	155	865	134	1,990	62,375	-	64,365

The YJS continues to monitor disproportionality within the Youth Justice System and the Management Board have agreed a disproportionality Action Plan which consists of the following actions;

- Increasing understanding of why some groups are over-represented within the youth justice system and improve our monitoring, review and evaluation frameworks.
- Collaborate with partners and develop holistic responses to issues affecting certain groups and improve life chances of groups that are over-represented
- Ensuring participation and engagement with diverse groups to understand experiences, inform practice, promote identity and access.
- Explore volunteer recruitment opportunities from a diverse range of communities

A task and finish group has been established to help the YJS to monitor progress on the action plan which will also be incorporated into KPI data. As part of our Action Plan it is important that we do more to understand the lived experience of children and young people from our cohort and promote diversity.

Recent Service User Feedback indicates that this is a key priority area for the Service.

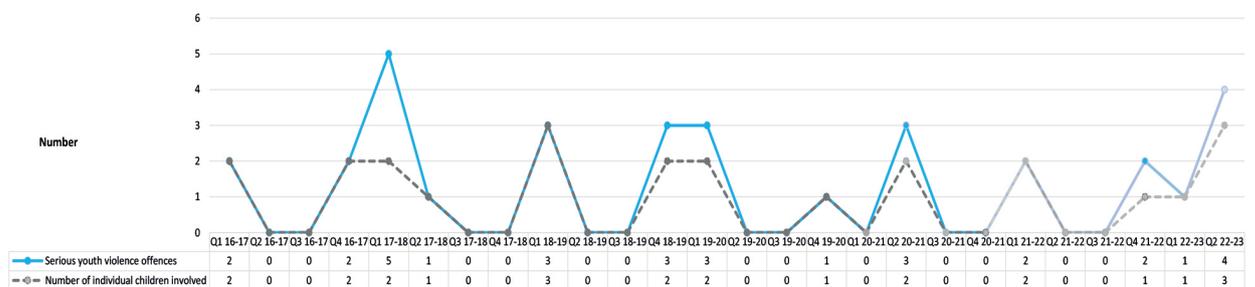


Serious Violence and Exploitation

Serious Violence

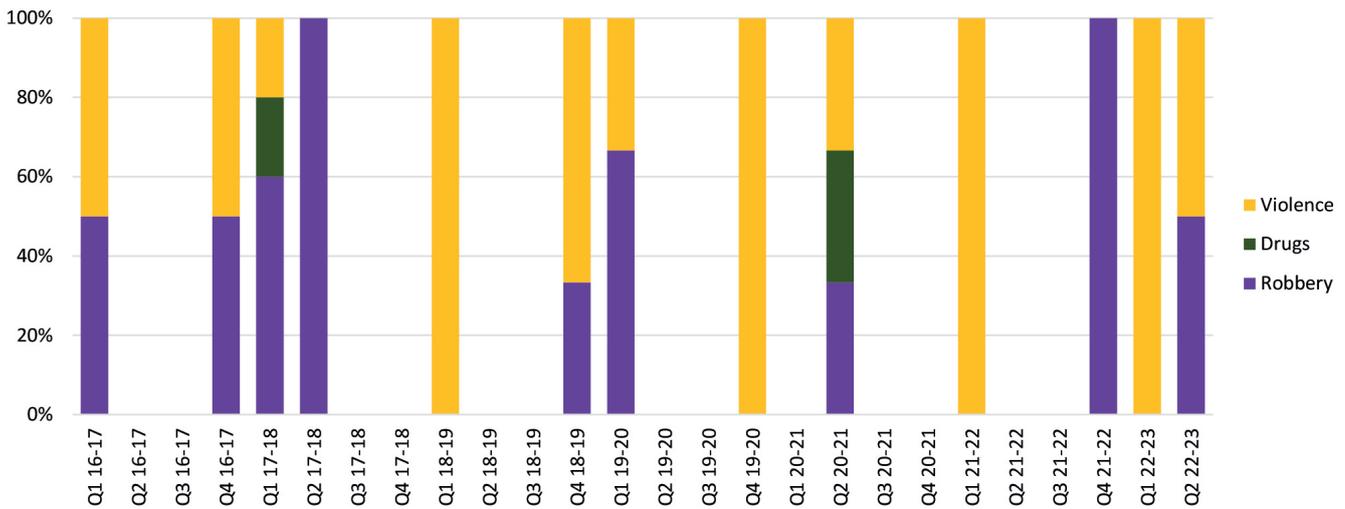
The Youth Justice Board’s operational definition of Serious Violence (SV) is any drug, robbery or violence against the person offence that has a gravity score of five or more. Gravity scores range from 1 (least serious) to 8 (most serious). Quarterly data are provided from Q1 2016-17 onwards.

Number of serious violence offences and number of individual children committing offences.

