

EIN DYFODOL NI I GYD ALL OUR FUTURES



YOUTH JUSTICE SERVICES DEVELOPMENT STRATEGY 2020 - 2022



Gwasanaeth Prawf
Cenedlaethol
National Probation
Service



GIG
CYMRU
NHS
WALES
Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board



Cardiff
Caerdydd



De Cymru
Comisiynydd yr Heddlu a Throseddau
Police and Crime Commissioner
South Wales



CARDIFF
CAERDYDD

**GWASANAETHAU
CYFIAWNDER IEUENGTID
CAERDYDD
CARDIFF
YOUTH JUSTICE
SERVICES**

EIN DYFODOL NI I GYD

ALL OUR FUTURES

The Cardiff Public Services Board (PSB), which brings together all the strategic public service partners working in Cardiff, endorses and supports this strategy which sets out our key goals and how we will measure success by 2022.

This document sets out what the partners, who are responsible for providing youth justice services in Cardiff, will do by working together. It has been developed during May 2020 in a series of workshops with those involved in the services, including young people.

To make this strategy happen it is supported by a detailed development plan, also agreed by the partner services, which sets out who will do what, how and by when.

This work will be overseen by the Cardiff Youth Justice Board, with an Independent Chair, to make sure the development is on track.

This work fits within other relevant strategies for young people in Cardiff which aim to give the best and safest futures to all young people in Cardiff.



1. CARDIFF YOUTH JUSTICE DEVELOPMENT STRATEGY 2020 – 2022

We are committed to making sure that Cardiff is a great place to grow up for all children and young people.

Most children in Cardiff thrive within their home, family, community and school. For a small number of children, the risks in their lives, their poor choices, or the actions of adults putting them in harm's way, may bring them close to or into the youth justice system as they come to the attention of police or are arrested. These children can do harm to others, their families and their futures. Our focus is on both these groups – the children causing the harm and those harmed or at risk of harm. At the heart of our work is the knowledge that these are first of all children and only secondly are they children in the youth justice system.

As the partners responsible in law for providing Youth Justice Services in Cardiff we are determined to do the best we can for these children by:

- a. Hearing the child
- b. Setting high aspirations for the children in all aspects of their life
- c. Working with partners in prevention and early intervention to keep children safe and protect the public
- d. Diverting young people into alternatives from the criminal justice system when that is the right thing to do
- e. Ensuring that work with young people ordered by courts is effective at diverting the child from crime
- f. Building the resilience of young people to refrain from crime

- g. Working with the victims of the crimes of young people to help them make sense of what happened and deal with the harm they experienced
- h. Ensuring that if a child is sentenced to custody we do the best we can to help them make positive steps when they are released from custody

This will happen when:

- » There are common approaches when working with children
- » The staff teams are highly skilled, motivated and supported
- » We have a focus on improving performance of all parts of the system
- » The range of services we offer is right for the needs of the young people
- » The system leadership is tightly focused on making sure we are doing the right things now – and the right things for the future

As partners we are using this Development Strategy to state what it is we are going to do together in the next two years, and how we know we are making a difference, to get better outcomes for the young people of Cardiff.



Cllr Huw Thomas
Chair Cardiff Public Services Board.
Leader of the Council.



Charles Janczewski
Vice Chair, Cardiff Public Services Board.
Chair, University Health Board.



Alun Michael
South Wales Police and Crime Commissioner.

Youth Justice Services: the Cardiff story

The Cardiff Public Services Board is committed to improving our city's youth justice services.

In order to drive this improvement, in 2019 we reshaped the leadership structure and, to help assess what we needed to do to improve, we brought in consultants to assess practice and assessed our approach against national advice. In January 2020 the national Inspectorate (HMI Probation) undertook a three-week inspection and gave us challenging analysis and feedback. Although there were aspects to praise there were too many aspects of leadership and organisation, Court work, out-of-court work and resettlement which were not adequate. Immediately we decided that we had to work hard and quickly to make changes happen. This strategy is the outcome of that work and covers:

- a. A reshaping of governance and leadership to focus on making changes happen
- b. Improved use of shared data and analysis both to improve what we deliver and assess if it is working
- c. A workforce development plan including a quality assurance framework
- d. Working with partners to put in place an improved offer to children and families who receive our services

Where does Youth Justice fit into wider Cardiff plans?

Cardiff Well-being Plan

The Cardiff Well-being Plan 2018-2023 is a statutory plan that is required to be produced by the Cardiff PSB in accordance with the Well-being of Future Generations Act

(Wales) 2015. It sets out the PSB's priorities for action, focussing on the areas of public service delivery which fundamentally require partnership working between the city's public and community services, and with the citizens of Cardiff. The Plan contains various Well-being Objectives, high-level priorities that the PSB has identified as being most important. It includes a specific commitment to *'reduce offending and improve life opportunities for the 18-25 age group by developing an integrated, locally focussed, approach to offender management'*. The Cardiff PSB has also identified a series of outcome indicators by which the progress of the Wellbeing Plan will be measured, including the *'proportion of offenders who reoffend (adults and juveniles) overall in the previous 12 months.'*

Capital Ambition

Capital Ambition, updated in January 2020, sets out the administration's 5-year plan and policy commitments for Cardiff. It outlines the Council's vision for Cardiff to become a leading city on the world stage and includes details of each Cabinet Member's key aims and ambitions for their term of office. It also includes a specific commitment to "ensure the Youth Offending Service continues to work with partners to reduce youth crime and anti-social behaviour".

