



Youth Justice Partnership Plan 2017-2020 **2019-20 REVIEW**

Flintshire County Council, Betsi Cadwaladr University Health Board, National Probation Service, the Third Sector and North Wales Police working in partnership to reduce and prevent offending by children and young people.

This Plan has been developed with the Executive Management Board, Partner Agencies and following consultation with YJS Managers and Practitioners.

Gwasanaeth Prawf
Cenedlaethol
National Probation
Service



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

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Introduction

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

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

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

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

Vision for 2017-2020

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

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

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

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

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

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

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

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

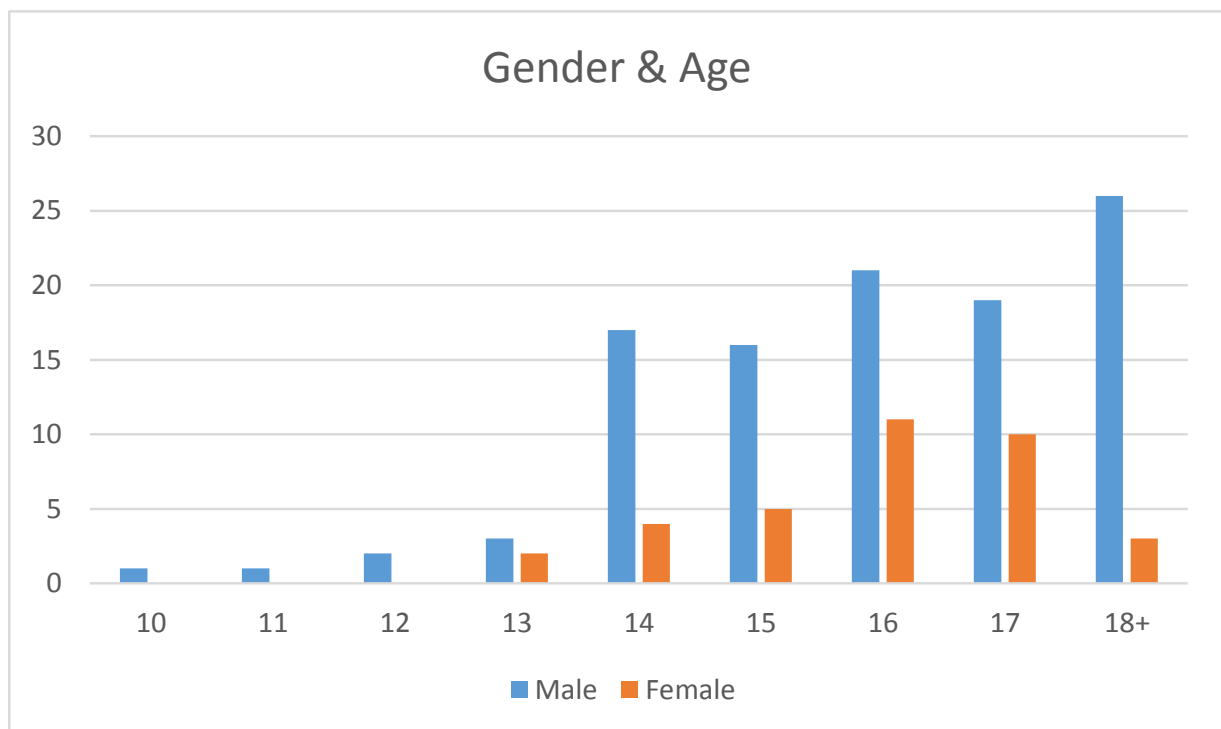
Our Cohort and Challenges to Service Delivery



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

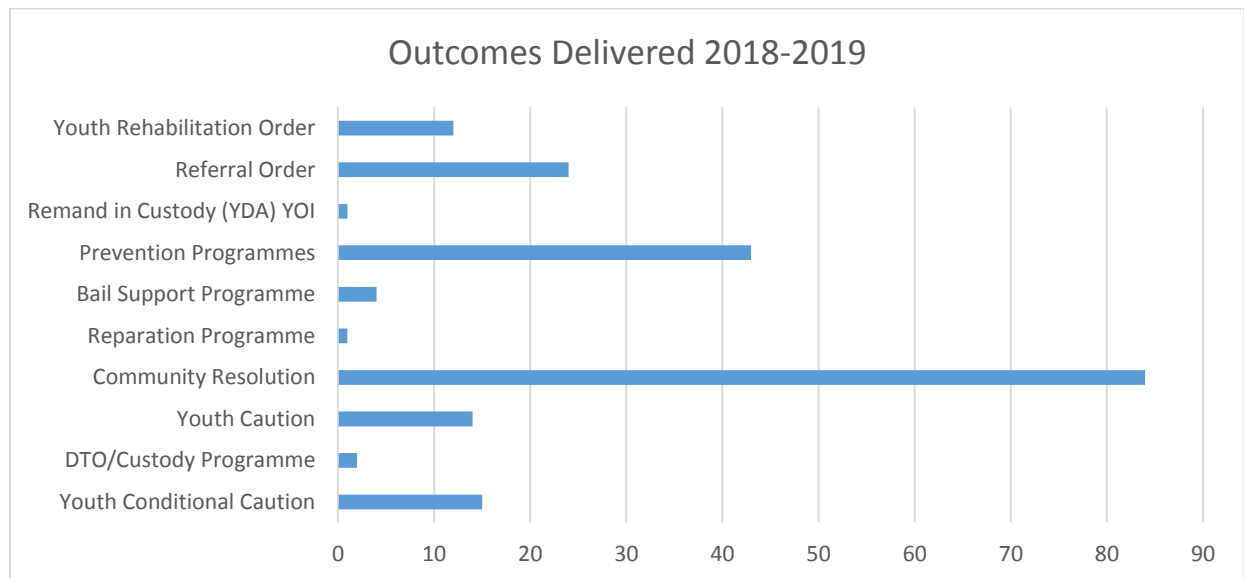


36 were female (25%) which is a 1% reduction on 2017/18 figures.

