

## **Cardiff Youth Justice Board Development Plan 2020 - 2021**

This is developed to deliver the goals set by the Cardiff Youth Justice Strategy 20-22 " All Our Futures "

The elements have been drawn from Consultancy and self assessment work in 2019 , HMIP Inspection outcomes (2020) and best practice advice

The delivery of the development plan is the responsibility of the Cardiff Youth Justice Board who delegate to a sub committee the responsibility of detailed scrutiny and actions

The Framework for the Development Plan was approved at the Cardiff Youth Justice Board on 9th June 2020

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**This plan was approved at the Extraordinary Meeting of the Cardiff Youth Justice Board on Tuesday 14th July 2020.**

Graham Robb  
Independent Chair  
Cardiff Youth Justice Board

Cardiff Youth Justice Services Development Plan

GOVERNANCE : Responsible lead : Chair of Cardiff YJB

NUMBER	HMIP Recommendation	ACTION	Deliverables	Deadline for delivery	Task Completed	Impact measures	COMMENTS
G1	1. The Cardiff Youth Offending Service Management Board should ensure it sets the strategic direction for the YOS by having a clear vision that is communicated to staff and key stakeholders	<b>Establish and communicate vision for the YJS working with staff partners and children</b>	"All Our Futures" Development strategy.	Jun-20	Launched by Leader June 30 2020	1) Process feedback b) Self evaluation winter 20/21	Survey of staff , Board and partners by March 2021
G2	2. The Cardiff Youth Offending Service Management Board should review its membership, role and function to make sure that its representatives have the seniority to make decisions and commit necessary resources to the YOS	<b>Define membership of Advocacy Panel , Board and Sub committee, ToR and roles of members</b>	New Governance processes. i) Cardiff Youth justice Board  ii) sub committee oversight of development plan.  iii) YJ advocacy Panel of senior strategic leaders	Jun-20	Agreed at Board 14 June 2020  New structure implemented at Board 30 June 2020	a) clarity about roles and recruitment of right statutory leaders b) Board minutes show attendance, engagement and decision making impact.	Board self evaluation winter 20/21
G3	3. The Cardiff Youth Offending Service Management Board should make sure that all members of the YOS partnership and other partner agencies provide appropriate support and services	<b>Ensure all relevant Partner Contributions are made</b>	Clear YJS annual business plan process and partner contributions.  Financial reporting to Board	Process outlined 30 June Board meeting. Completion Sept 2020 Board meeting. Dec 2020 Business Plan process starts for 21/22	Board agreed Finance reporting 30 June 2020 and how annual business plan recommendations will go to CEx and Partners	In 20/21 Board Confidence in planning and budget processes. In 21/22 Board confidence that business plan responds to needs of the children and that all partner contributions are made	
G4	4. The Cardiff Youth Offending Service Management Board should develop members' knowledge and understanding of their role as Board members and the service's work and provide effective challenge to partners	<b>Board training plan. Wider training sessions for strategic and civic leads</b>	Strategic Partner YJ Workshop inc Cabinet members summer 2020. Annual outline workplan including training adopted. Detailed workplan	Annual Training Plan completed 30 July 2020	Councillor Briefing session 08 07 20	Board confidence in knowledge and skills to support and challenge practice and partners. a) Board annual Training plan meets Members needs b) Minuted evidence of challenge	Board commits to Training at all levels to build a learning culture. Hence Councillor training. Board 09 06 20 committed to bi monthly training/focus sessions. Board 30 6 20 invited proposals for training needs
G5	5. The Cardiff Youth Justice Board should provide the management team with the necessary resources and support to manage the service effectively	<b>a)Strengthened service leadership. Recruit dedicated Operational manager b) Subsequent management development – autumn 2020</b>	a ) Appoint new OM. b) Board oversee strengthened management oversight plans.	OM Appointment autumn 2020			Board has, through Chair action, advised on OM recruitment process and reported to Board.
G6	6. The Cardiff Youth Justice Board should develop robust plans to drive service improvement in response to findings from audits and inspections and communicate these more effectively to staff.	<b>Develop robust plans to drive service improvement and communicate</b>	Development Plan overseen by sub committee of partners	Jul-20		summer 2022 _ indicators of improvement on all strands	
G7	7 Board also exercises oversight of workforce indicators	<b>Monitoring workforce indicators for recruitment, retention and well being are in routine Board meeting agendas</b>	Routine workforce report to Cardiff YJB	Jun-20			