Corporate Plan 2020-23

'Delivering Capital Ambition', the Council's Corporate Plan 2020-23, sets out how the administration's priorities for Cardiff will be achieved, providing clarity on what will be delivered, and by when. It includes a specific commitment to "create safe and cohesive communities...by strengthening governance and delivery arrangements in

the Youth Offending Service by May 2020, and implementing new approaches to reduce offending and reoffending rates by January 2021". It also includes the following key performance indicators:

Support young people at risk of falling into crime

Indicator	Target
The number of first time entrants into the Youth Justice System.	120
The percentage of children re-offending within six months of their previous offence.	50%

Tackling Exploitation strategy (Cardiff and Vale Regional Safeguarding Boards)

A robust multi-agency response to prevent and address exploitation, developing effective services to support victims of exploitation and improve the identification of victims of exploitation across Cardiff & the Vale. It is the responsibility of all partner agencies to identify children and adults at risk of exploitation in order to prevent them from becoming victims, and it is the responsibility of all partner agencies to protect and safeguard those who are experiencing exploitation from further harm.

Cardiff 2030 (Cardiff Education Services)

Cardiff 2030 was launched in November 2019 and provides a 10-year vision for a Capital City of Learning and Opportunity. The strategy has a broad scope and ambition for learning in Cardiff for the future, embracing learning beyond formal statutory schooling. It also puts the welfare of children at the heart of the city, recognising that the outcomes for children are also shaped outside of school.

Child Friendly Cardiff Strategy

The Child Friendly Cardiff Strategy was published in November 2018 and is a key programme of work being undertaken by the Council and Unicef UK for Cardiff to be recognised internationally as one of the UK's first Unicef Child Friendly Cities. The strategy sets out a shared vision and approach to building a Child Friendly Cardiff. It includes specific focus on the city's most vulnerable children and young people to ensure that child rights are made a reality for all. There are specific principles set out in the UN Convention on the Rights of the Child (UNCRC) for work with children in the justice system.

Youth Justice Blueprint for Wales

The Youth Justice Blueprint for Wales was published in May 2019 and provides guidance on effective approaches to youth justice in Wales. It was developed jointly by the Welsh Government, HM Prison and Probation Service and the Youth Justice Board Cymru, and sets out the key aspirations and guiding principles for young people in or at risk of entering the criminal justice system, focusing on early

intervention and prevention. The Blueprint recommends a holistic and rehabilitative approach to diverting young people away from crime and supporting those who find themselves in the criminal justice system.

Police and Crime Plan (Police and Crime Commissioner)

Early intervention and prompt, positive action to help prevent problems before they escalate is at the heart of a five year plan for policing in South Wales. The strategy sets out its aim to understand and respond to the needs of all our communities. Our work with partners is fundamental to people getting the response they need, when they need it. The plan sets out a number of priorities in its journey towards a safer South Wales and identifies the need to work with youth justice partners to make the local criminal justice system efficient and effective to meet the

needs of victims and reduce re-offending; reduce and prevent crime and anti-social behaviour to keep people safe and confident in their homes and communities, and protect the most vulnerable in our communities, understanding the causes and taking prompt positive action as issues arise.

Violence Prevention Unit

The Violence Prevention Unit brings together South Wales Police, Public Health Wales, local authorities, youth offending teams, education groups and the voluntary sector to tackle violent crime by understanding its root causes and taking opportunities to divert people away from serious violence through early intervention and prompt, positive action. The unit is also responsible for identifying what is driving violent crime in South Wales in order to develop a co-ordinated response by South Wales Police and its partners.



2. THE YOUNG PEOPLE WE WORK WITH

A CARDIFF CHILD SAID “I HAVEN’T BEEN RIGHT SINCE A BUNCH OF BOYS BEAT ME UP. NOW I FIND IT HARD TO FEEL SAFE”. THE BACKSTORY OF A NUMBER OF CHILDREN IS THAT THEY WERE VICTIMS FIRST THEN STARTED OFFENDING.

We need to be clear about the children and their needs and how well we are doing in our work with them.

The following gives a snapshot of the children in contact with the Cardiff Youth Justice Service in December 2019 as follows:

Number of cases	
Prevention	52
Diversion	45
Out of Court	17
Court cases	20
Early Intervention	43

And the reasons they are in the youth justice system:

Offence types	%
Violence against the person	50
Burglary	11
Robbery	6
Theft and handling stolen goods	17
Others	12

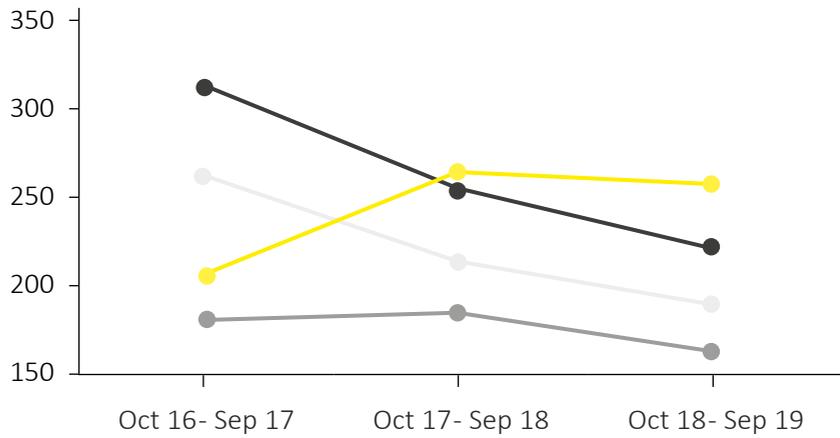
We need to know the trends of how our service is performing compared to others as it helps us plan developments.