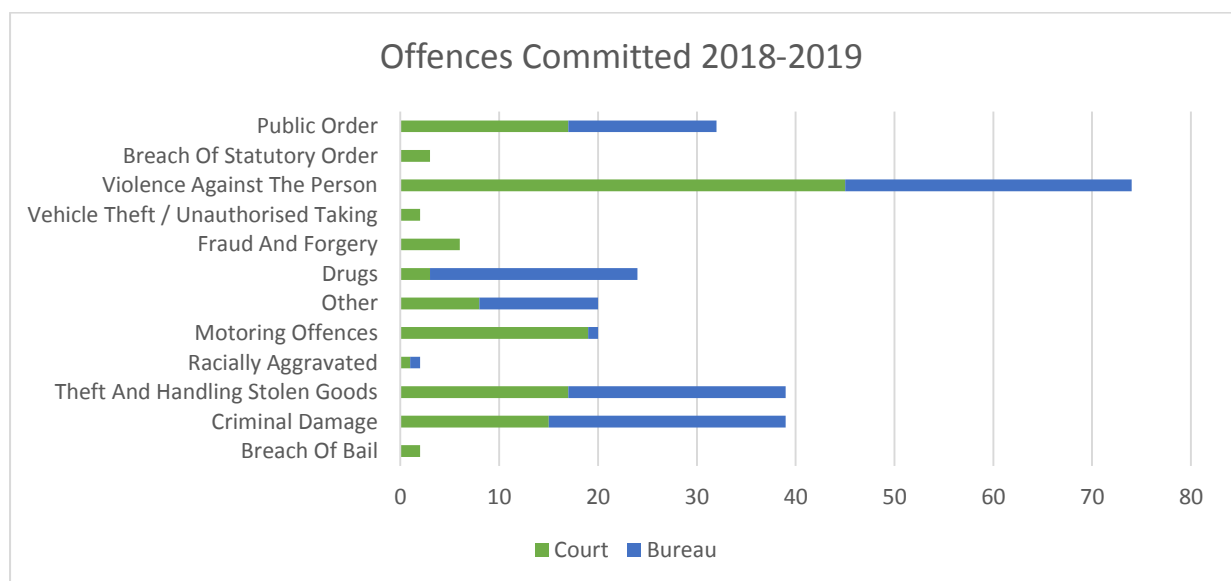


Our cohort of young people males predominantly became involved with the Youth Justice Service after 14, however for girls their predominant age was 16. In 2018/19 our largest cohort for males was for those aged 18 or over. This data increasingly demonstrates the need for the Youth Justice Service to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

Outcomes & Offending



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



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

Emerging Issues

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

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

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

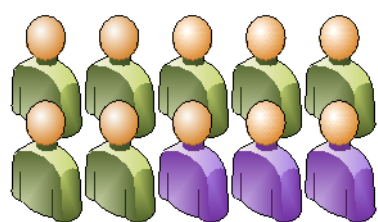
Whilst the picture surrounding County Lines and Modern Day Slavery is emerging and subject to ongoing multi-agency assessment through the County Lines Needs Assessment, during 2018/2019 the Youth Justice Service identified 12 young people who may be at risk of Modern Day Slavery resulting in safeguarding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

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

Cohort Analysis

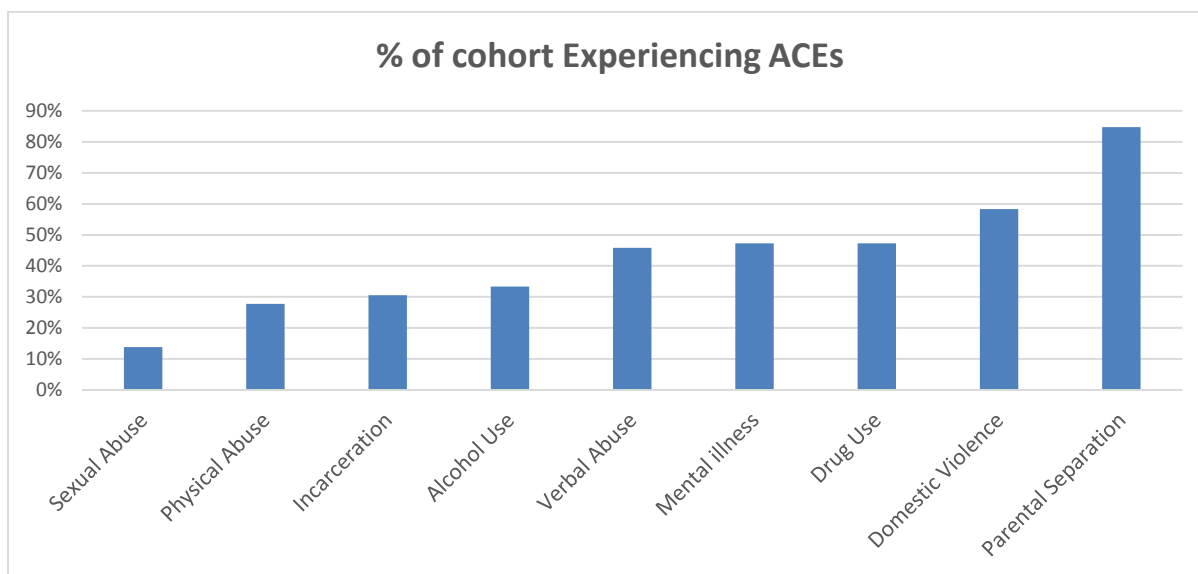
Flintshire Youth Justice Service has local level data and a cohort analysis identifying Adverse Childhood Experiences (ACE's) to understand the needs of its cohort to inform service delivery.