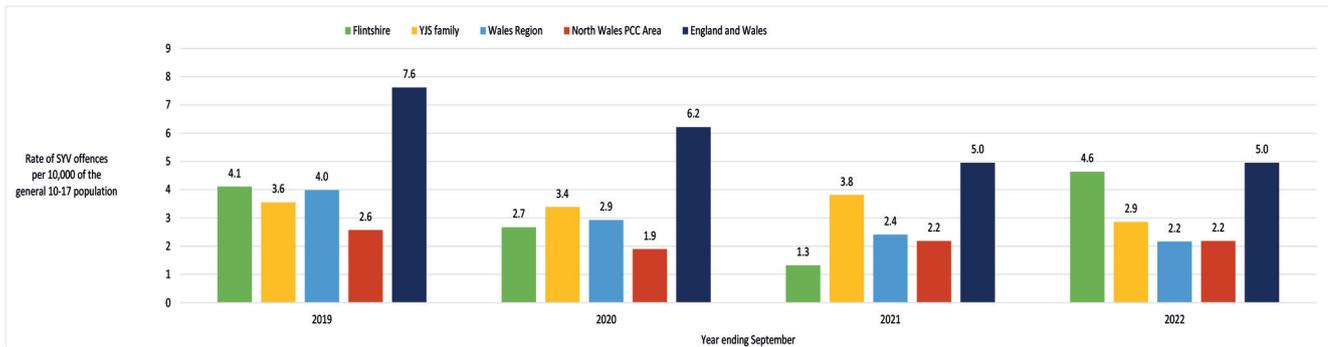


	Year Ending September 2022	Year Ending September 2021	Change	Year Ending September 2020	Change
Number of SV offences	7	2	+5	4	+3
Rate of SV offences	4.6	1.3	+3.3	2.7	+2
Proportion of SV offences	7%	1%	5.6pp	4%	2.8pp

The Youth Justice Board Serious Violence tool indicates that in the 12 months prior to September 2022 7 Serious Violent Offences were committed by 5 young people which indicates an increase of 3 offences when compared to the previous 12 months. These offences relate to violence (3) and Robbery (4).



The YJS can also compare data from England and Wales data on serious youth violence in addition to the North Wales Police and Crime Commissioner region and our ‘YOT family’³. When compared to previous years it is evident that in the last 12 months since September 2022 that our rate of serious violence has increased and is higher than YJS, Wales and OPCC region.



However a review of local data indicates that one young person re-sentenced following new offences has been counted twice within the data set which would place the actual number of 5 serious offences (3 offences of violence and 2 of robbery) committed by 4 young people.

Number of knife and offensive weapon offences gravity score less than 5 (2018-2022).

The Youth Justice Board Serious Violence tool also records the number of offences that include the possession of offensive weapons in the 12 months from September.

	Year Ending September 2022	Year Ending September 2021	Year Ending September 2020	Year Ending September 2019	Year Ending September 2018
Number of offensive weapon offences	9	5	4	7	6
Number of Individuals	9	4	4	6	6

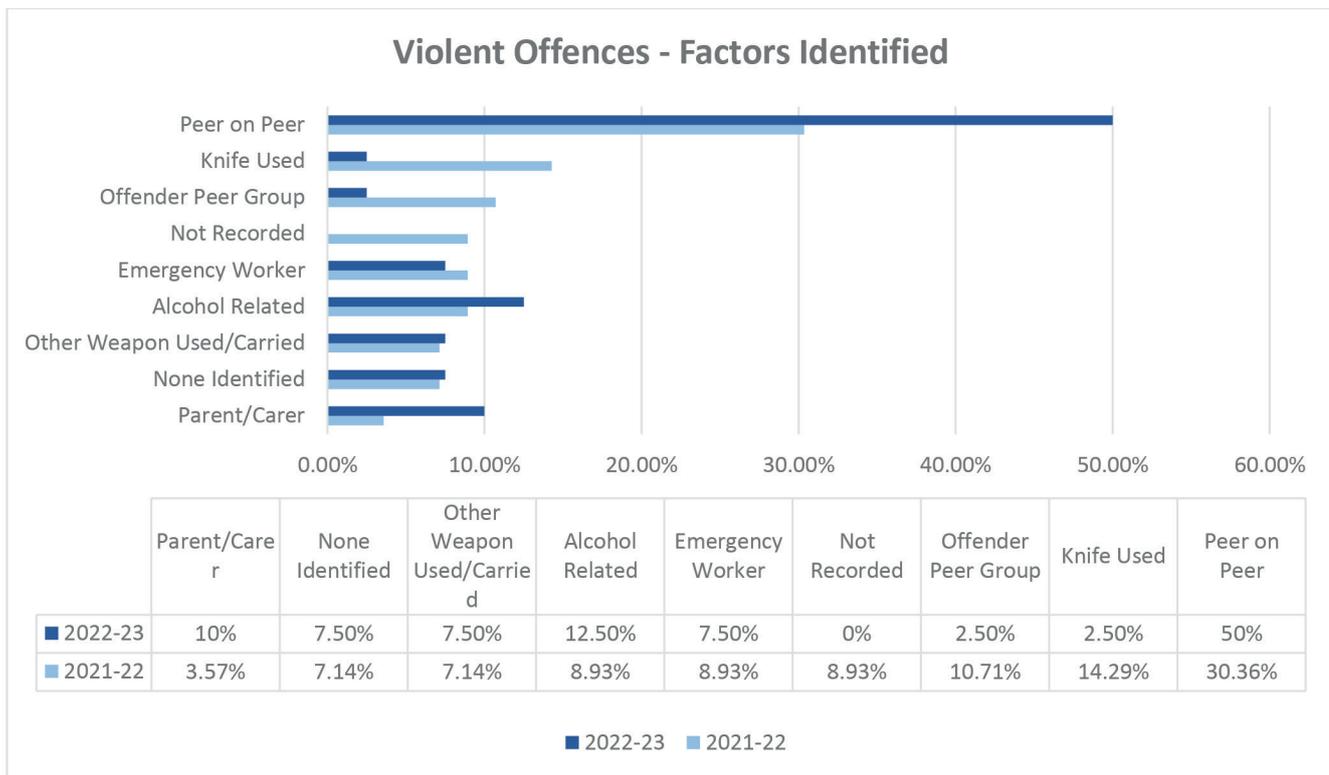
Since 2020 we have seen an increase in the number of possession of offensive weapon offences.

