



**Gwynedd ac Ynys Môn
Gwasanaeth Cyfiawnder Ieuenctid/Youth Justice Service
Cynllun Cyfiawnder Ieuenctid/Youth Justice Plan
2025-6**

***‘Supporting us to do the best we can by staying away from crime’
(The Kids)***

***‘Supporting children to reach their full potential by living crime-free lives’
(Gwynedd Mon YJS)***

Foreword (from YJS Strategic Management Board)

In my first 9 months of chairing the Gwynedd and Mon Youth Justice Service, I have made a deliberate effort to familiarise myself with the operational functions of the service and to meet and learn from the staff. It has been very pleasing to find a service that is clear on its primary objective to effectively support the children of Gwynedd and Ynys Mon, and a staff group who are driven, dedicated and innovative in their approach. I am very grateful to the previous chair and the members of the management board for the secure and optimistic position I have inherited.

There remain challenges in terms of; the ever changing needs of the children we work with, financial pressures on public sector, and legacy gaps in provision. In addition new legislation and strategy developments (*Crime and Policing Bill, 2025*, new HMIP Youth Justice Inspection Framework and revision of the YJ BluePrint for Wales), these developments will be significant on how we progress and develop over the next few years. We continue to make good progress on the HMIP Improvement Plan, and take all opportunities to benefit from YJB Cymru Support and Oversight and make best use of our excellent partnership with our sister YJSs in North Wales.

For 2025-26 the our priorities will be;

- 1. Continue with our effective response to HMIP findings.**
- 2. Consolidating our work to improve representation and participation at the Strategic Board.**
- 3. Ensure the effective implementation of the new '*Regional Youth Out of Court Disposal Policy*' with a view to increasing the use of Outcome 22, reducing First-time Entrant numbers, working with colleagues in the YJB and local policing to monitor and affect change.**
- 4. Continue with efforts to improve Strategic Oversight and Leadership.**
- 5. Maintain good and effective service delivery in the context of financial pressures.**
- 6. We will work closely with the service and our colleagues in the wider partnership to Prioritise; Youth Violence, ETE monitoring (including exclusion practice) and ensuring that our Exploitation practice and support keeps children safe.**
- 7. We will work with colleagues in YJB Cymru and the YJB Data team to maintain effective Performance reporting.**

Huw Dylan Owen, Chair of the YJS Strategic Management Board.

1. Governance, leadership and partnership arrangements

1.1 For 2025-26 the YJS Strategic Management Board (SMB) will be chaired by the Corporate Director for Social Service Cyngor Gwynedd; their chairing term began in September 2024 and will be for a period of 2 years. Chairing responsibilities are due to transfer to Ynys Mon Council in Autum 2026.

1.2 Members of the board include;

- *2 x Heads of Children's Services*
- *2 x Directors of Social services*
- *National Probation Service (Wales) LDU Lead Officers*
- *Clinical Assistant Director, BCU Health Board*
- *Chief Inspector (Western Partnership) North Wales Police*
- *Representative from North Wales OPCC (Chief Executive)*
- *2 x Head of Education.*
- *2 x Elected Members (one per Local Authority, Social Services, Children and Young People or CSP Portfolios)*

Associate members;

- *Chair of the Local Youth Magistrate Bench.*
- *1 x Senior Manager HMCTS*

1.3 The Terms of Reference for the Management Board includes the use of deputies, Management Board members are requested to used deputies when they are unable to attend scheduled meetings. Deputies must be notified to the Chair before the meeting and have the ability to make decsions on behalf of the agency they are representing.

1.4 The Gwynedd and Mon YJS Operational Management Group (OMG), the OMG is a management level below, and is accountable to, the SMB.

1.5 The Group is chaired by a senior service or operational manager from the wider youth justice partnership, at present the chair is a senior operational manager from Gwynedd Children's Services, and our deputy is from North Wales Housing Association. The OMG meets quarterly and reports to the SMG on workplan progress, whilst supporting the YJS to develop and maintain;

- *Effective communication across the children's support services partnership on the work and developments of youth justice in Wales (including the Blueprint)*
- *Seeks collaboration and cross-partnership working opportunities.*
- *Offers impartiality to service auditing and review processes.*

- Maximises training opportunities for themes and new approaches.
- Assists in problem-solving and removing barriers to service delivery.
- Supports the SMB to deliver on the youth justice plan and other major work programmes.
- Provides an environment for good practice and innovation sharing.

