

Report for Scrutiny Committee 11 May 2021

Dear Cllr Bridgeman

Further to your letter of the 22nd March arising from the Scrutiny meeting on 15th March, please find enclosed in this report specific updates and information as requested.

- 1) **Quality Assurance**
- 2) **HMIP Inspection preparation and role of scrutiny committee**
- 3) **Early help and link to early intervention and prevention for the YJS**
- 4) **Impact of Strategic Partners**
- 5) **Voice of Young people**
- 6) **Cardiff YJB Accountability in 21-22**

1) Quality Assurance

Service actions

A new Quality Assurance framework has been implemented within the Youth Justice Service. Every month, each of the Team Managers are allocated two cases that have closed the previous month to fully quality assure from start to end. This encompasses all cases from Prevention to Out of Court to Statutory court disposals. Team Managers quality assure cases that don't directly fall within their line management remit to ensure a level of independence and impartiality throughout the QA process.

This QA framework was introduced in February and is therefore still in its infancy, however so far 8 cases have been fully quality assured. Initial findings were presented to the Youth Justice Management Board at the end of March and further findings are filtering through on a monthly basis.

Further to this, a large number of cases – approximately 40 have been closed over the past month where assessments were awaiting sign off by a manager or were left to 'drift'. This has ensured that work becomes more focused with manageable caseloads and statistics that truly reflect the current cohort.

Weekly team briefings have been set up to cover a number of themes in relation to QA – various staff members have put themselves forward to lead these briefings. Topics of discussion include the Active Welsh Offer, the importance of Closure summaries, Case recording guidance and Navigating the Asset-Plus data system to name a few.

Below is a brief synopsis of the QA judgements thus far. By June we should have a more rounded picture, where we will also be able to evidence any improvements in casework following the commissioned Silver Bullet training to improve assessment skills attended by all YJS staff at the end of 2020. Already Team Managers are commenting on noticeable improvements in a number of areas – particularly around joint working and risk planning.

Findings are fed back to individual staff via formal recorded supervision processes, whilst an overview of findings is presenting to the team at the monthly all YJS meetings and then overarching themes presented to YJS sub-committee and board.

Quality Assurance - What's going well

Clear and recorded evidence of multi-agency working with Education and Safeguarding with allocated social workers

Positive engagement with y/p and family via a variety of methods – virtually and face-to-face

Flexible approach to meet the identified needs of young people at times of distress

Recognition of family dynamics and exploitation- NRM and consultation with ICTG evidenced

Good evidence of multi-agency management of Risk of Harm, Risk of Reoffending and Safety and Wellbeing via the CPF process.

What we are worried about

| What we are worried about | What are we going to do about it? |
|--|---|
| Some lack of analysis in offences, some cases lacking victim input | Staff have had further training regarding assessment, planning and reviews in regards to Asset Plus. Staff have spoken positively regarding the training and how they are now implementing it into practice with the hope that we will see further improvement as QA process becomes embedded |
| Judgements reasonable although not evidenced comprehensively | As above |

| What we are worried about | What are we going to do about it? |
|---|---|
| Risk levels needing adjusting | Management oversight now becoming more robust as per below |
| Lack of parent self-assessment, young person self-assessment completion and when completed not referred to throughout wider assessment and intervention | The importance of completing self-assessments both yp and parent/carers has been emphasised in Team Meetings as has the importance of them throughout the entire assessment and case management process |
| Delays in countersigning and overall case 'drift' | Interim TM is helping with 'mopping up' of outstanding assessments – timeliness reviewed regularly via management meetings and CMT |
| Management oversight not evidenced throughout cases | Management oversight is now being recorded regularly on Childview via formal supervision and through discussion by Managers themselves |

Board monitoring

In our quarterly Board meetings we now receive data from the Operational Manager setting out numbers of case evaluations which have taken place, number and percentage of supervision sessions per team, plus rates of completion of interventions. A detailed scorecard of YJS and Children's Services processes is also given to Board including:

- Completions of assessment against national time standards
- Attendance by YJS and partners at critical planning panels

In 21-22 Board has committed to undertaking a review of the 5 National Standards which cover the end to end work in the youth justice system.

- a. Out of Court Disposals
- b. At Court
- c. In community
- d. In custody
- e. Transitions and resettlement

For each National Standard this will include quality assessments and strategic assessments. These will be undertaken between pairs of Board members and staff. Full Board will receive this analysis and use it to inform the Youth Justice Plan in 22/23

2) HMIP Inspection preparation and role of scrutiny committee

The next inspection is likely to be sometime from summer 2021 and will be a three week partnership inspection covering the same broad themes as in the January 2020 Inspection.