G8	8 Board exercises oversight of strategic policies as identified by YJB National Standards guidance	<b>Policies Sign Off by Board</b>	Phase 1 Eight Policies required by YJB National Standards guidance sign off by Sept 30 2020	Sept 2020 Governance policies audit completed. Phase 1 policies signed off by the Board Mar 2021 Phase 2 operational policies as needed signed off by the Board		Board approved process 30 June 2020	
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Cardiff Youth Justice Services - Development Plan							
STAFF							
NUMBER	HMIP Recommendation (if applicable)	OUTCOME (The end result we're aiming for)	DELIVERABLE (What we will do)	TIMESCALE (When we will do it by)	LEAD MANAGER (Who has overall responsibility)	PARTNER ROLES	Comment
S1	7. The Cardiff YOS Manager should ensure that all staff have appropriate induction, training, supervision and management oversight of their work	All staff will have appropriate training and development to support their work	All staff to undertake Mandatory Safeguarding Training	Jul-20	Service Manager		
			MAPPA training in place for all staff	Jun-20	Service Manager		
			MASH deliver MARF referral training to All YJS staff	Aug-20	Children's Services - Wellbeing, Support & Protection OM		
			A Skills Audit of all staff completed that identifies training needs	Oct-20	Service Manager		
			Staff Development Strategy Launched	Dec-20	Service Manager		
			All staff complete CareFirst and AssetPlus training	Dec-20	Service Manager		
			A Staff Reward and Recognition Scheme rolled out	Jun-21	Service Manager		
			Commence deliver a continuous programme of staff briefing sessions	Dec-20	Service Manager	CS Family Gateway & Early Help Manager (SM)	
S2		All staff will have appropriate induction	All new starters to Cardiff YJS will receive a full induction	Sep-20	Service Manager		
			All new starters to Cardiff YJS will be allocated a buddy for support	Sep-20	Service Manager		
S3		All staff will have appropriate supervision and management oversight of their work	Supervision policy updated and approved	Sep-20	Service Manager		
			All YJS managers to complete Supervision training	Nov-20	Service Manager		
			Monitor all staff receiving regular monthly supervision and assess the impact of supervision with both soft and hard data sets.	Jul-20	Service Manager		
			All staff complete their bi- annual and annual reviews	Sep-20	Service Manager	Health / Education / Probation / SWP	
			All YJS staff receive monthly access to a clinical consultation from Health	Dec-20	Service Manager	Health	