1.6 Work programmes for the SMB and the OMG are included in our **Implementation Plan**.

1.7 Our **'Youth Justice and Partner Conference'** took place on the 4th July 2023 and was deemed to be a great success by all. It has been agreed at both the SMB and the OMG that an Annual Conference would place significant demands on the service, a 2 year cycle was agreed. The plan is to hold the 2025 Conference in the Autumn. Although the agenda has not yet been set the focus will again be;

- A 1-day event with engagement from criminal justice and children's services partners
- Children and young people involvement (lived experience and participation)
- Sharing and Reflecting on our work with Exploitation, Violence, and Disproportionality (CEC)
- Specialist speakers invited; Education Training and Employment, Research and Innovation
- Celebrating success awards ceremony with children, staff and partners.

2. **Local context**

2.1 The Gwynedd Mon Youth Justice Service is jointly commissioned by the Isle of Anglesey County Council and Gwynedd Council. Gwynedd Council is the host authority; there are 22 GCC employed staff and 8 seconded and project staff within the service this constitutes 27.5 full-time equivalent staff. As host authority for the Youth Justice Service Gwynedd Council provides; line management for the service manager, finance management, training, and development framework (available to seconded staff also) IT support and Health and Safety for the offices and buildings. The service conducts its business and staff management under the policies and procedures set out by Gwynedd Council. The staffing structure is included in **appendix 1**.

2.2 In addition to youth justice support the service hosts the two-county Young Person's Substance Misuse Service (**Be 'dr Sgor**) and Gwynedd's Harmful Sexual Behaviour Prevention Team (**Tim Emrallt**),

2.3 The two-county area covered by the service has a 10-17 years population of 17,000, (this and increase of 1000 since 2016). Due to the rural and remote nature of our geography and communities we have a high number of primary and secondary schools.

Table 1

County	Primary	Secondary	Special	Total
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Ynys Mon	40	5	1	46
Gwynedd	82	14	2	98
Total	122	19	3	144

The combined geographical area of Gwynedd and Ynys Mon is 51% of the North Wales region and although the population spread, in the main, would be described as rural in nature, both counties have distinct port and market towns of relatively high population; Holyhead, Amlwch and Llangefni on Ynys Mon, and Caernarfon, Bangor, Porthmadog and Dolgellau in Gwynedd.

- 2.4 The majority of the Islands' coast-line has *Area of Outstanding Natural Beauty* (ANOB) status, and almost two thirds of Gwynedd is protected by National Park status, this very much limits infrastructure development. There is one dual-carriage 'A' road, the A55, passing through north Gwynedd and the length of Ynys Mon, and one main rail route following the same path. The Service Office base is located in the village of Felinheli about 6 miles from both Bangor and Caernarfon and utilises both public and private sector facilities for meeting children and young people, as-well-as home visits. Service delivery is very much peripatetic, and this type of delivery has significant time and cost implications for staff and partnership funders.
- 2.5 All youth court matters are heard at Caernarfon Youth and Crown Court, with the resultant extra burden on families to ensure attendance at Caernarfon court; this is a particular issue for families who live in some of our more remote communities where the public transport provision is limited.
- 2.6 All police custody matters are processed in Caernarfon Custody suite, again extra demands on families to attend. We have reciprocal arrangements with our colleagues in Conwy and Denbighshire and Flintshire YJSs, for youth court cover in Llandudno YC or Mold Crown should any of our children attend. When required and there is a case risk, the service will operate a standby Saturday Remand Court provision supporting our colleagues in Flintshire where the Remand Court (Mold) takes place.
- 2.7 For Out of Court Disposal and referral Order panel meetings, the service staff make best use of North Wales Police community stations for Voluntary Attendance and restorative justice meetings, and we have excellent arrangements with community operators (private and public sector) for the use/hire of local venues.
- 2.8 The service covers Appropriate Adult Duty 9am – 5pm Monday to Friday, the 2-county Out of Hours team provide this service Evenings, weekends, and Bank Holidays. All YJS staff and Out of Hours receive annual National Appropriate Adult Network (NAAN) training in March 2025, and we have register as 'Gold' account holders with NAAN, which provides access to all available resources and training material.
- 2.9 Gwynedd and Ynys Mon have the highest percentage of Welsh Language speakers per population in Wales; Gwynedd 75.5% and Anglesey 63.3%. Therefore, the YJS workforce needs to reflect this, currently of the 32 staff (across the 3 services), 29 (91%) are First Language Welsh

speakers, 2 are Welsh learners (intermediate), and 1 with limited Welsh language ability (Basic). All interventions, communications and support are delivered in the families or child's language of need.