It is probable (to be confirmed in April/May) that there will be an additional focus on Resettlement from custody

The work pattern will be broadly

Week 1 - 50+ case reviews

Week 2 – analysis

Week 3 - Practice and Governance and partnership interviews

The Inspection Framework includes three domains of focus

1) Organisational Delivery

Including Governance and Leadership

Staff

Partnership and services

Information and facilities

2) Court Disposals

3) Out of Court disposals

The key focus of the Inspectors will be on case quality. We know some of the overall foundations are in place but we also know there is a lot of development work still to be undertaken to get towards the good/ outstanding judgement we aspire to achieve. The key is giving evidence of sustained impact of the improvement work.

Preparation

The Director of Children's Services, the Operational Manager for YJS and the Independent Chair of the YJ Board have a shared Logistics and Communications plan to ensure briefings and organisation are all in place when Cardiff get the notice of Inspection.

The Evidence in Advance required by HMIP before the visit is being continually collated.

Core briefings for staff and partners are being prepared in readiness.

In addition Board members in March 2021 undertook a self-assessment based on the HMIP criteria for Governance to inform the Board workplan in 2021/2.

| | HMIP descriptors | Self assessment RANK (1=highest confidence) | Priority issue for 21-22 |
|--|-------------------------|--|---------------------------------|
| | | | |

| | | | |
|-----|---|----|---|
| 1.1 | Does the YOT Management Board set the direction and strategy for the YOT, prioritising the quality of service and adherence to the evidence-base? | 4= | Sustain the Board focus Build QA feedback. Reference the Evidence Base Role of committee changing to partnership problem solving |
| 1.2 | All statutory partners (local authority, police, probation, health) are signatories to the Youth Justice Plan/business plan at an appropriate senior level NB FOR THIS ITEM READ THE "YJ PLAN" TO BE THE STRATEGY AND DEVELOPMENT PLAN | 2 | PSB partners signed off July 2020. Ensure continuation in 21-22 on YJ Plan |
| 1.3 | Are YOT Management Board members active in their attendance and participation, recognising the contribution their own agency makes to the YOT? | 3 | Sustain Partner commitments – and evidence the impact |
| 1.4 | Is the Chair of the YOT Management Board well engaged with a sufficient understanding of the YOT's work? | 1 | Succession planning for next Chair |
| 2.1 | Do YOT Management Board members advocate the work of the YOT in their own broader roles? | 8= | Need to Evidence this from all partners |
| 2.2 | Do the YOT's partnership arrangements facilitate the delivery of effective operational work? | 11 | Committee ToR reshaped to address this |
| 2.3 | Do staff understand their roles and responsibilities within the partnership arrangements, and what they are accountable for? | 12 | Continued work to share information and develop staff's understanding of the partnership - e.g. pairing sessions, use of team meetings to share information etc |
| 2.4 | Do other relevant local strategic partnerships give priority to work to support desistance and prevent harm, supporting integration with wider services for children and Young people | 7 | Need to expand knowledge and understanding of wider strategic partnership landscape and how YOT work intersects with this. |
| 3.1 | Does the YOT leadership team provide an effective link to the Management | 8= | <i>Build routine Evidence from management team and staff - evidence of how this is done and impact on young people</i> |
| 3.2 | Does the YOT leadership team effectively communicate the vision and strategy of the YOT to staff and stakeholders? | 4= | |

| | | | |
|-----|---|----|--|
| 3.3 | Does the YOT leadership team successfully deliver the vision and strategy of the YOT? | 6 | |
| 3.4 | Are risks to the service sufficiently understood, with appropriate mitigations and controls in place? | 10 | <i>Part of OM Quarterly report data analysis will tell us more about the risks – inc service barriers. This includes finance</i> |

What does HMIP say 'Good and Outstanding' looks like in Governance and Leadership ?

The HMIP annual Report (2020) and local reports identify what makes good and outstanding Management Boards

- i) Understanding the needs of the cohort – and then making improvements happen*
- ii) Clear Board view of case quality and performance and clear staff engagement with Board work*
- iii) Data and analysis assists Board decision making*
- iv) Evident Scrutiny of partnership to ensure partner focus on the needs of YOS children*

Underpinning this is the need for clarity :

....by Board members about their role

....by staff and Board members about the shared strategy and their part in it.

HMIP annual report 2020

“ where governance and leadership were ‘Good’ or ‘Outstanding’, Boards had active oversight of the formulation and implementation of the Youth Justice Plan. They used a wealth of local data and information from the YOS and partners intelligently to:

- help measure the success of strategic initiatives;
- identify and address risks to the delivery of these initiatives;
- and identify further areas for consideration and learning. “

From the HMIP scoring analysis summary it is clear that the mean score for Governance and Leadership (Domain 1.1) of the YOTS inspected so far is between ‘Requires Improvement ‘ and ‘Good’ . The aspiration of EYEB is to achieve ‘outstanding’ .