Adverse Childhood Experiences



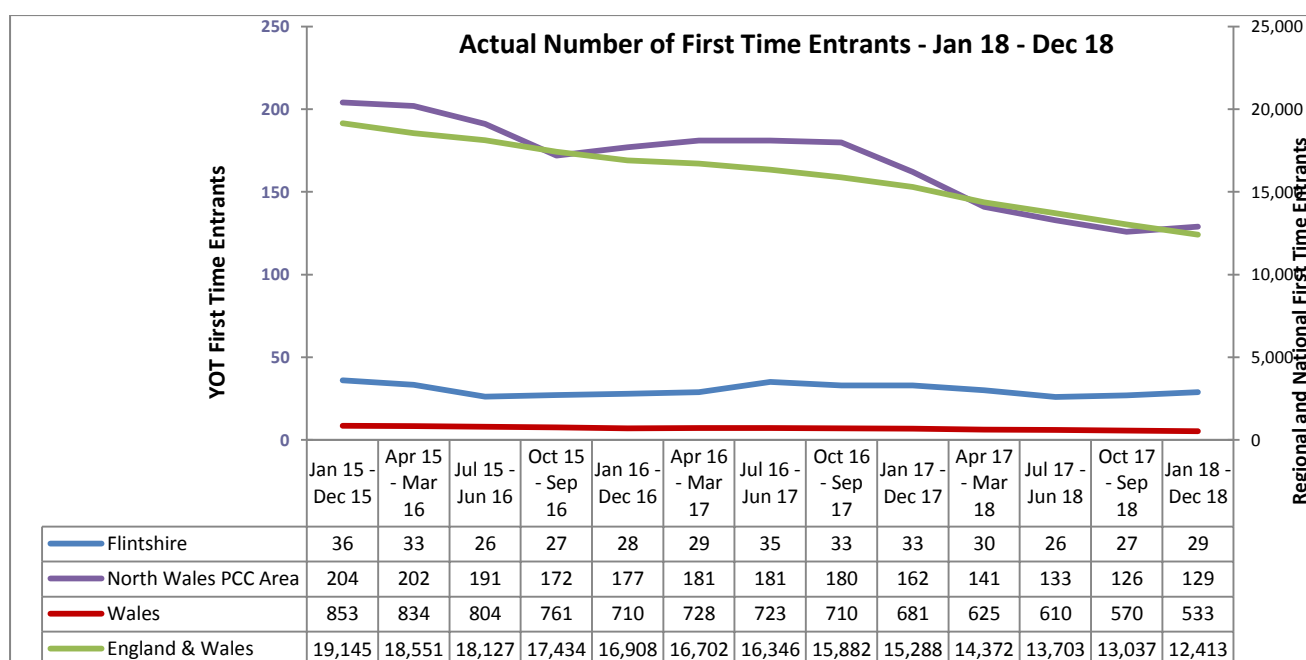
The most common Adverse Childhood Experiences include parental separation, emotional and mental health difficulties, substance misuse, domestic violence and speech, language and communication difficulties. These ACE's are reflective of the findings from 2017/2018 cohort analysis.