- 2.10 The service has formal arrangements and regular representation with local **Serious Organised Crime** and **Child Exploitation Panels**, contributing to Risk Assessment, Intel Gathering and Mapping Exercising.
- 2.11 The area of North Wales and Gwynedd and Anglesey especially, is a very popular area for private providers of residential care units. There are 8 main units in our area that offer short to medium term placements for Children in Care from across England and Wales. The service receives approximately 12-15 'Caretaking Request' per annum from local authorities placing children and young people in our area who also require youth justice assessment or supervision; this can provide a significant demand on a medium sized YOT. However, this is a reduction on previous years, it is positive to note that after significant work with our residential units, and the development of a **Joint Working Protocol** as seen an improvement in the support for these children and the average number of Out of County cases managed at any one time within our statutory caseload has decreased in the last 2-3 years.

3. Resources and Services

- 3.1 Despite the ongoing public sector 'squeeze' on spending, the service benefits from excellent cash funding commitment from our local statutory partners, who have remained committed to service delivery, development, and innovation. In 2025-26 they have made an initial 10% increase in cash contribution. It should be noted, both local authorities continue to shoulder the burden placed on the services costs (cost of living and NI increases).

Table 2 (Cash)

Source	2024-25 (£)	2025-26 (£)	% contribution
Gwynedd Council	187,530.65	210,570.00	48.08%
IOACC	142,890.00	156,180.00	35.66%
North Wales Police	27,897.00	28,900.00	6.60%
BCUHB (Health)	34,000.00	37,320.00	8.52%
Probation	5,000.00	5,000.00	1.14%

Sub Total	397,317.65	437,970.00	100.00%
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10.2% increase

Table 3 (Secondment)

Source	2024-25	2025-26 (Estimate)	% Contribution
Gwynedd Council	54,630.73	60,470.00	27%
IOACC	54,789.07	55,540.00	24.7%
North Wales Police	61,693.55	61,693.55*	27.5%
BCUHB (Health)	27,500.00	27,500.00*	12.2%
Probation	19,365.18	19,365.18*	8.6%
Sub Total	217,978.53	224,568.68*	100%

*To be confirmed

Table 4 (Grants)

Source	2024-25	2025-26
PPE (Gwy & YM)	252,926.47	256,120.00
OPCC North Wales	16,793.28	16,790.00
YJ Grant	277,943.00	282,000.00
FF (Gwynedd)	18,000.00	18,000.00
Sub Total	565,662.75	572,910.00

Table 5 (Totals)

Source	2025-26 £
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Statutory Partner Contribution (Cash)	437,970.00
Secondment (in-kind)	224,568.68
Grants (46%)	572,910.00
Total	1,235,448.68 (+4.6%)

- 3.2 The service operates 3 Pool cars (2 x cars 1 x Utility Van), cars are used by staff for community visits and the van is used for community projects including Unpaid and Reparation work. The use of pool cars helps in reducing service travel costs for a peripatetic service operating in a large rural community. We also hold a large selection of Equipment and Tools for unpaid and reparation projects; Litter collection, gardening, and general maintenance.
- 3.3 The service continues to build on our extensive Interventions Packs and programmes, the Resilience Interventions (although still in research trials) joins and already well used;
- *Positive Choices*
 - *Time Out for Teenagers (Parenting)*
 - *Teen Talk*
 - *Clued-Up*
 - *Star*
 - *Family Matters*
 - *Escape (Parenting)*
 - *Olivia's Story*
- In addition, the service holds a growing library of online resources which is informed and built-on by our involvement with our Regional YJS Interventions Forum, this includes Violence and Knife crime awareness.
- 3.4 The service provides travel assistance to children and families who may otherwise struggle to attend office meetings, Court, or police meetings. The support comes in the form of Travel vouchers for local bus services.
- 3.5 In 2025-26 the service will benefit from a very generous contribution (£16,200) from the North Wales Police and Crime Commissioner to purchase for 12 months the use of **Virtual Decisions**. Virtual Decisions is a virtual reality programme that is delivered using video headsets and

allows children and staff to explore different community scenarios (these can be crime or staying safe based) where children are able to interact and make decisions to change narrative and outcomes. The programme is supported by Extended Learning Packs which facilitate the interactions between staff and child, promoting improved decision making and outlining the consequences of actions.