And in March 2020:

- » 14% of children are Looked after
- » 8% are children on the Child Protection Register
- » 27% are identified as Children in Need
- » 30% of children under 16 are not in full time mainstream school
- » 38 % of children age 17 are not in Education, Training or Employment

National Measure 1: First Time Entrants (FTEs) to the youth justice system. We aim to reduce this.

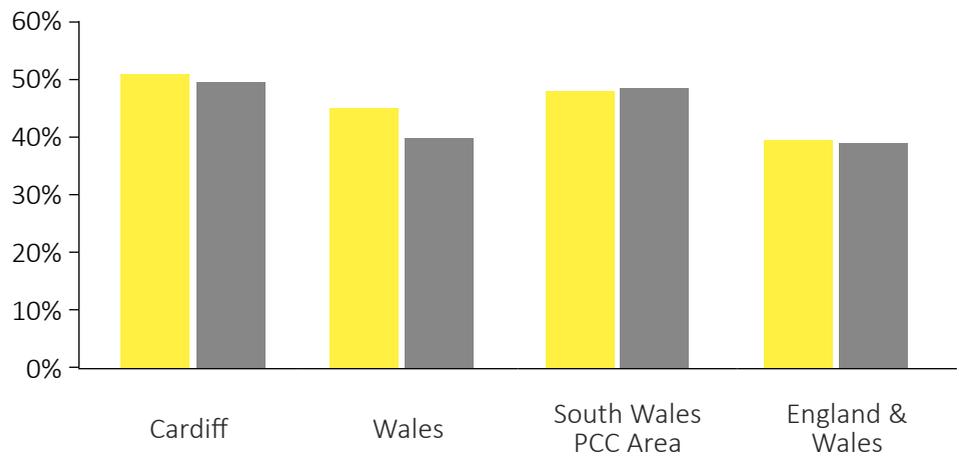
Rate of FTEs per 100,000 under 18's - Oct 18 - Sep 19



Cardiff	205	260	253
Wales	258	212	189
South Wales PCC Area	181	185	164
England & Wales	306	251	219

National Measure 2: Reoffending rate - this shows the percentage of the cohort who reoffended in a two year period after completing their order. We aim to reduce this.

Quarterly cohort - year on year comparison

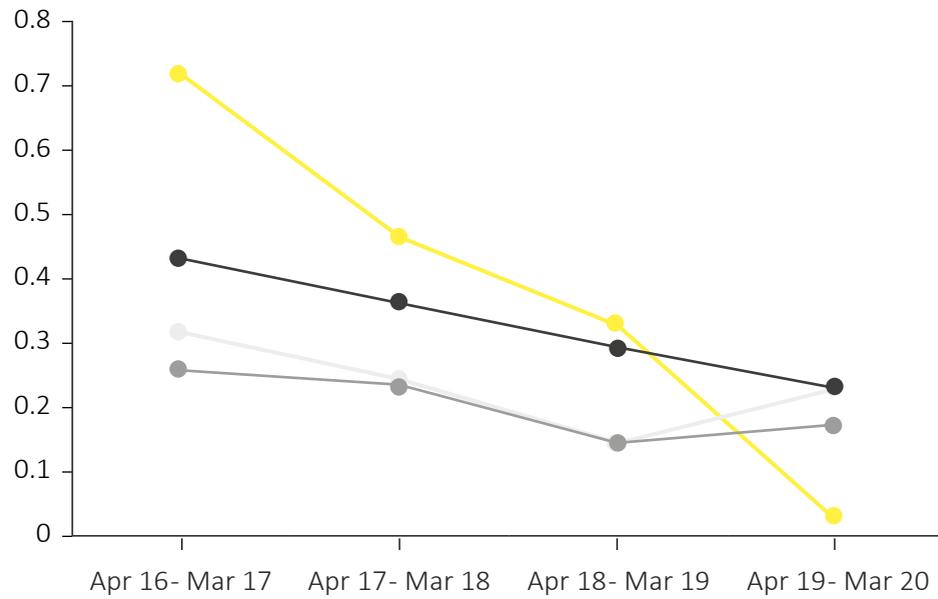


Jan 17- Mar 17	51.4%	45.5%	48.5%	39.9%
Jan 18- Mar 18	50%	40.2%	49.1%	39.3%

National measure 3: Use of Custody by children from Cardiff.

In winter 2019 this meant 8 young people from Cardiff were serving a custodial sentence and 7 young people were remanded in custody.

Custody Rate per 1,000 Young People



Cardiff	0.71	0.47	0.33	0.03
Wales	0.32	0.25	0.14	0.23
South Wales PCC Area	0.27	0.24	0.14	0.17
England & Wales	0.43	0.37	0.30	0.23



How we will use data and analysis:

To deliver this strategy, and ultimately to do the best for the children who need our support, we depend on good data, good joint working and good analysis.