The change and increase in Serious Violence is also born out of recent Community Profile information developed by North Wales Police which indicates;

“Whilst knife crime reports were up only slightly in the last financial year, reports of serious violence grew by almost a third with the average number of incidents per month rising to 31 from 23 across the region. Reports of wounding with intent grew 45% or 67 incidents. Wrexham accounted for 24% and Flintshire 19.5% of these offences. Serious violence offences rose rapidly after March 2021 in the wake of lockdown and throughout the summer until finally reaching a peak in August last year. Knife crime and serious violence were at their height during Q2 2021 (July-September) which was the period during which restrictions were finally removed from the hospitality sector and the region re-opened for summer tourism.

The last financial year also saw a growing trend in threats of violence and in the number of people carrying or threatening to use knives. Public Order and affray offences involving knives also increased. The intelligence suggests that the escalation in the threat of violence is primarily drug related, particularly in relation to those age 17 and under.”⁴

⁴North Wales Police Community Profile Flintshire and Wrexham 2022



In our 2022-23 Youth Justice Plan Flintshire YJS had identified responding to youth violence as a key priority and had committed to developing a Youth Violence Action Plan. In the last 12 months the YJS Executive Management Board has approved an Action which we will continue to implement and monitor which sets out the steps we will take to reduce youth violence;

- Strengthen youth violence partnership work with Community Safety Groups, Local Safeguarding Boards, MET strategic Groups and Violence Prevention Unit.
- Establish a multi-agency Youth Violence Partnership Group to include statutory and voluntary sector.
- Agree a performance monitoring / sharing framework (intel etc).
- Identify current work streams across the partnership where there are opportunities for collaboration e.g. Contextual safeguarding.
- Identify ways in which our work can be strengthened through feedback and views of children, young people, parents and carers.
- Increase knowledge and availability of current interventions and understand current evidence based practice.
- Develop a specialist workforce to respond to youth violence.
- Review and understand current pathways into preventative, targeted and specialist support (e.g. Sorted and Detached Youth Work).
- Continue to align this plan with work and data under our responses to embedding trauma informed practice and addressing disproportionality.

Following the imposition of the Police, Crime, Sentencing and Courts Act 2022 a new Serious Violence Duty requires specified authorities to work together and plan to prevent and reduce serious violence, including identifying kinds of serious violence that occur in the area, the causes of that violence and to prepare and implement a strategy for preventing, and reducing serious violence in the area. The Duty also requires the specified authorities to consult educational, prison and youth custody authorities. Since September 2022 the North Wales Office of the Police and Crime Commissioner has established a multi-agency Task and Finish Group of which Flintshire YJS is a standing member.

The purpose and scope of the Task and Finish group is:

- To review and respond to the Serious Violence Duty, which will be issued by the Secretary of State under section 19 of the Police, Crime, Sentencing and Court Act (2022)
- To consider the North Wales Strategic Violence Needs Assessment produced by BCUHB Public Health Team, as well as other key data, in order to take an evidence lead approach
- To produce, in partnership, a Serious Violence Strategy for North Wales including underpinning actions to prevent and reduce the issues identified by the Needs Assessment
- To fulfil objective 2.4 of the Safer North Wales Strategy and Delivery Plan “Ensure North Wales are responding in partnership to the new Serious Violence Duty”, through the actions above
- To consider in partnership the Home Office serious violence funding and develop plans for how this will be spent.
- To agree longer term partnership arrangements for overseeing and reviewing annually the North Wales Serious Violence Strategy.
- It is likely that aspects of our Youth Violence Action Plan and wider multi-agency work linked to the Serious Violence Duty will converge.

Exploitation

During 2022-23 26 children and young people had been identified by the service as at risk of exploitation and modern slavery and were referred through to the local Missing, Exploited and Trafficked Panel where National Referral Mechanism Referrals were submitted of additional support offered. Within Flintshire a multi-agency Missing, Exploited and Trafficked Panel is well established in addition to a newly created Contextual Safeguarding Panel to support these young people and communities. The YJS is also working with Action for Children to explore possible support through their Sidestep programme.

Restorative Justice and Victims

The YJS continues to promote restorative justice at all points within the criminal justice system and wants to increase the use of restorative justice to promote diversion. We are keen to develop participation frameworks with our victims and ensure that we are promoting and adhering to the Victim’s Code.



In 2021-22 the YJS made contact with the following number of victims through the following routes:

Victim Contact/report	No.
Bureau	59
Referral Orders	12
PSR	7
SSR	2
No assessment/report due to absent of consent.	12

Additional Performance Indicators

New Key Performance Indicator	Current Position	Risks Challenges	Actions
Suitable accommodation	KPI monitored through the YJS Management Board Housing Pathway & escalation process in place. Youth Services Housing Support	Securing suitable accommodation availability	Youth Homelessness Strategy
Suitable education	KPI Monitored through the YJS Management Board Education Pathway & escalation process in place. YJS Attendance at EOTAS Panel	Challenges increasing attendance and reducing exclusion Schools reporting increase needs and behavioural difficulties within the school community	Increased Senior Management oversight of YJS Education data. Continued support within Education and Youth SMT to address Estyn recommendations.
Special Educational Needs and Disabilities / Additional Learning Needs	Not currently monitored.		To be reviewed with ALN Team
Mental Healthcare and Emotional Wellbeing	Welsh KPI monitored via YJS Executive Management Board Health pathway and escalation framework in place	Increased emotional and mental health needs of children and young people. Resource provision within Health / CAMHS KPI's need to consider Welsh framework.	Review data in line with YJS Health Pathway to inform future service delivery / provision.
Substance Misuse	Welsh KPI monitored via YJS Executive Management Board	Emerging drug and alcohol trends	Increased monitoring with Flintshire Sorted through YJS & Sorted Management Team Meetings



New Key Performance Indicator	Current Position	Risks Challenges	Police to review changes.
Out of Court Disposals	Some monitoring through YJS Executive Management Board Pathway for Escalation with North Wales Police in place	Changes to regional policies	YJS North Wales Regional Managers have established a task and finish group with North Wales Police to review changes.
Links to Wider Services	Limited monitoring at Management Board YJS and SSfC Monitoring meetings	Recording the number of referrals to services.	Monitoring through local management team meetings to ensure accurate recording.
Management Board Attendance	Limited monitoring at Management Board	Poor attendance from representatives	Shared with Management Board Members and prompt follow up of non-attendance by Chair.
Serious Violence	Monitored at Management Board	Increase levels of serious violence and challenges in meeting our Youth Violence Action Plan	YJS part of task and finish group linked to Serious Violence Duty. YJS Youth Violence Action Plan mirrors work planned via Serious Violence Duty.
Victims	Limited monitoring at Management Board		YJS Management Team to review recording.