The service has purchased 5 headsets with the following programmes;

- *Knife Crime*
- *Identity*
- *Influence*

- 3.6 In partnership with a local academic the service has developed a new and innovative approach and intervention to tackle Child on Parent Abuse known to the service as 'Cam Ymlaen'. This is a collaborative intervention, allowing workers on a multi-agency basis to have a conversation with a family, and to come to a joint agreement on the current areas for development to address this form of abuse in a 'whole family', compassionate and safe manner. The main principles of the Cam Ymlaen toolkit is that it offers the family an intervention plan to address this form of abuse, whilst building on strengths, promoting positive empowerment and giving parents/carers a voice as experts of their own experiences.

4. Child First and Voice of the Child

- 4.1 The service fully supports and promotes the 'Child First' principle in Wales, our approach is to;

- *Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential.*
- *Promote children's individual strengths and capacities to develop their identity, all work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.*
- *Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their family.*
- *Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.*

- 4.2 All YJS staff are trained in both Trauma Informed Practice and ACE awareness. There are management processes in place to ensure Assessment, Planning, Interventions are strengths based and desistance focused, and that Supervision reporting and recordings are quality assured by

managers for Child-centred, Trauma informed evidenced. In 2024-25 service staff completed TrACE training from Public Health Wales and and 1 staff member completed the Trauma Informed Schools diploma and another started the course.

- 4.3 The service commissions **Viewpoint** to administer child and family progress and feedback surveys, several children's feedback reports were presented to the Operational Management Group. In 2024-25 the results from our previous review and updates to the process can be seen in the Dec 24 Report (**Appendix 3**)
- 4.4 The service continues to collect the child and parent/carer's voice as part of both the AssetPus and PaDAT assessments. New Quality Assurance process includes scrutiny on how the child's voice is captured and presented and how the child contributes to the planning and intervention stages.
- 4.5 As part of our Resilience Intervention Research 60 survey questionnaires have been completed with children and parents/carers. The results from the analysis will be shared with staff and the Management Board on completion of the study. The questionnaires explore both the quality of the new intervention created and also the child's improved understanding of resilience and dealing with adversity.

5. Performance and Priorities

5.1 First-time Entrants

(The following Data is sourced from National YDS 122 (April 24- March 25), local reports and auditing processes.)

Table 6

YOT/Area	Number	Rate/100,000
Gwynedd Mon	41	241
Conwy & Denbigh	46	238
Flintshire	23	153
Wrexham	9	67
NWPCC	124	192
Wales	420	142
England & Wales	8,713	148