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

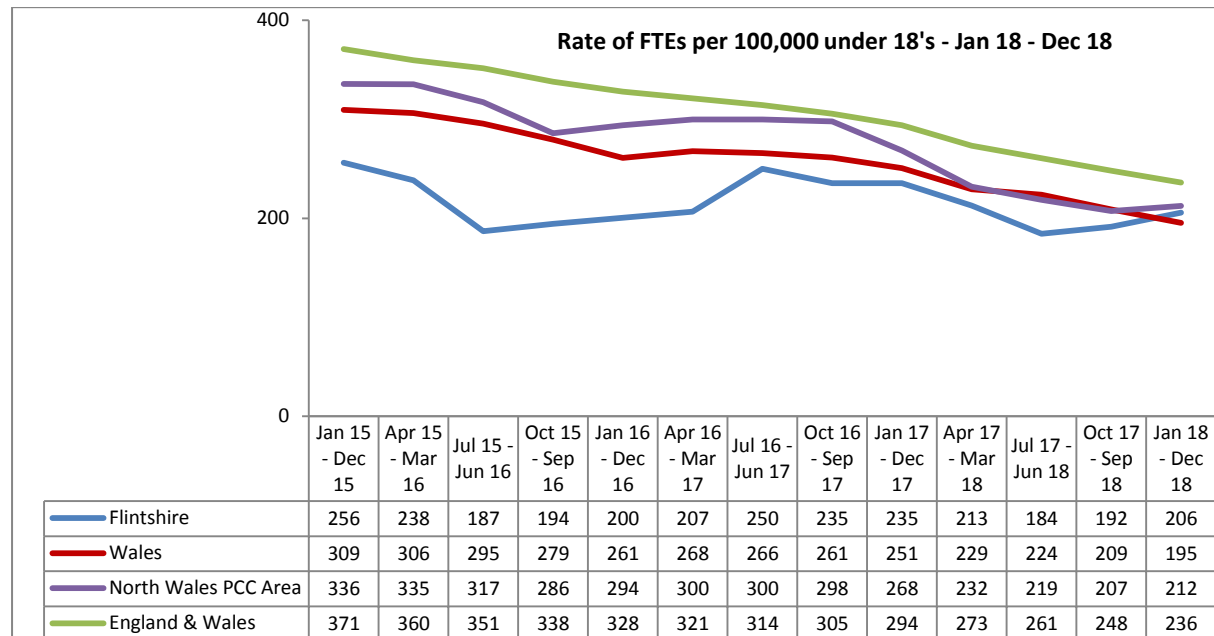


Measuring Success

First Time Entrants

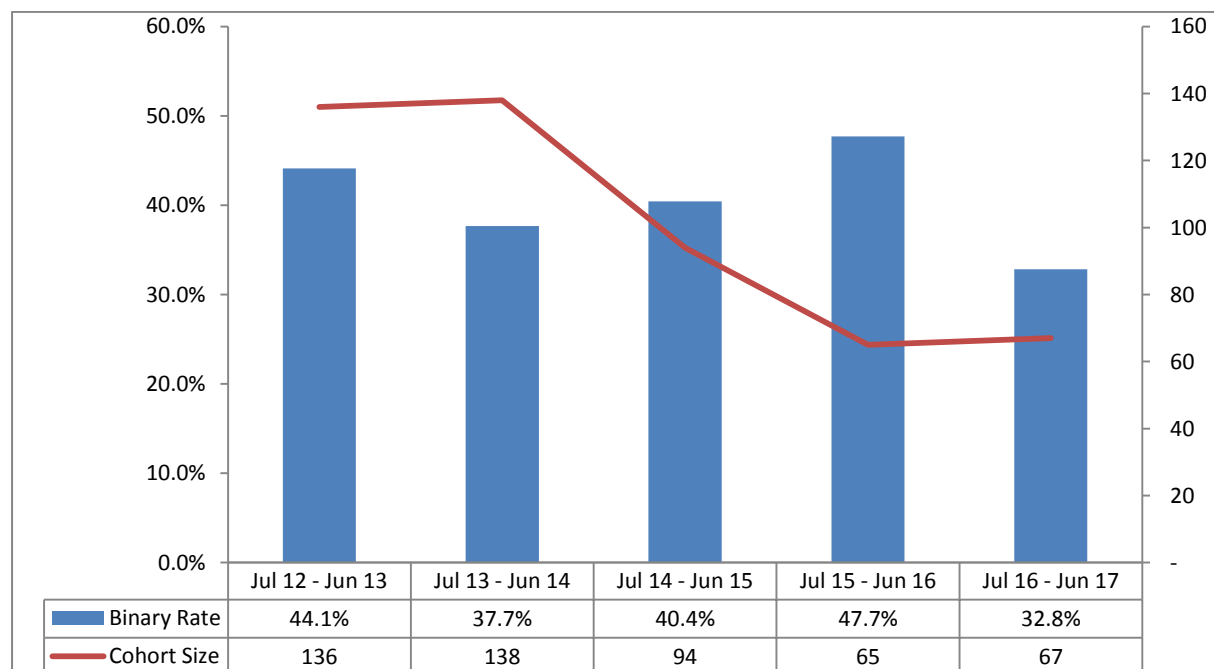


Actual numbers report a reduction from 33 young people during Jan – Dec 2017 to 29 young people for Jan – Dec 2018, this equates to a 12.12% decrease in the number of first time entrants. This is in comparison with a 20% reduction across North Wales and a 21% reduction across Wales.