Performance & Priorities Progress

- Agreed a YJS Youth Violence Action Plan, Disproportionality Action Plan
- YJS has become a standing member of the North Wales Serious Violence Duty Task and Finish Group
- Work to review partnerships and pathways in education
- Participated in Out of Court Review
- Implemented Turnaround Programme
- Continued operation of Bureau scrutiny (OoCD's)

Performance & Priorities Future Priorities

- Support the implementation of the Serious Violence Duty Delivery Plan
- Review learning from our Serious Violence and Offensive Weapon Cohort
- Develop and evaluate interventions on violence within education and YJS settings
- Implement recommendations from Out of Court Review
- Implement new Key Performance Indicators
- Continue to monitor transition agreements with partners.
- Explore opportunities to monitor the experience of children and young people in police custody.

Standards for Children in the Justice System Workforce Development

Workforce Development

In addition to appraisal processes, we continue to take audits and engage with our workforce to identify training needs which inform service training plans. Such plans support ongoing mandatory training linked to safeguarding, data protection and case management.

Assessment, Planning, Intervention & Supervision Meetings

We utilise these meetings where managers and practitioners can discuss policy, practice or share learning.

Community Safeguarding & Public Protection Incident

The Youth Justice Service continues to operate a Community Safeguarding & Public Protection Framework where serious safeguarding or public protection incidents have taken place. The framework agreed by our Management Board promote critical learning and reflection across the partnership and the sharing of good practices well as identifying areas of learning and development. Any identified improvements are monitored through Action Plan's which are overseen by the YJS Management Board and Delivery Group.



Staff Stress Risk Assessments

The Staff Stress Risk Assessment has been a re-occurring review conducted by the YJS Management Team since 2018. The purpose of the assessment is to review the general welfare of the team and provide an opportunity to discuss the wider strategic and operational elements within the service. The audit is provided to Executive Management Board members in order to monitor and implement any recommendations. The risk assessments were conducted on a one on one basis by the Senior Manager between March 2022 - May 2022 with 22 members of staff from Youth Justice Service and includes seconded staff.

<p>Demands - workload. Work patterns, work environment.</p>	<p>Staff discussed that their workload fluctuates which is accepted as part of the role. However, staff felt that there were increased time demands in completing assessments, recording and administration, but there was a general understanding of the need to undertake this - however, some staff felt this took them away from time with the young person.</p> <p>At periods of high demand staff felt that they were able to liaise with their manager and be supported to overcome any issues and supported to help prioritise work or create action plans. Staff felt that the approach to hybrid working was positive but also emphasized that working in the office has also been useful to increase communication, share practice and support each other.</p>
<p>Control - how much say the person has in their work</p>	<p>Staff felt that they had a high degree of autonomy around how they practice and felt that current policies and procedures supported this. Staff also felt that a recognition of trauma informed practice, relationship-based practice and Enhanced Case Management has supported different approaches and that managers were supportive. Staff however, indicated that they would like to be able to access more child friendly spaces / office space to support their work.</p>
<p>Support - encouragement, resources, management support</p>	<p>Staff felt that they had the necessary support from their line managers and the wider management team and that support was accessible. Staff felt that supervision met their needs and was frequent. Staff also commented that managers were available outside of supervision which they were confident to access. Staff felt that the Team was widely supportive of each other and would assist when needed - however during busy periods this was impacted. However, being in the office supported this relationship. Staff would like further opportunities to spend more time together and explore team days and opportunities for reflection.</p>

<p>Relationships - promoting positive relationships to avoid conflict and deal with unacceptable behavior</p>	<p>Generally staff felt that relationships across the partnership were good. Some staff raised issues linked to individual cases but felt that there were mechanisms in place to raise any delays or professional disagreements. Relationships with CAMHS, Action for Children and North Wales Police were typically reported as strong. Staff felt the presence of Seconded Education Practitioners supported their work but strengthening relationships with the wider Inclusion Service would improve attempts to improve education outcomes.</p>
<p>Role - does the person understand their role</p>	<p>Staff felt that they understood their role and that their role was understood within the team. Where new staff had joined the team it was accepted that there was an element of learning the role but comments were made that staff were supported by the team.</p>
<p>Change - how is organisational change (large or small) managed and communicated in the organisation.</p>	<p>Staff acknowledged that there have been a number of changes within YJS over recent years. Where changes occur staff commented that they understood why changes were made and that it had been made for a purpose. Staff felt that this was communicated appropriately through various mechanisms (APIS, Team Meetings, Practice Notes) and that staff were encouraged to be part of these discussion. Staff also felt that they could suggest possible change or improvements and felt these would be listened to.</p>
<p>Management Board</p>	<p>Staff discussed that they had a greater understanding of the Management Board and it's role. Some staff have had an opportunity to attend or observe a Board and have had some engagement with Board Members. The inclusion of a practitioner within the Board was seen as a useful addition and the team felt that information from the Board was also shared and there was a greater understanding of the direction of the service.</p>
<p>Youth Justice Plan</p>	<p>During the assessments staff were given an opportunity to discuss possible areas of consideration for the Youth Justice Plan. The Team were supportive of the general themes identified, especially linked to Trauma Informed Practice and Health.</p>
<p>Workforce Development & Succession</p>	<p>During assessments staff were given the opportunity to discuss the Workforce Development and Succession strategy. All of the team felt that this was a positive addition and in some cases, some staff have already been supported to use this as part of their development.</p>