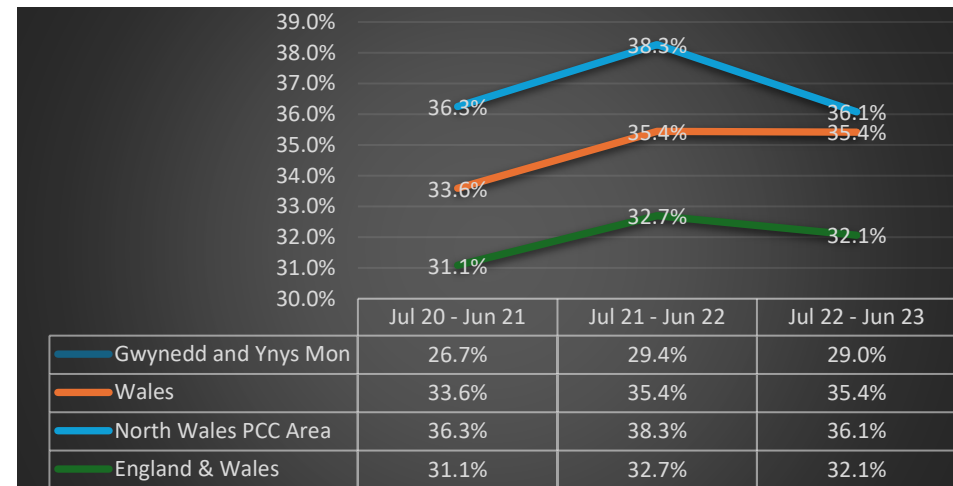
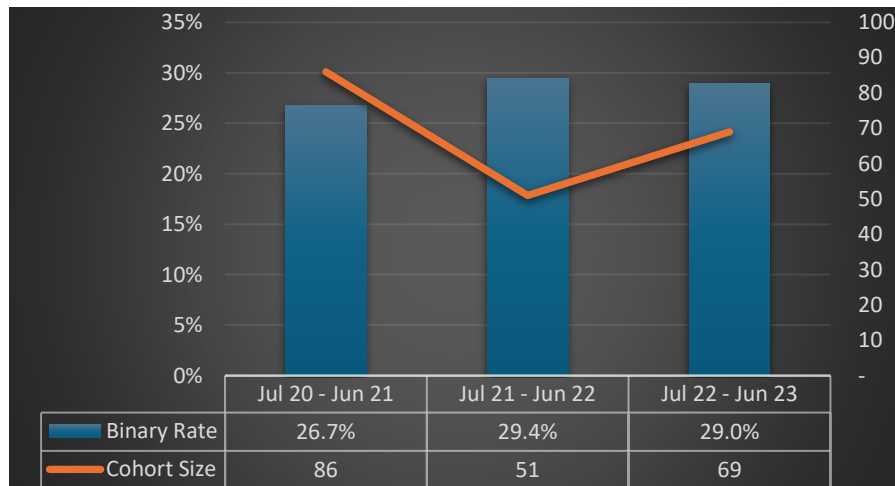
Managers comments: We continue to record disproportionate high numbers of FTEs in 2024-25, it is positive to note that we have observed a steady decrease in the last 2 quarters but not significant enough to affect change compared with North Wales and Wales performance. For the last 18 months NW YJS have worked in partnership with NWP and the Centre for Justice Innovation to develop a Regional OofCD Policy, the policy went live on the 1st May 2025, it is too early to effectively measure impact.

We will continue our work with YJB Cymru, other YJS in the region and North Wales Police to monitor the following;

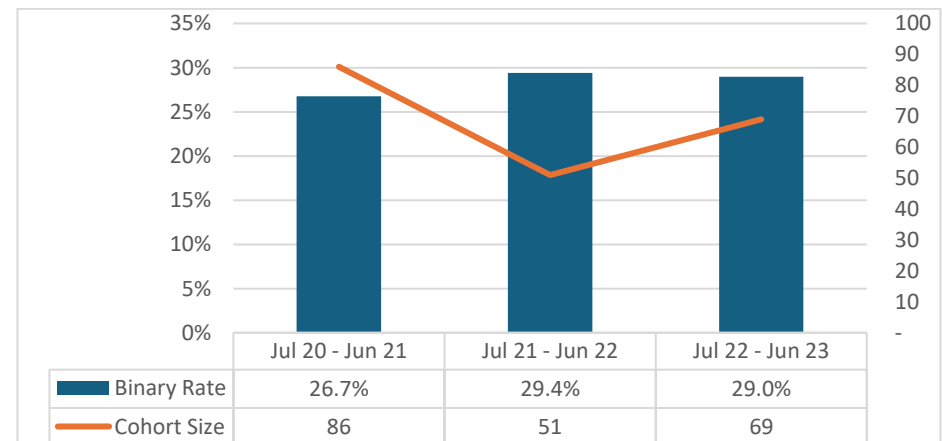
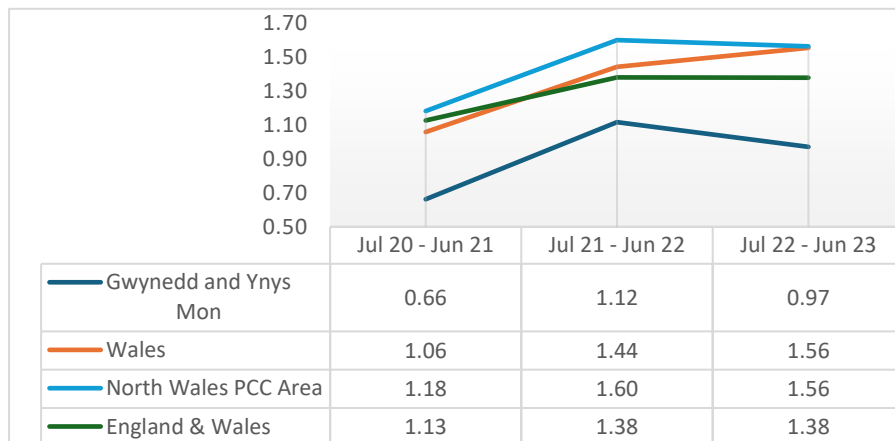
- Implementation of the 'Regional OofCD Policy (May 2025)
- Police and YJS decision making processes for OofCD
- Increased use of outcome 22
- Review the role and ToR for the service's *Decision-Making Panel*