Examples given include

| Local authority | Key Governance Comments |
|--------------------------|--|
| Essex | Board grip on Performance and Practice |
| East Riding of Yorkshire | Staff engagement with Board |

| | |
|--------------------|--|
| Camden | Collaborative leadership. Strong evaluation culture |
| N Yorkshire | Vision well shared with staff and partners |
| Wrexham | Board Theme Performance role. |
| Darlington | Aligned with other strategic partnerships |

Role of Scrutiny Committee in HMIP Inspection

The Chair of Scrutiny Committee will be interviewed by HMIP as part of the Inspection process as a member of the Cardiff Youth Justice Advocacy panel.(Chief Executive, Police and Crime Commissioner, UHB Chief Executive, Director of Social care , Cllr Hinchey and Graham Robb).

The Evidence in Advance sent to HMIP will include evidence of Councillor engagement including Scrutiny Committee.

The HMIP letter in December 2020 made clear the value they see we place on close work between staff Board, executive and political leaders.

3) Early help and link to early intervention and prevention for the YJS

From March regular 6 weekly meetings have been arranged between the YJS Operational Manager and OM for Early Help Services. A work-plan has been formulated for the next year in order to strengthen the relationship between the two areas. This is detailed below. The actions for Quarter 1 have already nearly been completed and work is starting on some of Quarter 2.

Q1· Review of current open Youth Justice Service (YJS) cases against Early Help (EH) cases undertaken to identify any overlap and opportunities for joint working

- Referral criteria shared between YJS and EH teams and pathways for casework explored
- YJS OM invited to sit on EH Operational Group

Q2· YJS and EH representatives invited and attend each other's team meetings to refresh staff's knowledge of service offer, referral criteria and pathways

- Development of 'Thinking Together conversations' includes YJS staff

- Needs of parents of children and young people within the YJS fully scoped

Q3· YJS and EH staff involved in casework co-formulation and support

- Presentation given to YJS Board and sub-committee on 6 month findings and progress made
- Further refining around YJS Prevention referral criteria and EH links with Street RJ
- Requirement for Parenting Officer role explored by YJS

Q4· Parenting Support offer between YJS and EH refined

- Changes following review implemented

4) Impact of Strategic Partners.

In legislation there are statutory partners responsible for delivering youth justice services.

Local Authority – children’s social care and education
Police – Probation
Health

Cardiff YJB is clear that our developing engagement with a wider range of partners is key to sustaining the progress made so far in the “All Our Futures” strategy. These partners include VCS groups, Courts, Custody and volunteers .

It is to recognise this that our Sub Committee has been slightly reshaped to make it into a partnership problem solving forum, chaired by Board Vice chair Hannah Williams (Probation). They will undertake detailed thematic work to address service priorities. The committee has started with work to ensure we meet the needs of Welsh Language speakers, as well as forming the basis of the newly introduced Resettlement Panel (invites have been extended to Parc YOI and Hillside SCH) . Other priorities are being discussed by OM with the Chair and Vice chair to inform an annual work plan.

As a snapshot of partner engagement this table sets out strategic and operational contributions plus a record of the financial contribution of the partners to the overall service.

| Partner | Board Representative | Committee Representative | Partner contribution | Partner Actions 20-21 | Resource allocation % of YJSbudget |
|-------------------------------|----------------------|--------------------------|----------------------|---------------------------|------------------------------------|
| CSC | Yes | yes | | CSC-YJS protocol and MASH | 33 |
| Police | Yes | Yes | Seconded officers | MASH and Bureau | 8 |
| Police and Crime Commissioner | Yes | | | | 5 |
| Probation | Yes | Yes | Seconded officer | | 2 |
| Health | Yes | Yes | Health worker | Health pathways analysis | 3 |
| Education and Training | Yes | Yes | | | 2 |
| Wales Government | | | | | 21 |
| YJB | Yes | | | | 24 |

5) Voice of Young people

Committee will have engaged directly with YP.

Board is committed to Child Friendly Cardiff participation strategy to ensure Board decision making and practice work is informed by yp views.

Members of YJ Advocacy panel secured support from MAC to run bi monthly session with YJ service users. We will now work to systematise this process to inform Board work on the National Standards.

Service has also put in place a number of actions to gather and act on the views of young people

- a) Routine feedback via "Have your say" survey
- b) Health pathways analysis is gathering individual and family feedback
- c) Work is commencing on fully involving young people in their case planning and reviews

6) Cardiff YJB Accountability in 21-22

There are a number of accountability milestones due in the next quarter.

A report to Public Services Board in June 2021 to report on Strategy progress one year one.

The Advocacy Panel meeting in April will focus on Partnership actions from the Strategy stocktake process and then on HMIP Preparation.

The new lead for HMIP on Youth Inspections takes post in June . Chair will do a briefing and update report to her in July 2021.

Board has to sign off the Youth Justice Plan (substantially drawn from the All Our Futures Strategy and then updated) and submit to the YJB by 30 June 2021.

Graham Robb
Chair
Cardiff Youth Justice Board

Angharad Thomas
OM
Youth Justice Services