Actions

- Create mechanisms to review case management recording and administration arrangements to reduce duplication and maximise time.
- Continue to explore child friendly environments to work with children and young people
- Explore opportunities to undertake more team events and reflective practice.
- Increase partnership working with the Inclusion Service

National Standards, Case Management & Audit

The Youth Justice Board has released new Case Management Guidance in 2023 and as part of this years plan we will work to implement these new standards through a locally agreed action plan.

As part of continuous improvement the service continues to undertake Case File Audits against National Standards for Youth Justice and other priority areas. In 2022-2023 the following audits were completed against operational standards;

	Total Cases	Inadequate	Requires Improvement	Good	Outstanding
Pre Court	3		1	2	
At Court	2		1	1	1
Community	5			4	
Secure	2			2	
Transitions & Resettlement	0				

Since 2020 the Youth Justice Service has sought to increase scrutiny and oversight of the Out of Court Disposal (OoCD) decision making process within Flintshire YJS and developed a local Scrutiny Panel chaired by the HMCTS Executive Management Board Representative with representation of YJS Senior Manager and YJS Executive Management Board Representative from North Wales Police. Cases are selected at random by the chair and anonymised reports / assessments relating to the child, young person and victim are sent to the Scrutiny Panel. As well as scrutinising the decision-making process, assessments are scrutinised for their quality.

The Scrutiny Panel will then make a collective score based on the following;

1. Appropriate use and consistent with policy and guidance
2. Appropriate use with Panel Member reservations
3. Inappropriate use or inconsistent with policy and guidance
4. Panel Member fails to reach a conclusion.

11 cases were scrutinised in 2022-23. The panel assessed that 6 cases demonstrated appropriate use and 5 cases were appropriate with panel member reservations.

Where improvements are identified in any audit, the findings are shared with relevant individuals and practice recommendations are shared with the Team.

Standards & Workforce Progress

- Continued commitment to continuous improvement
- Out of Court Scrutiny embedded in practice
- Completion of staff assessments

Standards & Workforce Future Priorities

- Development of Case Management Action Plan
- Continued case file audits
- Respond to actions identified through Staff Assessments
- Continue to progress YJS Training Plan

Evidence-based Practice and Innovation

Resilience

Gwynedd Yns Mon Youth Justice Service previously secured KEES funding (Knowledge Economy Skills Scholarships) which seeks to unite academia through a funded PhD studentship to develop and understand the benefits of resilience approaches and interventions within a Youth Justice setting. Working with regional Youth Justice Services in North Wales we have been able to secure a further studentship to deliver these interventions to our practitioners to further develop the research base and create impact.

TrACE

The Youth Justice Service has committed to working towards becoming a Trauma Informed Service using Public Health Wales' TrACE Toolkit. The service has a well established partnership with Public Health Wales and Glyndwr University who continue to support us in implementing our development plan.

Evaluation

This year the YJS intends to increase it's evaluation linked to programmes and interventions it delivers within the Youth Justice Centre in order to better measure impact and inform future adaptations or delivery.



Service Development Plan 2023-2026

Executive Management Board Plan 2020-2022

	Actions
<p>Governance & Accountability</p> <p>The Board is responsible for the delivery of Youth Justice services. Partners take responsibility, hold others to account and address risks to service delivery.</p>	<ul style="list-style-type: none"> • Monitor the YJS Executive Risk Register • Review the operation of the YJS Delivery Group and undertake a partnership review. Monitor the progress of the Delivery Plan and address any delays with strategic partners. • Monitor YJS performance through KPIs, National Standards Audits and HMIP Inspection findings. • With North Wales Police monitor the delivery, timeliness and scrutiny of Out of Court Disposals • Executive Board Members to provide feedback on their service area and advocacy for Youth Justice. • Participate in a YJSIP Peer Review linked to Governance and Leadership
<p>Workforce & Professional Development</p> <p>In order to achieve the outcomes of the YJS the Board must ensure staff are supported and trained to respond to the needs of the young people, families and communities we serve.</p>	<ul style="list-style-type: none"> • Work with YJB, FACTS, CAMHS and local partners to develop a trauma informed workforce and improve opportunities for consultation and collaboration. • Ensure that staff are trained and services exist to respond effectively to emerging trends. • Continue to undertake annual Stress Risk Assessments with Operational Staff and monitor staff supervision. • Continue to develop closer links between the Executive Management Board and Operational staff. • Review service capacity and support the implementation of the Workforce Succession and Development Plan. • Implement strategies to reduce the use of custody and to continue to strengthen resettlement pathways.
<p>Partnerships</p> <p>The YJS cannot achieve its outcomes in isolation. The Board must work with stakeholders to strengthen partnerships to promote community safety, positive aspirations and effective transitions for young people, families and communities.</p>	<ul style="list-style-type: none"> • Respond to the recommendations of the Flintshire Post Inspection Action Plan (Estyn) and strengthen partnerships and information sharing within education. • Oversee work linked to improve health pathways, resources and support into the YJS. • Work with all partners to develop effective transitions for young people in the criminal justice system and identify gaps in services and provision. • Strengthen partnerships to parenting support, youth homelessness and mental health to better support parents and families in crisis.