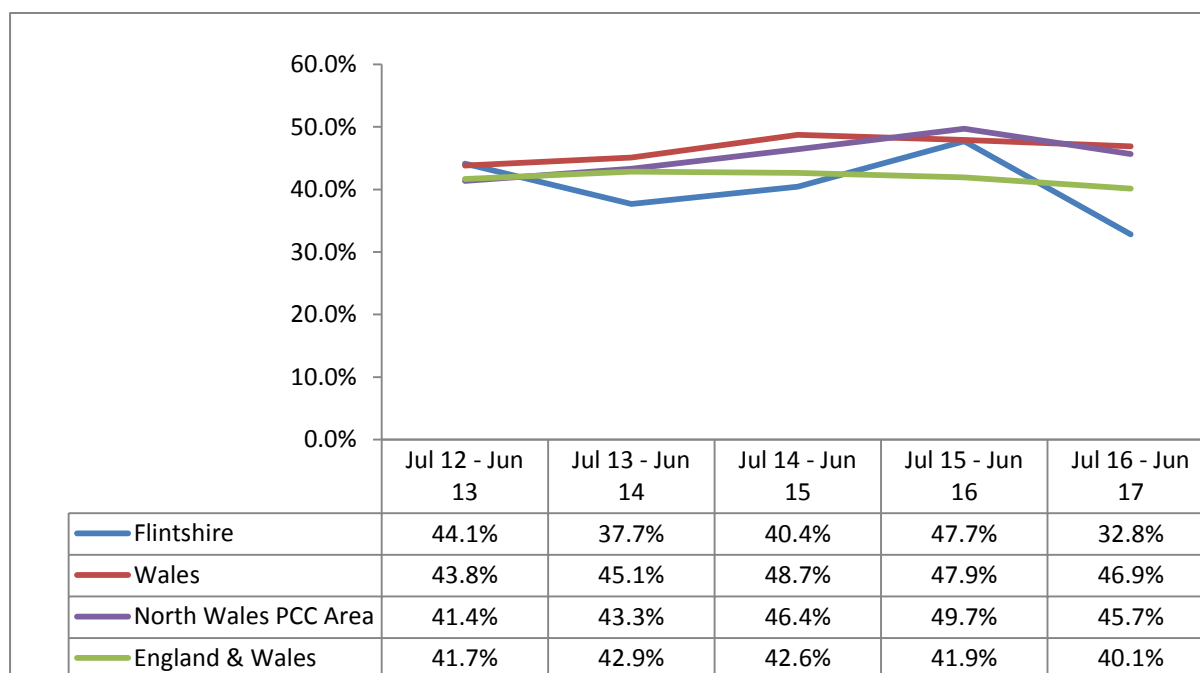


Re-offending

Reoffending - Binary



Reoffending rate (Reoffenders / Number in cohort)

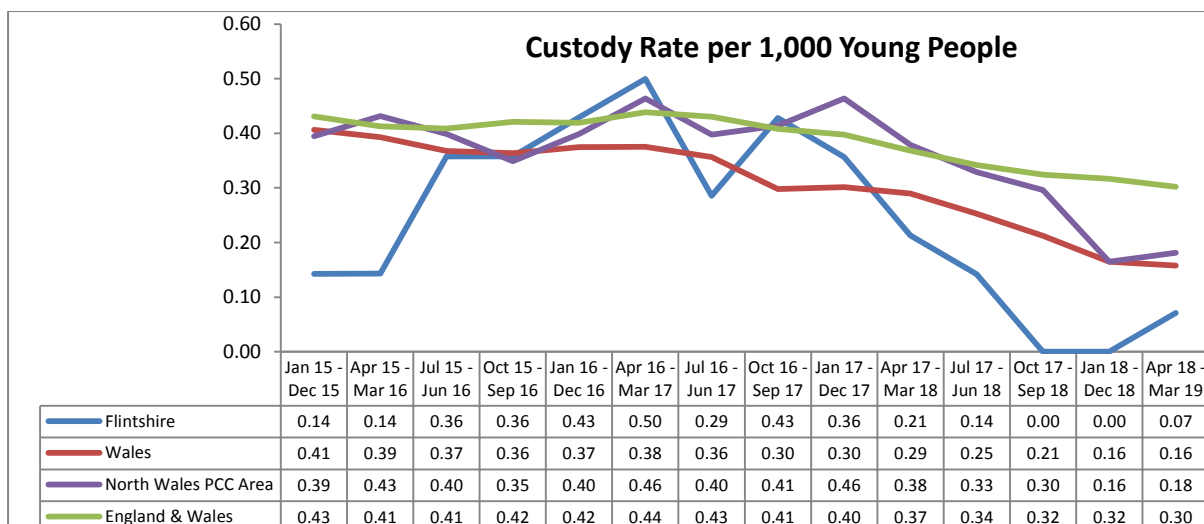


The rise in reoffending rates in Flintshire (and across North Wales and Wales) remains a concern however the most recent reporting period reflects a reduction. The use of the reoffending toolkit, and the implementation of greater analysis following the introduction of a new case management system will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

Custody

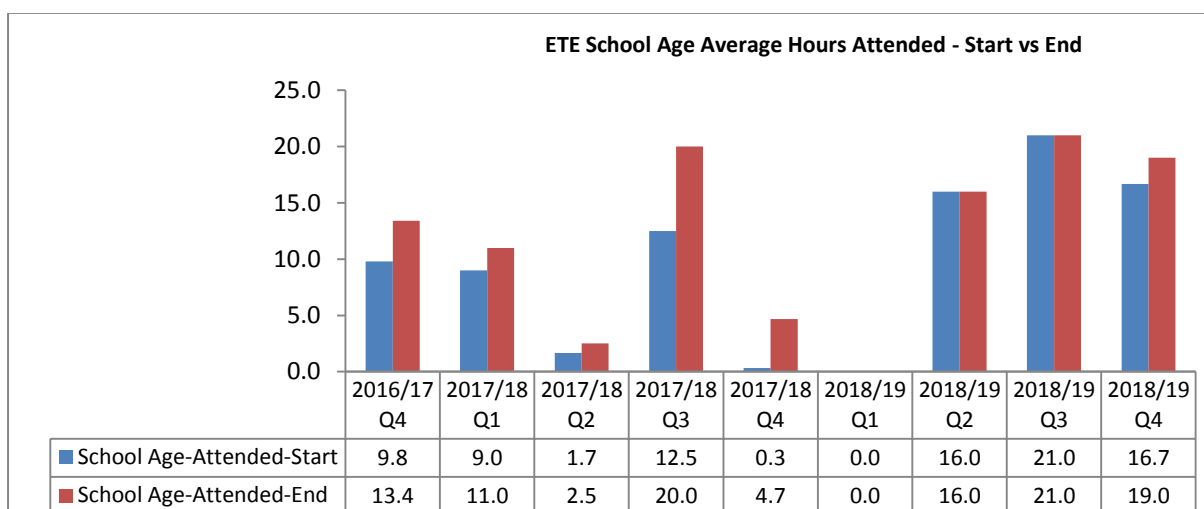
Year to date a total of 2 custodial disposals have been reported compared with 5 disposals for the same period in 2017/18