Cardiff youth justice services can be most effective when there is shared understanding across services of the current and emerging risks, threats and trends, and at a locality level.

Case workers need data which is meaningful to the child's life. This should be holistic, reliable, timely and manageable to enable case work which produces better outcomes. Central to this is enabling the voice of the child to inform plans and evaluate services. It also enables us to commission services precisely and to evaluate their delivery.

The youth justice service needs tools and processes which identify vulnerability and risk to children across partners and then tracks progression in all aspects of a child's life, including into post-18 services.

Key priority: We will make sure we have all the right data and tools to analyse the needs of the child now, and any future trends.

	What is needed?	We will...
Voice of the child and family	Data from case records to enable strategic overview must, at all stages, be informed by the views of children – and their families. This is their right but also will lead to better decision making and commissioning.	...have routine feedback from children and families to inform decisions.
Strategic needs assessment	An assessment of the needs of children at risk and in the Youth Justice system from all partners - Early help, Education, health, police, Social care and probation. Specific elements must cover a. criminal exploitation b. disproportionality c. gender specific services d. serious youth violence	...develop a joint strategic needs assessment to 1. commission the right services in the right places at the right time 2. identify gaps in services 3. plan for future needs
Specific partner data	Education – achievement and progression, Health including mental health – family focused assessment of needs and journey travelled Social care – coordinating work round children in categories of need including Looked After Crown Prosecution Service – assuring court processes Accommodation – securing appropriate accommodation Secure estate – effective resettlement Probation – effective transition to post 18 serviceshave partnership agreement on a. priority work with children b. what data is needed to track progress c. quality assurance processes d. escalation processes if blockages occur
Tools for assessment of risk and vulnerability	Analytic tools drawing data from across the partnership will identify susceptibility based on early indicators and key vulnerabilities enabling targeted prevention work including the highest risk children and those exhibiting sexually harmful behaviour	...have a shared approach to vulnerability which enables more effective early intervention work

3. A VISION: WHAT ARE WE TRYING TO ACHIEVE?

The highest aspirations for the children, supported by the right team doing the right work.

For the children

We work with children on the cusp of or in the youth justice system, their families and partner agencies to understand and minimise the risks in their lives, including those linked to crime and exploitation. We shape the right services for the individual in youth justice, health and wellbeing, education, safeguarding and public protection. This also applies to those who are the victims of youth crime. Our goal is that the child leaves youth justice with the best chance for better outcomes, with support to attain their ambitions and aspirations to lead a positive life.

At the heart of our approach is that these are children first and offenders second and that we aspire to the standards of the Unicef 'Cardiff Child Friendly City'.

For the service we offer

We know that a key factor in changing a child's life for the better is in building and sustaining a relationship of trust with an adult. In Cardiff Youth Justice Services, the role of that adult is to advocate for the child and make sure we know how the best services (across all Cardiff services) can be brought together to meet the needs of the child. This applies at all stages along the youth justice journey, from prevention through enforcement to resettlement if on occasion a child has a custodial sentence. This means making sure we know children's views, making sure we

are clear what 'best' looks like (including for the most complex sets of needs) and how to assure children, ourselves and partners that we are doing the best. However we also know that the trusted adult for a young person may be in the family, community, school, or other services and so we will see ourselves as part of a team working to support and challenge the child.

For the staff in Youth Justice Services

Whether they come from social work, probation, police, health, youth work or other specialisms in the team, our goal is a common approach to the work. That means staff understanding and living trauma informed practice and safeguarding (be it about the individual or the context of the area in which they live). We have to have data about current and future needs so we can secure the pathways needed for the children.

Above all this must be a learning culture where staff, strategic leaders and boards are continually reflecting on the work and refining it.

For the Cardiff Community

We understand the fear and anxiety which can come with youth crime. We have a duty to be transparent and honest about that and build confidence in the capacity of children to change for the better. So we also want to

tell the positive story of hope and change so that rather than communities feel the children are someone else's problem that "they are all our children". We also know there are many resources in the community which could

support children and families in the work of prevention and reducing reoffending as well as promoting the wider health and wellbeing of families and communities.

THE VOICE OF A CHILD IN THE CARDIFF YOUTH JUSTICE SYSTEM

**“ALL YOUNG PEOPLE SHOULD FACE
WHAT THEY DID, AND UNDERSTAND
THAT THERE ARE VICTIMS”**



4. HOW WE WILL WORK WITH YOUNG PEOPLE

We know that many of the young people we work with have been shaped by trauma of one sort or another, that the risks in their lives are sometimes down to them and sometimes to others in family or community. We know that helping them change their lives for the better, keeping them safe, and helping them repair harm they have caused, means tenaciously building positive trusted relationships and shaping what we do to their individual needs in ways they understand. We want them to understand that we will work fairly and transparently with them so that youth justice work can succeed be it in prevention, diversion, enforcement or resettlement. We also want

them to know we have high aspirations for their future, whatever their past and that we work across services in Cardiff to get the best pathways for the future once the youth justice work is done.

We are clear that Cardiff's commitment to be a Unicef Child Friendly City will mean we have to examine carefully how we work with children, drawing on what children tell us.

Key priority: We will make sure our shared assessment of needs is accurate and enables better outcomes for the children and the risks to be reduced ... including for victims

A QUOTE FROM A CHILD IN THE YOUTH JUSTICE SYSTEM.