	Actions
<p>Improving Practice & Outcomes</p> <p>The Board must ensure that the YJS continues to develop practice and that young people are listened to and are supported to reach their full potential and can lead a crime free life.</p>	<ul style="list-style-type: none"> • Strengthen partnerships to parenting support, youth. • Oversee the Disproportionality Action Plan. • Oversee the Participation Strategy and continue to utilise and promote the use of service user feedback to inform service practice and delivery. • Continue to monitor and evaluate findings from Critical Learning Reviews, HMIP inspections and National Standards Audits and ensure recommendations are implemented. • Monitor and respond to the implementation of the Youth Justice Blueprint. • Improve monitoring, oversight and outcomes of children who are looked after and involved with the criminal justice system • Utilise findings from pathways and locality research to inform service delivery.
<p>Reducing Offending & Increasing Community Safety</p> <p>The Board must ensure the YJS utilises effective prevention and diversion and approaches to supervise young people to reduce the risk of re-offending, serious harm to others and address safety and wellbeing.</p>	<ul style="list-style-type: none"> • Develop a Restorative Justice and Victims Strategy. • With partners develop strategies to respond to Modern Day Slavery and Serious Youth Violence and support the delivery of the Serious Violence Duty. • Develop mechanisms to scrutinize and monitor the effectiveness of the of prevention and Bureau services.



Priority Area	What do we want to do?	How will we do it?	By when
Participation	Ensure children and young people can give feedback on their experiences in the Youth Justice System	Review service user questionnaires to include views on partnerships	March 2023 completed
		Promote opportunities for feedback at various points within the YJS and ensure this is monitored at Management & Executive Boards	March 2026
	Ensure children and young people have clear information available to them	Review the information we provide to children and young people	December 2023
	Ensure children and young people have more of a say in their intervention plan	Explore digital methods of promoting the voice of children and young people	March 2024
		Commission co-production training for YJS managers and Practitioners	March 2023 - completed
	Ensure children and young people have a role in future service design and delivery	Ensure YJS Management Board are provided with reports on Service User Feedback	December 2022 - completed
		Ensure children and young people are involved in all recruitment	March 2026
		Ensure case studies are an integral part of the YJS Management Board Agenda	March 2026
		Develop participation groups that consult children and young people on service design, delivery or change	March 2026

Priority Area	What do we want to do?	How will we do it?	By when
	Increase our understanding of the lived experience of children and young people and improve outcomes for children and young people	Set up participation & consultation groups to consult on experiences of youth justice, services and community	March 2026
		Children and young people's participation group provide reports to YJS Executive management Board	March 2024
		Train staff on Effective Practice Certificate on Child First Approaches in Youth Justice	March 2026
	Respond to Service User Feedback	Strengthen individual identity and diversity within our assessments, plans and intervention	September 2023
		Increase our understanding of the pathways to breach and enforcement,	February 2024
		Better understand children and young people's accommodation and housing needs.	February 2024
	Increase the feedback we receive from Parents	Review and implement feedback mechanisms	January 2024
Diversion, Prevention, Out of Court	Reduce first time entrants into the Youth Justice System	Implement findings from local, regional and national reviews linked to early intervention, prevention, diversion and out of court	March 2026



Priority Area	What do we want to do?	How will we do it?	By when
Diversion, Prevention, Out of Court		Implement the Turnaround Programme for children and young people on the cusp of offending	April 2023
		Continue to scrutinize Out of Court Disposals	March 2026
		Continue to support multi-agency responses to Anti-Social Behaviour and explore opportunities to increase the use of Restorative Justice as a means of diversion	March 2026
		Explore opportunities to reduce the criminalization of children looked after	March 2025
		Continue to support the Regional Work linked to No Wrong Door	March 2025
Youth Violence and Exploitation	Strengthen youth violence partnership work with Community Safety Groups, Local Safeguarding Boards, MET strategic Groups and Violence Prevention Unit	Support the work of the Serious Violence Duty Task and Finish Group and the Serious Violence Duty Delivery Plan	March 2025
	Establish a multi-agency Youth Violence Partnership Group to include statutory and voluntary sector	Continue to monitor Serious Violence at Management Board through local and KPI data.	March 2025
	Agree a performance monitoring / sharing framework (intel etc)	Support the work of the Serious Violence Duty Task and Finish Group and the Serious Violence Duty Delivery Plan.	March 2025

Priority Area	What do we want to do?	How will we do it?	By when
Youth Violence and Exploitation	Identify current work streams across the partnership where there are opportunities for collaboration e.g. Contextual safeguarding	Engagement with Contextual Safeguarding Hub and Flintshire Missing, Exploited and Trafficked Panel	March 2026
	Identify ways in which our work can be strengthened through feedback and views of children, young people, parents and carers	Undertake specific consultation work linked to youth violence and perception of safety with children and young people	December 2025
	Increase knowledge and availability of current interventions and understand current evidence based practice	Support the work of the Serious Violence Duty Task and Finish Group and the Serious Violence Duty Delivery Plan	March 2025
		Test and evaluate new interventions within school and YJS settings	December 2025
	Develop a specialist workforce to respond to youth violence	Support the work of the Serious Violence Duty Task and Finish Group and the Serious Violence Duty Delivery Plan	March 2026
	Review and understand current pathways into preventative, targeted and specialist support (e.g. Sorted and Detached Youth Work)	Review our Serious Violence and Offensive Weapons Cohort to identify learning and opportunities for development	January 2024