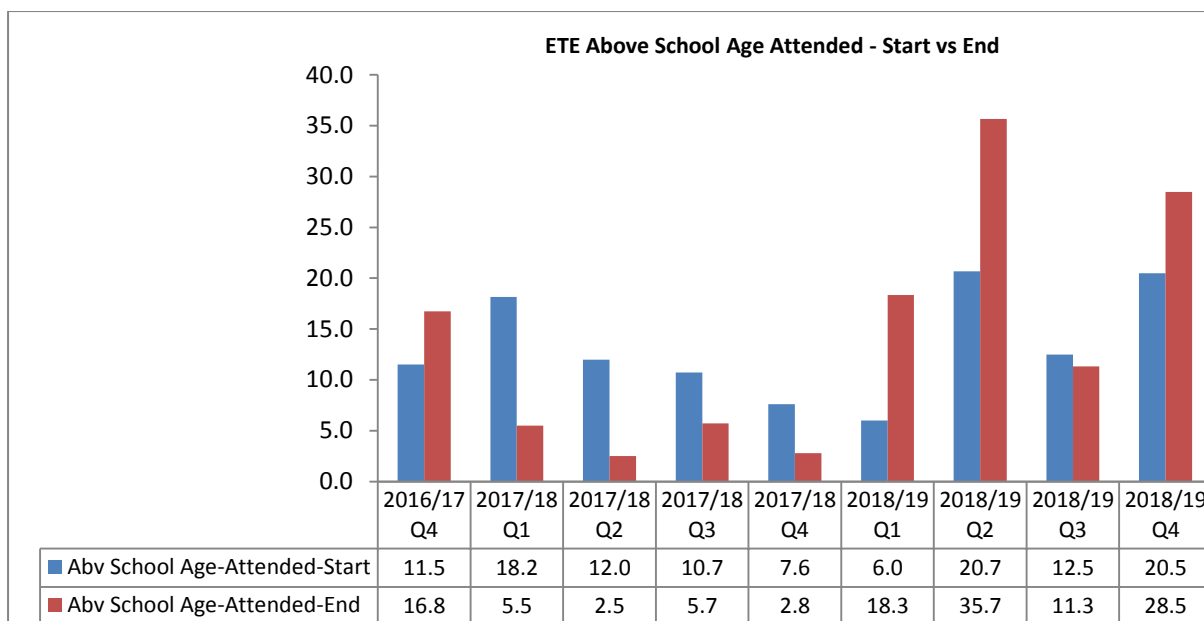
The YJS have informed as part of their YJB Plan they have added a target to explore additional training with magistrates surrounding alternatives to custody and are exploring mechanisms to obtain feedback from Magistrates following each Court session to develop and improve YOT / Court communication,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



Education, Training, Employment

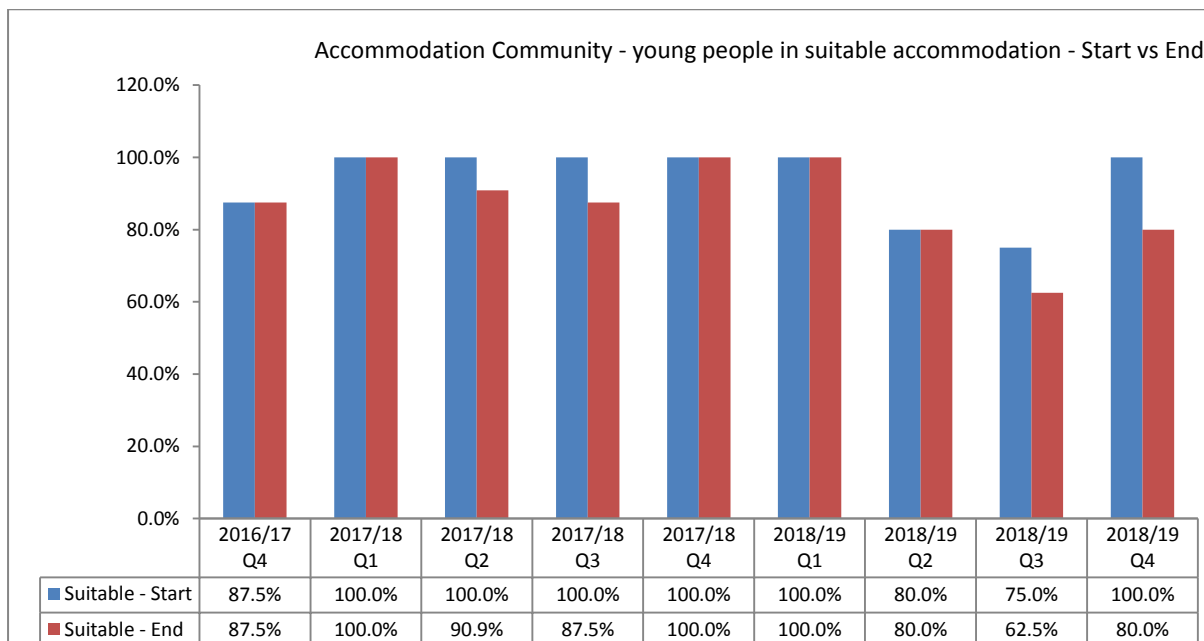
Whilst current figures demonstrate that in a number of cases we are able to report an increase in education, training and employment hours offered in both statutory and post 16 provision, further work is required to explore ways to increase young people's engagement in education, training and employment.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