“WHEN DO I GET MY CHANCE TO SPEAK?!”



<p>We will work with children and their families ...</p>	<p>We will ...</p>
<p>...understanding the locality and family context to keep them safe</p>	<p>...work with agencies and partners to minimise the risks in family and locality</p>
<p>...in ways which respect the age and understanding of the children</p>	<p>...work with, and secure feedback from, children and families so we know we are working in the right way</p>
<p>...meet the needs of the children and reduce harm to them or others</p>	<p>...have consistently high-quality shared assessments showing children getting better outcomes after the youth justice work is completed.</p>
<p>...to safeguard them from harm and reduce risks of offending</p>	<p>...our assessments will test that assessed risk is reduced by the end of the youth justice work</p>
<p>...to enable them to achieve accredited qualifications which support progression in learning – from basic skills to advanced studies</p>	<p>...enable more children to reach personal achievement and progression goals</p>
<p>...and as part of a team with other agencies to find ways to meet their needs in Education, Training and Employment, and health, housing, housing or other ways</p>	<p>...use assessments at the start and end of youth justice work showing improved outcomes and work to ensure sustained support after the youth justice work is finished</p>
<p>...in schools and other services in ways which help prevent children coming into the youth justice system.</p>	<p>...seek feedback from services about the impact of prevention work and ways to improve it.</p>



CASE STUDY

Child D was first involved with the Youth Offending Service in 2015 when aged 11: the prevention referral was regarding anti-social behaviour in the community. This programme was successfully completed in early 2016. The next contact was in late 2018 when D was referred for an Out of Court Disposal. Due to non-engagement with the Youth Justice System and non-attendance at Court D was remanded into a Secure Training Centre in early 2019. Concerns had continued to be raised about the non-engagement of D and an escalation in the types of offences being committed i.e. Possession of knives/weapons, Robbery and Possession of illegal substances. At aged 14 this was very concerning behaviour - professionals were concerned that they had a lack of understanding about what was happening for D. When D was released from custody, D started to attend appointments albeit in new expensive

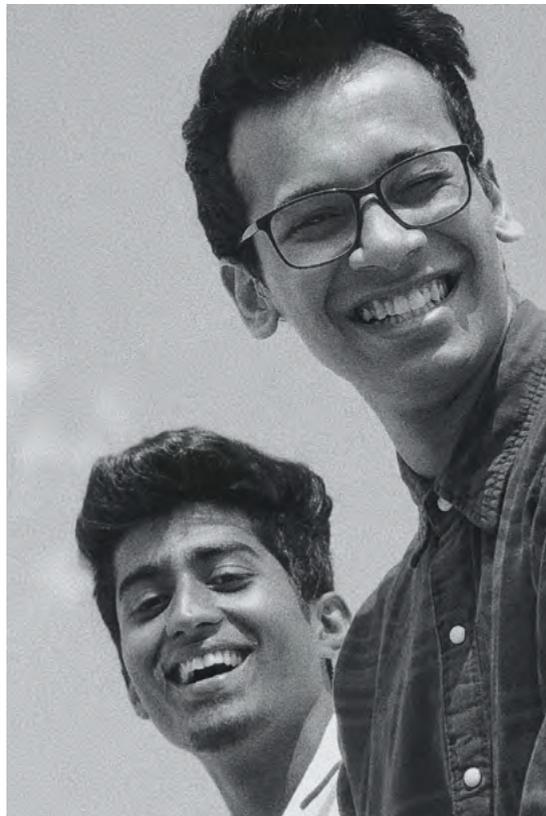
clothing when the family were reliant on state benefits. D was also not attending school and parents often did not know D's whereabouts and provided limited boundaries and control at the time, so concerns were raised regarding potential criminal exploitation.

Partner involved

The case was referred to the criminal exploitation Multi Agency Strategy Meetings in order for key partners to discuss the concerns and to enable an appropriate intervention plan to safeguard and protect D.

Risks

D began to engage with Youth Offending Service support and began to discuss his thoughts and feelings and made disclosures to professionals about what was going on for him and his family. D reported that he was threatened by individuals with knives, he was involved in dealing drugs for adults and these



individuals had been to his house to threaten and intimidate. D stated this was because he owed a debt due to drugs that were taken from D's person by the Police and the adults controlling him were making sure he was going to pay this back by working for them selling Class A drugs. As a result of these disclosures, a Section 47 Child Protection investigation was instigated and the Youth Offending Service submitted a National Referral Mechanism to the Home Office under the auspices of the Modern Slavery Act 2015. This was to ensure D was not unfairly being convicted of criminal offences when there was a decision to be made by the Home Office whether they believed D was a victim of exploitation.

Impact

The Home Office returned a positive indication of exploitation, and so once conclusive grounds have been determined the course of action will be for the offences

committed by D, whilst he was being exploited, to be taken into account by the Court with full knowledge the young person was exploited. This ensures victims are not criminalised and appropriate action taken against offenders of exploitation under the Modern Slavery Act 2015. The Youth Justice Service are continuing to support D to engage him in constructive activities such as music workshops, knife crime awareness and education.



5. HOW WE WILL WORK WITH PARTNERS

The delivery of this strategy will be a shared endeavour across all Public Service Board partners, bringing the commitment of each organisation – not simply the individuals attending the Board meetings – working alongside partners in the communities of Cardiff, including schools, Colleges and community groups.