Priority Area	What do we want to do?	How will we do it?	By when
Supporting Children's Needs and reducing offending	Support children and young people to access services to address needs	Establish a Health Task and Finish Group and review health resources, training and pathways in youth justice	December 2024
		Monitor referrals into Social Services for Children and escalate repeat referrals to YJS and SSfC Managers group	March 2026
		Continue to support developments for YJS Cohort and parents to access MST provision	March 2026
	Provide interventions to address offending and strengthen positive outcomes	Train staff on and deliver resilience interventions	December 2023
		Monitor offending trends and review and evaluate current interventions linked to offences and offending behaviour, including those delivered through our Youth Justice Centre	March 2026
	Strengthen transitions	Ensure effective engagement with local and regional IOM and Youth to Adult Transitions	March 2025
		Continue to review our Children Looked After Cohort with SSfC Senior Managers to promote effective transitions	March 2026
	Education, Training, Employment and skills	Increase school attendance and reduce exclusion	Increase oversight of YJS cohort within the Education and Youth Portfolio and develop mechanisms to overcome barriers to attending school

Priority Area	What do we want to do?	How will we do it?	By when
Education, Training, Employment and skills		Support the Education and Youth Portfolio to review attendance and exclusion policies	March 2024
	Continue to support the needs of children and young people within or to promote access and engagement in education, training and employment	Strengthen our engagement with Additional Learning Needs Services	March 2024
		Develop opportunities for young people to develop their aspirations through skills and activities and alternative qualification frameworks	March 2026
Reducing the use of remand, custody and promoting resettlement	Reduce the use of remand, custody and promote effective alternatives to custody and positive resettlement	Continued engagement in national and regional work to review remand and safeguarding in custody arrangements	March 2026
		Review of local use of bail / bail support and Bail ISS offer	December 2023
		Additional training to the Judiciary on alternatives to the use of remand	March 2024
		Continue to utilise our local Remand Review meetings and explore CPS representation and ensure these are shared with Management Board	March 2026
		Review Flintshire SSfC Placement Strategy	August 2023
		Ensure that Incident Reviews are incorporated into YJS Management Custody Monitoring Reports	June 2023
		Identify a SPOC from NWP for ROTL discussions in future custody cases	June 2023



Priority Area	What do we want to do?	How will we do it?	By when
Dis-proportion-ality	Increasing understanding of why some groups are over represented within the youth justice system and improve our monitoring, review and evaluation frameworks	Review and strengthen our Performance and monitoring frameworks and undertake regular case file audits	March 2026
	Collaborate with partners and develop holistic responses to issues affecting certain groups and improve life chances of groups that are over represented	Through our Task and Finish Group continue to make multi-agency operational and strategic links and identify training needs for the service	March 2026
	Ensuring participation and engagement with diverse groups to understand experiences, inform practice, promote identity and access	Continue to explore opportunities to increase participation within the service and understand local services within the community	March 2026
	Explore volunteer recruitment opportunities from a diverse range of communities	Promote recruitment opportunities through local networks	March 2026
Victims of Crime and Restorative Justice	Increase feedback from Victims	Review current feedback mechanisms	December 2023
	Ensure Victims are supported	Review our compliance with the Victim's Code	December 2025
	Promoting Restorative Justice	Continue to explore opportunities to utilise Restorative Justice as an effective means of diversion and support	March 2026

Priority Area	What do we want to do?	How will we do it?	By when
Trauma Informed Practice	Strengthen governance, leadership and culture	Strengthen Induction for Management Board Members to include Trauma Informed Practice	December 2025
		Presentation to Management Board to outline commitment and resource required for TiP at a whole system level	December 2023
		Develop a communication strategy for YJS and partners	March 2026
	Strengthen TrACE skills within the team and promote support	Management Board to be consulted on YJS workforce development plans	March 2026
		Management Board to review and identify opportunities to support staff wellbeing	January 2024
		Strengthen Induction for YJS Members to include Trauma Informed Practice	December 2023
		Review approaches to supervision, peer reflection and reflective practice	July 2024
		Undertake a Trauma Informed Training Audit with the YJS workforce	September 2023
		Explore additional Trauma Informed Venues	Management Board to review good practice and consider options for venues that are accessible and child friendly
	Improve Monitoring & Evaluation	Review multi-agency performance framework to strengthen awareness of the impact of TiP.	December 2025



Priority Area	What do we want to do?	How will we do it?	By when	
Trauma Informed Practice	Improve service delivery and design	Consult with YJS Practitioners and Managers to review barriers to implementation through current policies and procedures	January 2024	
		Develop a TrACE statement of commitment and trauma informed practice guidance	January 2024	
		Engage with multi-agency partners to review transition agreements and pathways to become more trauma informed	March 2026	
		Continue to disseminate learning from CSPPI and Critical Learning Reviews	March 2026	
	Continue to promote continuous learning		Continue develop our workforce training plan at all levels, ensuring it is informed by; <ul style="list-style-type: none"> • Service User Feedback • Cohort analysis & needs • Case File Audits & Improvement Plans • Staff Training Audits • Learning events • Changes to Policy / Procedures / Legislation 	March 2026
			Undertake regular case file audits; <ul style="list-style-type: none"> • To improve case recording and outcomes. Monitor the quality of planning, transition and contingency activities.	March 2026

Challenges, Risks and Opportunities

Challenges

- Delays and current year to year funding from YJB impacts on the services ability to plan and develop services (e.g TrACE, Serious Violence & Exploitation). The YJS has seen challenges within the local recruitment market and the lack of appetite for fixed term rather than permanent contracts
- Impact of efficiencies for Local Authority and partners may have an impact on financial and in kind YJS resources and services.
- Since the pandemic, a number of services within various settings (including SSfC, Education and YJS) are reporting changes to children and young people's behaviour and engagement.
- Impact on challenges within the social care sector linked to recruitment, retention of workforce and securing / commissioning appropriate support and placements for children and young people.