Accommodation

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



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

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

Youth Justice Priority Plan 2017-2020

Summary of Achievements from 2018-2019

Priority: What do we want to achieve?	How are we going to achieve this?
<p>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 	<p>Review the Bureau process and implement recommendations from HMIP Thematic Inspection.</p> <p>Develop a scrutiny group specifically for young people and out of court disposals.</p> <p>Support the work of the Early Help Hub and explore ways to integrate Prevent and Deter.</p> <p>Undertake continued analysis on location / type of offending by YJS cohort.</p> <p>Engage in ASB Tasking.</p>
<p>Achievements in 2018-19</p> <ul style="list-style-type: none"> • Developed a Regional Assessment Tool for Bureau and the delivery of Out of Court Disposals. • Progressing discussions throughout the North Wales Region to formalise a Bureau Scrutiny Group. • Devised a Soft Outcomes Assessment Tool, Young Persons Plan and Young Persons Feedback tool to inform assessment, planning, intervention and supervision. • Developing a North Wales Regional Consultation process between YJS and other agencies when the Police consider the use of Dispersal Orders, Criminal Behaviour Orders and Sexual Harm Prevention Orders. • Continued support of Flintshire's Early Help Hub including the providing a YJS Officer in the Hub 2 days a week. • In conjunction with partners led and supported the creation of a Missing, Exploited and Trafficked (MET) Operational Panel to respond to child sexual and criminal exploitation and modern day slavery. 	
<p>Areas to Progress</p> <ul style="list-style-type: none"> • Develop a scrutiny group for the Bureau and Out of Court Disposals. • Develop mechanisms to measure effectiveness of the Bureau which includes 'soft outcomes' for young people. • Utilise the cohort analysis to inform service delivery and ensure that the cohort analysis is completed annually. • Collaborate with North Wales Police to improve the use of Restorative Justice with their Restorative Justice Officer. • Undertake a regional review on YJS prevention services and pathways. • Utilising the Youth Justice Centre to deliver bespoke programmes to reduce the use of formal exclusions in mainstream schooling whilst raising awareness of the consequences of serious youth violence and the dangers of modern day slavery. 	

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

<ul style="list-style-type: none"> • Continue to engage with regional and local MET meetings and ensure the YJS workforce continue to have sufficient training and tools to identify modern day slavery, child criminal exploitation and child sexual exploitation. • Utilise cohort analysis training to review service provision and delivery. • Continue to commit to a culture of continuous improvement within the service and with partner agencies. • Develop a Restorative Justice and Victim's strategy in consultation with North Wales Police. • Following the implementation of a new Case Management System, review and develop our local Re-offending Toolkit to better understand and respond to our cohort. • Continue to explore and access responses to serious youth violence. 	
Priority: What do we want to achieve?	How are we going to achieve this?
<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 desistence of further offending and developing the strengths of the child or young person. 	<p>Undertake training with Magistrates and Community Panel Members on alternatives to custody.</p> <p>Ensure the YJS workforce is well trained in APIS in order to contribute towards effective sentencing.</p> <p>Ensure there are opportunities to engage and learn with the Judiciary when YJS recommendations are not followed.</p> <p>Develop strategies to regularly engage with local secure estate and Youth Custody.</p> <p>Undertake training on Temporary License, and MAPPA.</p> <p>Increase opportunities for young people to provide feedback on their experiences of Youth Custody.</p> <p>Increase the use of Restorative Justice with young people sentenced to custody.</p> <p>Utilise the RRP Panel to plan effective resettlement and highlight learning and service needs</p>
<p>Achievements in 2018-19</p> <ul style="list-style-type: none"> • Undertaken 3 case file audits jointly with case managers and practitioner and discussed practice improvements in APIS meetings. • Undertaken a small consultation with young people to discuss their experiences of accommodation to inform local and regional Youth Homeless strategies. • Undertaken engagement with HMPYOI Werrington to improve communication between the YJS and Secure Estate and improve awareness of Temporary Release. 	
<p>Areas to Progress</p> <ul style="list-style-type: none"> • Training to be provided to Magistrates on alternatives to custody and improve consultation and feedback between the judiciary and Youth Justice Service. • Continued APIS training as informed by case file audits and quality assurance practices. • Increase the use of Temporary Release where appropriate. 	