We will share, recognise and value expertise, resource and take joint responsibility for good outcomes for children and young people.

We are clear that Cardiff Youth justice services will be most effective when there is long term trust, transparency and a sense of clarity with our partners about what is working and what is not.

We will achieve this by:

- » commitment to our shared goals of safeguarding, in the locality and in the home as well as child protection practice

- » commitment to both well-being and public protection
- » a shared commitment to helping children and young people achieve the best for themselves
- » a shared understanding of how we assess the needs of children
- » a shared approach to prevention, diversion, enforcement and resettlement work
- » a shared approach to quality assurance
- » shared responsibility for the outcomes of our work

Key priority: We will make sure all staff are trained to work in the most effective way to secure the best pathways to good outcomes for children and young people and for the community.

We will get the best for the children when ...

We will ...

...all youth justice work by partners is informed and improved by the engagement with the children

... ensure routine feedback from children is evidenced to improve youth justice work

...there is a shared approach to workforce development covering working approaches

Contextual Safeguarding and public protection

Trauma informed practice

Restorative justice work

Building the capacity to desist from crime

..and specific issues such as

Child criminal exploitation

Harmful sexual behaviour

Serious youth violence

... gather measures of staff satisfaction and confidence including in induction, progression and promotion.

... track successful completion of appropriate professional qualifications by staff and the impact on the services we offer.

... key points in the process work both to prevent crime and further reoffending:

At police custody suite and beyond including community resolution

During prison sentence and on resettlement

On transition to post 18 justice services

... ensure casework scrutiny processes judge the quality of decision making, and support in accessing services and pathways.

... improve risk management and reduce reoffending

...and pathways give the best possible outcome

1. Education Training and Employment progression and achievement

2. Access to Health including Mental health provision to meet needs

3. Access to accommodation

... ensure that assessment at the start and end of youth justice work shows reduced risks, improved outcomes and reduced risk of reoffending

... services work closely with community partners to identify support and local pathways for children

... build wider network engagement between youth justice services and community groups to achieve shared goals

... we help build family and local resilience to reducing the risk of crime

.. build on work with family and locality services to develop locality practice for safeguarding and youth crime prevention

THE VOICES OF CHILDREN IN THE CARDIFF YOUTH JUSTICE SYSTEM

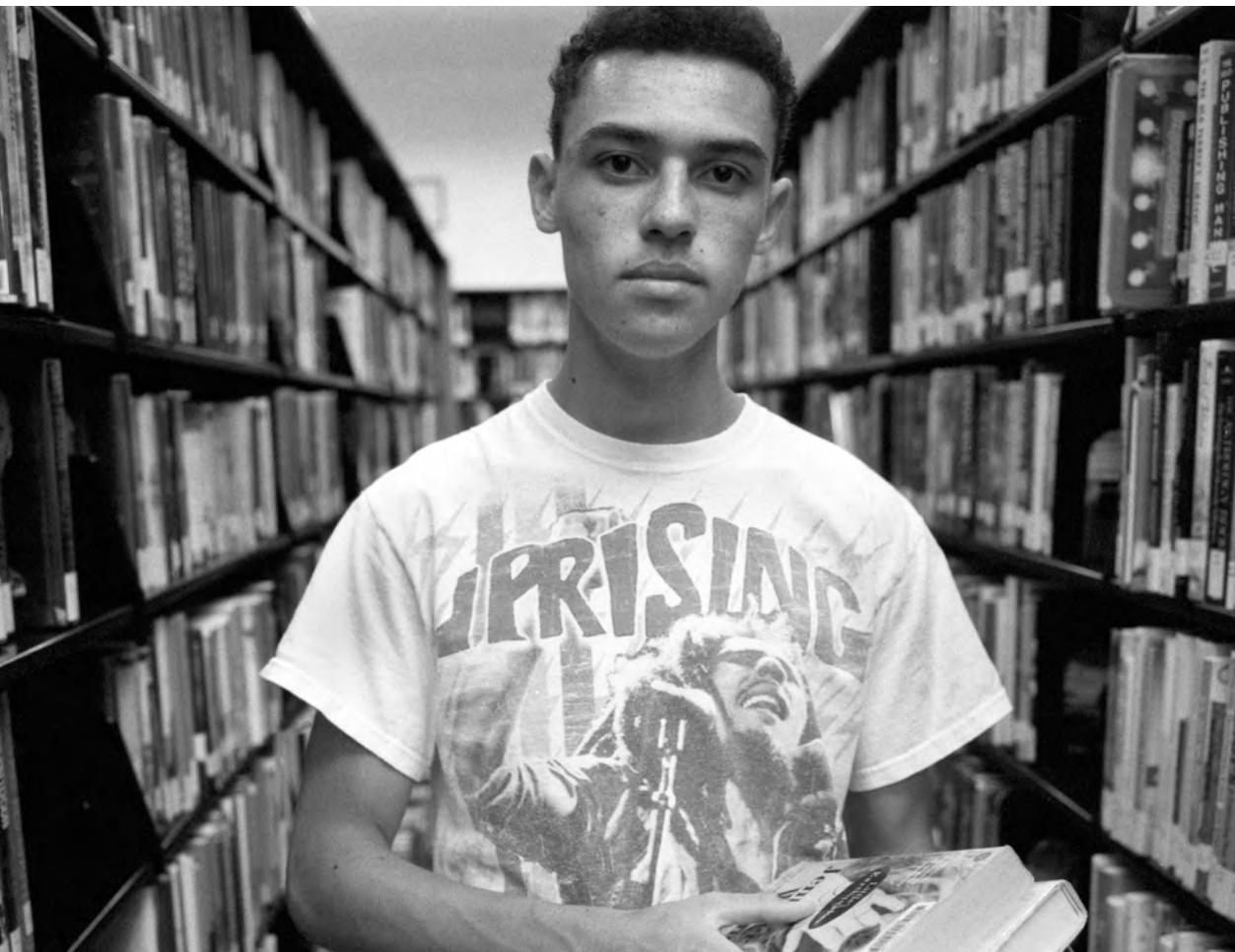
THE YOUTH JUSTICE WORK GAVE ME ...