Risks

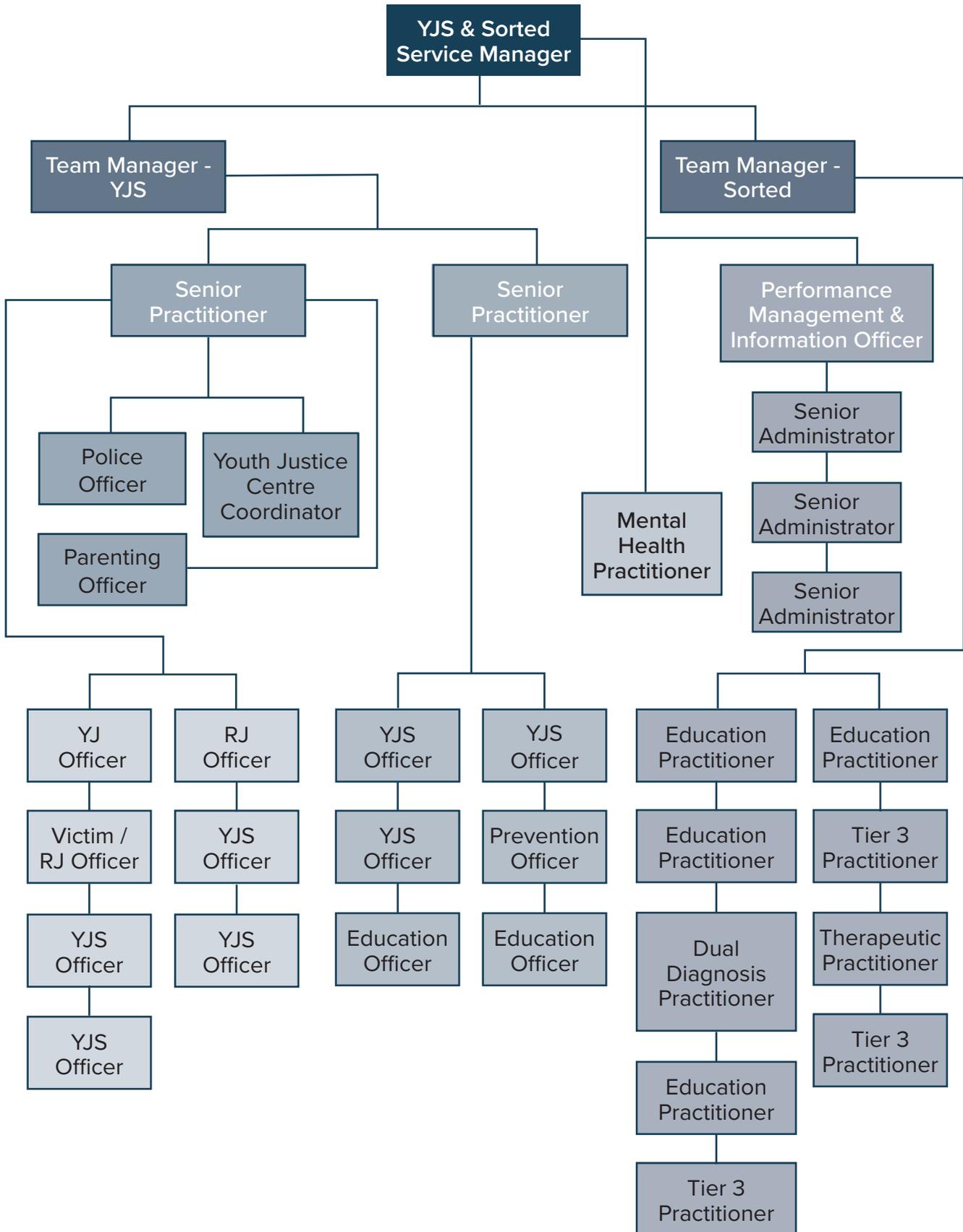
- YJB Grant formula review may impact on provision of funding
- Impact of wider partnership efficiencies or resourcing challenges
- Turnaround funding secured until March 2025
- Cost of living impacting on children, families and communities
- Impact of contextual issues linked to serious violence and modern slavery
- Impact of ASB Action Plan / Legislation on child first principles and YJS resources.

Opportunities

- Committed and well-trained workforce.
- Executive Management Board has strong established partnerships, good communication and escalation. In addition to strategic workstreams, Board Members also support operational activities.
- Increased partnership working linked to responses to violence as a result of the Serious Violence Duty
- Engagement with FCC Regeneration Team to develop Place Making Plans to explore child friendly spaces within the community.
- Wider council priorities and workstream s e.g. Young Person's Homeless Hub
- Wider priorities within the Education and Youth portfolio to develop trauma informed schools.
- Expansion of MST provision in Flintshire & small group homes / crisis provision
- Opportunities to develop responses to Serious Violence & Exploitation via the Social Prosperity Fund.



Appendix 1: Staffing Structure



Sign Off

	Signature	Date
Chair of Management Board (Neal Cockerton)		
Deputy Chair of Management Board (Claire Homard)		
Senior Manager, Youth Justice (James Warr)		



Common Youth Justice terms

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

Common Youth Justice terms

JAC	Junior Attendance Centre.
MAPPA	Multi agency public protection arrangements.
MFH	Missing from Home.
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them.
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court.
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending.
Over-represented children	Appearing in higher numbers than the local or national average.
RHI	Return home Interviews. These are interviews completed after a child has been reported missing.
SLCN	Speech, Language and communication needs.
STC	Secure training centre.
SCH	Secure children's home.
Y2A	Youth to Adult Transitions.
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach.
YOI	Young offender institution.



Mae'r ddogfen hon hefyd ar gael yn Gymraeg - gweler y dudalen Gymraeg ar ein gwefan.
This document is also available in Welsh - see Welsh page on our website.