<ul style="list-style-type: none"> • Increase feedback opportunities from young people in the secure estate through the YJS Participation Officer. • Increase the use of restorative justice for young people whilst in custody through the YJS Restorative Justice Officer • Review how we are assessing and planning for transitions including resettlement. • Support and engage with local and regional strategies to tackle youth homelessness. 	
Priority: What do we want to achieve?	How are we going to achieve this?
Providing positive outcomes through education, training and employment <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. 	<p>Implement a monitoring process for young people not accessing or at risk of losing their ETE provision</p> <p>Improve engagement and transition arrangements with further education providers.</p> <p>Explore increasing the Executive Management Board Membership to include Coleg Cambria and Head Teachers Federation.</p> <p>Training teachers and education providers in TRM and ECM approaches.</p> <p>Providing support to schools to explore the use of Restorative Justice.</p> <p>Review current framework at JAC to increase ETE opportunities through Agored, Duke of Edinburgh Award Scheme and other qualifications.</p>
Achievements in 2018-19 <ul style="list-style-type: none"> • Changes to the monitoring of young people not accessing education, training and employment. • Engagement in the Flintshire EOTAS panel to address young people in the criminal justice system not accessing ETE provision. • Monthly monitoring of education, training and employment at management meetings. • Development of an Education Improvement Plan. • Changes to Junior Attendance Centre programme to increase opportunities to promote skills for education. • Undertaken an engagement event with the YJS and Coleg Cambria • Increased Executive Management Board Representation to include a representative from Coleg Cambria and Heads Federation. • Using Agored Cymru Accreditation in Unpaid Work Projects to improve education and training outcomes for children and young people. 	
Areas to Progress <ul style="list-style-type: none"> • Continue to explore ETE opportunities and links with education providers. • Increase Executive Board Membership to include representatives of Coleg Cambria and the Head Teachers Federation. • Continue to promote skills to support young people access education, training and employment through the Junior Attendance Centre. • Explore training teachers and education providers in the Trauma Recovery Model and Enhanced Case Management approach. • Undertake a cohort analysis to our Executive Management Board to inform education, training and employment access and opportunities for those young people involved within the criminal justice system. • Develop mechanisms to increase positive outcomes for young people engaging in reparation and unpaid work. Utilising the Youth Justice Centre to deliver bespoke programmes to reduce the use of formal exclusions in mainstream schooling whilst raising awareness of the consequences of serious youth violence and the risk relating to exploitation and modern day slavery. 	

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

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

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

<ul style="list-style-type: none"> • Effective learning from case file audits, thematic inspections and Critical Learning Reviews. • Understanding of the current YJS cohort and effective service delivery / resources. • Highlight gaps in service provision • Ensure young people have a say in the delivery of services. 	<p>Complete an Audit of the YJS cohort. Highlight gaps in service provision / risks to the Executive Management Board & Partner agencies. Submit a young persons' report at each Executive Management Board.</p>
<p>Achievements in 2017-18</p> <ul style="list-style-type: none"> • Continued performance reporting on Key Performance Indicators, First Time Entrants, Re-offending and capacity to management meetings and Executive and Delivery Groups. • Undertaken a staff stress risk assessment. • Completion of review of Court, Restorative Justice and Reparation and the introduction of APIS Meetings. • Continued reporting of CSPPI and CLRs to Executive Management Groups. • Participated in Regional Review of Out of Court HMIP Thematic Inspection recommendations. • Continued to use an Operational and Executive Improvement Plan. • Undertaken an Executive Management Board self-assessment against HMIP standards. • Creation of an Executive Management Board Risk Register to highlight risks to service delivery. • Ensure that Executive Management Meetings include the use of case studies and young people's feedback as a standing agenda item. 	
<p>Areas to Progress</p> <ul style="list-style-type: none"> • Review of performance reporting following the implementation of a new case management system to better inform service monitoring and improvement at Executive and Delivery Groups. • Ensure staff fully understand and implement the new Standards for Youth Justice. • Continued use of a Continuous Improvement Plan. • Establish a new mechanism to review safeguarding and public protection concerns following the end of CSPPI reporting requirements. • Participation in Regional Review of Prevention Services. • Review mechanisms to highlight gaps in service provision / risks to the Executive Management Board & Partner agencies. 	

In-Year changes to Governance and Service Delivery

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

Challenges to reduction in grant funding and staffing

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

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

Continuous Improvement & Service User Feedback.

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

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

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

ChildView

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

Missing, Exploited and Trafficked Young People

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

Anti-Social Behaviour

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

Bureau

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

Education, Training and Employment

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

Youth to Adult

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

Workforce

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

Innovative and Promising Practice

Enhanced Case Management

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

Response to Inspection

HMIP Standards and Inspection

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

Critical Learning Reviews

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

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

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

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

Local Internal Audit

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

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

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

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

Structure and Governance

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Resources and Value for Money

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

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

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

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

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

Youth Justice Board Grant

£220,744

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

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

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

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

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

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

Junior Attendance Centre Grant

£26,157

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

The Grant must be used to support the following objectives;

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

Organising the JAC activities to achieve:

- Reductions in youth re-offending;

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

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

Remand Framework for Children

£3,105

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

Staffing and Service Delivery

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

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

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

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

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

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

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

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

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

Partnership Arrangements

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

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

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

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

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

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

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

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

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

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

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

North Wales Safeguarding Board Priority 1: Exploitation

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

North Wales Safeguarding Board Priority 2: Domestic Abuse

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

North Wales Safeguarding Board Priority 4: Safeguarding in Education

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

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

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

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

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

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

Families First Programme

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

Youth Homelessness, Resettlement, Custody and Transitions

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

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

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

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

Prevent and responding to extremist offending:

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

Serious Youth Violence

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

Risks to Future Delivery against Youth Justice Outcome Measures

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

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

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

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

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

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

Approval

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




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

Date: 15th July 2019



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

Date: 15th July 2019



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

Date: 15th July 2019

Appendix

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

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

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

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

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

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