**Cardiff Youth Justice Services - Development Plan**

**MANAGEMENT**

NUMBER	HMIP Recommendation (if applicable)	OUTCOME (The end result we're aiming for)	DELIVERABLE (What we will do)	TIMESCALE (When we will do it by)	LEAD MANAGER (Who has overall responsibility)	PARTNER ROLES	Comment
M1		<b>Implement new Management Structure and Support Arrangements</b>	Establish a programme of regular meetings with all YJS/ Team Managers/ Partnership	Sep-20	Service Manager	Key partner agencies review the arrangements	This relates to operational management arrangements
			Complete Operational Restructure of YJS service	Feb-21	AD Children's Services	Health / Probation / Police	Incremental changes: new SM / TM employed, recruit OM, then Operational restructure commence
			Review partnership arrangement and systems and establish MoUs with the following: SWP, Probation and Cardiff and Vale Health Board in support of YJS vision	Dec-20	Service Manager	Health / Probation / Police	
M2	<p>9. The Cardiff YOS Manager should review the management structure, communication and lines of accountability to ensure that the quality of safeguarding and public protection work improves.</p> <p>-----</p> <p>11. The Cardiff YOS Manager should have oversight of all YOS cases where there are safeguarding and public protection issues, making sure that appropriate referrals are made, and joint work takes place as needed.</p>	<b>Strengthen Arrangements for Safeguarding and Public Protection</b>	MAPPA model implemented	Sep-20	Service Manager	Health / Probation / Police	
			Joint training for MAPPA/NRM National Referral Model for responding to High risk CCE cases	Dec-20	Service Manager	Health / Probation / Police	
			All cases CE/CSE/HSB reviewed and risk assessed	Sep-20	Service Manager	Children's Services	
			Create joint MASH/YJS screening process to 'YJS Daily Flag Reports' of Overnight arrests, Missing young people, CCE cases and other critical episodes reported by Police, in order to identify and prioritise timely action by YJS and CS to Safeguard individual cases	Sep-20	Children's Services - Wellbeing, Support & Protection OM	Health / Probation / Police	
			MoU agreed with Childrens Social Care, including:	Sep-20	Service Manager	Children's Services	
			Nominate YJS Safeguarding lead worker to work (virtually) within MASH service	Dec-20	Service Manager		
			Monitor attendance at CPF-CE-MASM for all partners to be held to account	Aug-20	YJS Team Manager (SY)	CS / Health / Education / Probation / SWP	
			Establish mechanism to Register reports by exception, supplied prior to risk management meets by C.S./Health/Education/School where lead worker unable to attend	Aug-20	YJS Team Manager (SY)	CS / Health / Education / Probation / SWP	
			Log of attendance by YJ case worker to CPR/CLA Reviews	Aug-20			
			Assess and implement CE Assessment model for use in Cardiff	Dec-20	YJS Team Manager	CS MASH & Intake and Assessment teams, AFC, MAC, St Giles	
			Create CE Task and Finish Group and develop integrated processes and flowchart to CE casework between partner agencies, Enhanced mechanism to ensure CE/CSE risks are being managed through: improved analysis of safeguarding audits: and regular meetings between YJS Safeguarding and CS Safeguarding	Dec-20	Service Manager	Side Step / MAC / St. Giles / C.S. (I&A)	
			TRM Trauma training adopted and delivered to all staff	Sep-21	PCC		
			YJS & CS Performance Report Card will track CSC and YJS joint work be scrutinised by CS Performance Board	Jul-20	Head of Service		

			Establish a process by which we can integrate the learning from High risk cases (appreciative enquiry)	Sep-21	Service Manager		
			Establish a process by which we can integrate the learning from the Thematic Reviews by national bodies	Sep-21	Service Manager		
<b>M3</b>		<b>Improve the quality of assessment</b>	Develop and implement CS Quality Assurance Framework and make specific to YJS	Mar-21	Service Manager		
			External independent audit repeated annually to show YJS improvement (distance travelled) on the Findings of original SilverBullet audit 2019 to management of cases (not governance)	Sep-20	Service Manager		
			Review all QA Tools for Gatekeeping Reports and Assessments	Sep-20	Service Manager	TM Kirstie Davies	
<b>M4</b>	10. The Cardiff YOS Manager should develop and update policies, procedures and guidance that will enable all staff to deliver quality work	<b>A comprehensive range of policies and procedures, centrally available to staff and partners, will be developed</b>	Board scrutiny of 8 National Standards Policies	Sep-20	Chair of Board		
			Stage 1 - Policies updated and approved including: - CS-YJS Protocol - Management of Risk Policy - Management Oversight Policy - Induction Policy - Compliance and Re-engagement policy	Sep-20	Service Manager		
			Stage 2 - Policies updated and approved including: Breach Policy - Victim work - Volunteer process/policy - Health and Safety policy - Safeguarding referral log - Policy configuration - Resettlement Policy	Mar-21	Service Manager		
			Redesign the policy storage area (SharePoint)	Jul-20	YJS Business Support Manager		
<b>M5</b>		<b>Improving management of OoCD</b>	Review and update OoCD assessment tool	Sep-20	YJS Team Manager (ASC)	SWP Lead	
			Review and update timeliness and joint decision making process to establish new OoCD 'Out of Court Disposals' management provision with new Bureau Model	Dec-20	YJS Team Manager (ASC)	SWP Lead	
			Establish and launch External OoCD Scrutiny Panel to audit cases to HMIP standard	Dec-20	YJS Team Manager (ASC)	PCC	
			External OoCD Scrutiny Panel report on findings to YJS management Board on a quarter year basis	Mar-21	Service Manager	PCC	
<b>M6</b>		<b>Improving management of Appropriate Adult Service</b>	Review and rearrange Appropriate Adult service to operate within budget	Dec-20	YJS Team Manager (KD)		