“A BETTER RELATIONSHIP WITH MY MUM”

“THE CHANCE TO STAY AT MY SCHOOL”

“WAYS TO UNDERSTAND MY EMOTIONS”

“THE CHANCE TO IMPROVE MY MENTAL HEALTH.”



CASE STUDY

Child Criminal Exploitation

May 2020

Case worker notes

I was working with child H on his Referral Order. I became very concerned that he was a victim of Child criminal exploitation. Other services were sceptical but in my advocacy role of ‘banging the drum’ for him I was not going to give up. I took a decision to submit a NRM (National Referral Mechanism) to the national clearing house... and I am glad that I did, as the following day H was found to be in possession of quantities of heroin and crack/cocaine. The NRM concluded H to be a victim of

exploitation but because of the NRM decision the drugs offences were not brought against him by South Wales Police – as he is a victim of exploitation.

Impact

Since then, H has gone from High to Medium risk and has successfully completed his Referral Order. He secured employment which was only temporary/casual and has been supported by Careers Wales to obtain a CSCS (Construction) card to secure further employment in a field that he is interested in (this will continue with Career Wales, even though his Order has expired). I just feel that he could have been in a much worse situation - if not in custody- if we had not proceeded with the NRM submission.



THE VOICE OF A CHILD IN THE
CARDIFF YOUTH JUSTICE SYSTEM

Q “WHAT SHOULD
CARDIFF YOUTH
JUSTICE SERVICES
DO TO IMPROVE”

A “ COMMUNICATING”

6. MAKING IT HAPPEN (GOVERNANCE AND LEADERSHIP).

Leadership is exercised at different levels

The work of the Cardiff Youth Justice Services is reported to the Cardiff Public Services Board, as the city's strategic public service leadership board and statutory Community Safety Partnership, and also to the Regional Partnership Board for Safeguarding. (NB This also includes coverage of safeguarding for children in the secure estate). The Youth Justice Board for England and Wales (Ministry of Justice) and HM Inspectorate of Probation will be monitoring progress against the development plan.

Youth offending teams (YOTs) were established by the Crime & Disorder Act 1998 with the statutory duty to prevent offending and re-offending by young people and to provide 'youth justice services' via multi-agency YOT teams.

The Chief Executive of Cardiff Council has the statutory responsibility to establish a partnership to maintain youth justice services in Cardiff.

The Youth Justice Board includes all the statutory partners set down by law including Local Authority services such as social care, youth and education services plus Police, Probation and Health who are together responsible for working to provide services.

Other key partners, including community groups, the Courts, accommodation providers and secure estate, will work with statutory agencies and Service leaders in the Youth Justice Service and partner agencies on

prevention, early intervention, diversion, enforcement and resettlement from custody.

The Independent Chair of the Cardiff Youth Justice Board, appointed by the Chief Executive of the Council, is responsible for delivery of the Strategy – and the Board members representing the partners are collectively responsible for delivering the services.

Together we will achieve the principal aims of the youth justice system.

This includes:

- » reducing the number of young people who enter the Youth Justice System
- » reducing the likelihood of reoffending by young people and the risk of harm that they can cause to other people and themselves
- » reducing the number of young people receiving custodial disposals

We are also clear:

- a. That reduction of first time entrants is based on a whole system approach involving health, early help, education, youth services, accommodation and community partners
- b. That it has a collective aim of promoting safeguarding, community safety and public protection

Together we accept our joint responsibility to enable the best futures for children in Cardiff on the cusp of or in the youth justice system.

Key Actions Cardiff Youth Justice Board 2020-22

We will;

- a. Lead the development of a shared vision, Development Strategy and Development Plan for Cardiff Youth Justice Services
- b. Define Board membership and functions to ensure the partnership members deliver the benefits of the Strategy
- c. Ensure Board members have the right seniority, induction, training and support to fulfil their duties

- d. Ensure that the business plan developed for each year sets out partner contributions to governance, service capacity or provision
- e. Promotes comprehensive communications about progress towards achieving the vision of the Development Strategy

Key Priority: We will ensure clear and effective leadership of shared development - reported to the right people.



We will explore whether a Higher Education institution with relevant expertise would assist in evaluation of the implementation of the Development Strategy. This would

give further assurance to Cardiff of the commitment by partners to rigorous learning and development.