Cardiff Youth Justice Services - Development Plan							
SERVICE IMPROVEMENT							
NUMBER	HMIP Recommendation (if applicable)	OUTCOME (The end result we're aiming for)	DELIVERABLE (What we will do)	TIMESCALE (When we will do it by)	LEAD MANAGER (Who has overall responsibility)	PARTNER ROLES	Comment
SI 1		<b>We will make sure we have all the right data and tools to analyse the needs of the child now, and any future trends.</b>	Complete a joint strategic assessment to inform service delivery	Sep-21	Service Manager		
			Undertake a cohort analysis to inform the service offer	Sep-21	Service Manager		
			Have a process in place to track progress of the children and remove any blockages to that delivery: a. priority work with children b. what data is needed to track progress c. quality assurance processes d. escalation processes if blockages occur	Sep-21	Service Manager		
			develop analytic tools to identify susceptibility based on early indicators and key vulnerabilities enabling targeted prevention work including the highest risk children and those exhibiting sexually harmful behaviour	Sep-21	Service Manager		
			Develop effective performance management of staff based on key performance indicators	Sep-20	Service Manager		
SI 2		<b>Pathways - Education , and Health and Children's Services</b>	Create/Review MoU process to referral pathways Education and Universal and Specialist services	Sep-20	Service Manager		
SI 3	8. The Cardiff YOS Manager should establish a service level agreement, protocols, performance frameworks and guidance in relation to commissioned services for out-of-court disposal work	<b>Ensure business control on commissioned services</b>	SLA for Media Academy Wales to be put in place	Sep-20	Service Manager	MAC	
			SLA for Side Step to be put in place	Sep-20		Side Step	
			Performance dashboard to SLAs for Side Step and MAC to be developed	Dec-20		MAC / Side Step	
			Governance of MAC / Side Step at Monthly YJS	Dec-20		MAC / Side Step	
SI 4		<b>Prevention and Out of Court disposals</b>	Launch new OoCD Bureau model to manage Pre Court disposals and ensure joint decision making YJS/Police	Dec-20	Service Manager	Execution SWP (JL)	
			Create Task and Finish Group to work alongside residential and fostering placements to achieve the objectives of the 3-Year Children's Service Strategy	Jun-21	YJS Team Manager (ASC)	CS / SWP	Links to 3 year Childrens Strategy Delivering Excellence
SI 5		<b>Court Disposals</b>	Ensure Case audit meets Good standard and that recording to ChildView follows the case management system guidance	End Sept 2020	YJS Team Manager (KD)	CS, Police, Education, Multi agency peer review CS/YJS joint cases exercise	
			All Assessment and Plans countersigned with 5 working days	Sep-20	YJS Team Manager (KD)		
			Create efficiency around the court by introducing Oral/Stand-Down reports	Mar-21	YJS Team Manager (KD)	Probation	
SI 6		<b>Resettlement</b>	Ensure Case audit meets good standard	Mar-21	YJS Team Manager (SY)	Housing. Steering Group court team and TM	
			Gateway arrangements for homeless 16/17 year olds applied effectively to YJS children	Dec-20	YJS Team Manager (SY)	Housing. Steering Group court team and TM	
			Review and improve how support is provided to those in custody and continued post release	Mar-21	OM Adolescent Service		
SI 7		<b>Ensure all youth justice work is informed and improved by engagement with the children, their families and</b>	Undertake Voice of Child User survey	Dec-20	Service Manager	MAC	
			Approve Voice of Child Young Peoples Participation Plan	Dec-20	Service Manager	MAC	
			Establish YJS Young Persons Focus Group	Mar-21	Service Manager	MAC	

		<b>communities</b>	Establish YJS Parent / Carer user survey / consultation mechanism	Jun-21	Service Manager	YJS Staff (WP)	
			Establish Steering Group to oversee joint agency Targeted Outreach Activity to ASB and deliver targetted activity to hotspot locations	Sep-20	YJS Team Manager (KD)	Community Safety (SS)	
			Governance to join up workstream between these agencies to deliver targeted anti social behaviour activity and build relationships	Dec-20	YJS Team Manager (KD)	Community Safety (SS) / Youth Service	
			Develop support in communities and develop support options for this	Mar-21	YJS Team Manager (KD)	MAC	
<b>SI 8</b>	13. Cardiff and Vale Health Board should ensure that its statutory duty to provide relevant and timely physical, sexual, emotional and mental health services to YOS children is fulfilled.	<b>UHB ensure relevant and timely physical, sexual emotional and mental health services</b>	Recruit new Health worker	Sep-20	Service Manager	Health	
			Use Needs Analysis to agree pathway for access to health	Oct-20	Service Manager	Health	
			Dissemination of agreed pathway	Oct-20	Service Manager	Health	
<b>SI 9</b>	14. South Wales Police should ensure that Public Protection Notice (PPN) forms on YOS children are consistently completed by frontline police officers.	<b>SWP- ensure that Public Protection notices are completed consistently by Frontline Police Officers</b>	Complete an audit of PPN submissions for the YJS cohort	Sep-20	Service Manager	SWP	
			Agree pathway for information sharing between MASH and YJS	Sep-20	Service Manager	SWP / MASH	
<b>SI 10</b>	12. Local authority education services should develop effective strategies to encourage children who speak Welsh to access services in their preferred language, and to use, develop and recognise the value of the language as an employment skill.	<b>Young people are supported to develop employment and entrepreneurship skills</b>	Launch YJS Pilot Entrepreneurship programme	Dec-20	Schools programme project	Education	
			Phase 1 Pilot Entrepreneurship programme completed,	Mar-21	Carly Davies - Schools	Education	
			LA Education to improve approach to encourage children who speak Welsh to develop the language as an employment skill	Jun-21	Education	Education	
<b>SI 11</b>		<b>Children who speak Welsh are encouraged to access the service in their preferred language</b>	Establish arrangement to access free translation service	Jul-20	Education	Bilingual Cardiff	
			Offer of allocating Welsh speaking children to Welsh speaking YJS staff	Jul-20	YJS Senior Practitioner (GN)		
			Create English and Welsh signs, notices and displays and YJS to record language preference of children at first interview.	Sep-20	YJS Senior Practitioner YJS		
				Aug-20	Service Manager		
<b>SI 12</b>		<b>Assessment and planning to address the needs and wishes of victims.</b>	Establish Victim group to review QA templates and participate in satisfaction survey and to review victim uptake of services	Jun-21	YJS Team Manager (ASC)	YJS Police, Victim Support. YJS RJ worker, YJS Victim workers. YJS Information Officer	
			Establish advocacy support arrangements for victims of crime	Sep-21	YJS Team Manager (ASC)		
			Improve victim resources for victim sessions	Sep-20	YJS Team Manager (ASC)		
<b>SI 13</b>		<b>Relaunch fit for purpose junior attendance centre</b>	Create new Junior Attendance Centre	Dec-20	YJS Team Manager (ASC)		
			Launch new Junior Attendance Centre	Mar-21	YJS Team Manager (ASC)		