Focus	We will	How will we report on the outcome of this and judge effectiveness?
<p>Vision, Strategy and Development Plan co-produced with staff, partners and young people input</p>	<p>Publish a two year Development Strategy in June 2020</p>	<p>To</p> <ul style="list-style-type: none"> i. Cardiff Public Services Board (PSB) and Partnership Boards ii. Youth Justice Board for England and Wales iii. HMI Probation Inspectors <p>In February 2021 we will evaluate progress of the development strategy</p>
<p>Cardiff Youth Justice Board Membership and Functions</p>	<p>New Terms of Reference to be adopted June 2020 to enable the outcomes of the Development Strategy and development Plan to be achieved and measured.</p>	<p>To the Cardiff Public Services Board</p> <p>Review and update Spring 2021</p>
<p>Board members</p>	<p>Establish membership, Induction, and a training programme by July 2020 so all are clear on their roles and responsibilities.</p>	<p>Self assessment by board members will test for improvement in practice, confidence and outcomes.</p> <p>Reviewed and updated Spring 2021</p>
<p>Board Business Plan</p>	<p>Develop a format and process in July 2020 which defines partnership contributions to meet the goals of the Development Plan</p> <p>Partnership Business Plan adopted Spring 2021</p>	<p>Chair will report Board recommendations to Chief Executive / PSB</p> <p>Feedback will inform business planning 2021-2022</p>
<p>Communications</p>	<p>The communication plan will ensure clear messages about what the Cardiff Youth Justice Service aims to achieve.</p>	<p>Board will gather views to judge effectiveness from staff, young people and partners and review</p>

CASE STUDY

I am an Anti-social Behaviour Prevention Case Manager, one of two Case Managers working with two siblings who are on the Child Protection Register,

The Intervention Plan for the young person A, consists of early intervention work to understand offending behaviour and the implications on their future, working with a Substance Misuse Worker to address their cannabis use and working with a Harmful Sexual Behaviour worker to support A until they their work with Better Futures.

Partners

The original intervention plan was to address anti-social behaviour in the community attending regular Multi Agency meetings with our partner services including Core Groups and Child Protection conferences. During Covid 19 these are being undertaken via Skype which is working extremely positively.

Risks

Since the start of Covid 19, they have been self isolating at home whilst A went to live with Grandmother. I regularly speak with A and the Paternal Grandmother using video calls, I also regularly speak with A's mother on the telephone where I will update her on progress and we discuss the ongoing situation of the family being temporarily separated.

Impact

Due to the Youth Justice Service working with more than one young person in the family unit we have an email group for 'open communication to enable comprehensive information sharing' between school, college, Social Workers, Family Intervention Support Services and Case Managers enabling us all to be kept in 'the loop' regarding any updates relevant to the siblings. This ensures all agencies are updated in real time on any current issues and dynamics to A. The good communication and information sharing through the email group has been pivotal in ensuring a positive outcome for the siblings.



Key roles and responsibilities of Partners

Partner	Role in Governance	Key focus
Cardiff Council Children's services	Board member	Safeguarding, Exploitation Line management of Youth Justice Services
Cardiff Council education and youth services	Board member	Working to improve achievement and secure pathways into education, training and employment.
Cardiff & Vale University Health Board	Board member	Working to secure pathways into health, including mental health services, to secure better health outcomes for children
South Wales Police	Board member	Joint work on prevention, early intervention, first time entrants, enforcement and reducing reoffending
National Probation Service	Board member	Transition to post 18 services in community and secure estate
The Judicial System (Courts)	Attendance at theme Board sessions	Duty of Youth Justice services to provide assessment and pre sentence services to judiciary and support for implementation of court orders

7. COMMUNICATIONS STRATEGY 2020-22

Cardiff Youth Justice services will work hard to ensure that community, parents, children and staff know what we aim to achieve with young people, what we achieve and how we work hard to overcome barriers.

Audience	Actions	When
Children and families	<ul style="list-style-type: none"> Revised leaflet for current and new clients to explain the service Establish young people's user reference group Work with youth participation team to secure wider dissemination 	<ul style="list-style-type: none"> Sept 2020 Autumn 2020 Autumn 2020
Youth Justice Service staff	<ul style="list-style-type: none"> Involvement in development workshops Monthly briefings Joint Board / staff engagement in joint problem solving sessions Briefings for youth justice volunteers (referral order panels) 	<ul style="list-style-type: none"> May/June 2020 Routines
Board	<ul style="list-style-type: none"> Monthly Board meetings agree communications to be shared Agree communications about Youth Justice Service Development Strategy through partner networks 	<ul style="list-style-type: none"> Monthly July 2020
Partnership	<ul style="list-style-type: none"> Joint service meetings Partnership briefings Focused sessions eg with HMCTS on Courts work 	<ul style="list-style-type: none"> As planned to achieve development work Within annual Board plan
Community	<ul style="list-style-type: none"> Through Cardiff Council publications and events 	<ul style="list-style-type: none"> June 2020 Development Strategy and subsequent updates.

FURTHER INFORMATION

1. Do you want to know how to get help for a child or young person you are worried about?

Multi agency safeguarding team

029 2053 649

Out of hours emergency duty team

029 2078 8570

2. Are you part of a community which wants to work more closely with the Youth Justice Service?

Youth Justice Service manager

029 2233 0355

3. Do you want to discuss volunteering opportunities in the Youth Justice Service?

Youth Justice Service manager

029 2233 0355