5.2 Reoffending

Binary



Frequency



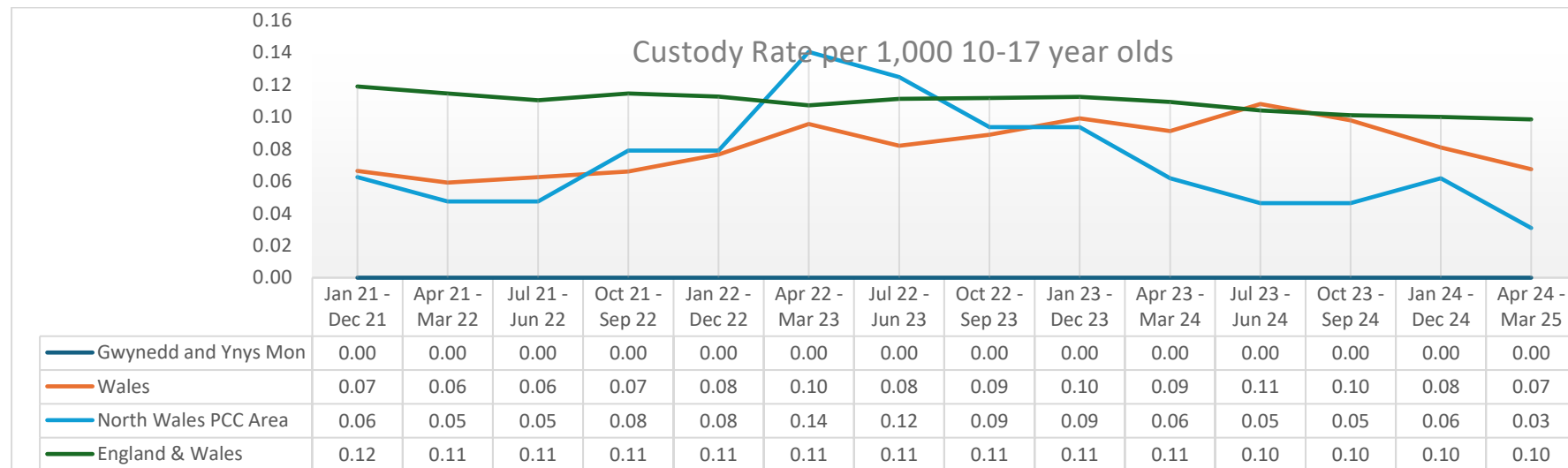
Managers Comments: The table presented report on the cohort from 2022 tracked for 24 months. In 2024 we recorded our lowest reoffending rates for this cohort, 29% a reduction on the previous year (29.6%) and remain lower than local and national comparisons. More importantly the number of individuals in the cohort has increased from 51 to 69 a 35% increase, again we need to consider that this cohort is from a period affected by covid when caseload numbers were below average, the increase can be seen as a natural change.

- Of the **69** in the cohort **20** reoffended a binary rate of **29%**
- **67** offences were committed by cohort frequency of **0.97**
- **20** reoffenders committed **67** offences reoffenders frequency of **3.35**.

Our reoffending rate remain good for this cohort, a slight concern remains around the frequency of offences by reoffender and although this is not outside normal parameters it indicates that there could be a small number of children committing a large number of offences.

On receipt of YDS 123 the service will complete a structured analysis of the children who are disproportionately contributing to these figures. In addition the service has already committed to analysing our Informal OofCD and Prevention Cohort reoffending rates, YJB, LCJB and SMB will have sight of this in Sept 2025.

5.3 Use of Custody



Managers comments:

The service continues to perform well against the custody indicator, the above table from YDS 122 reports 0 custody episodes in the period. There have been no children sentenced to Custody since July 2023.

Custody risks

- We are currently managing 2 YRO ISS cases in the period both 17 yr old males; No current concerns, 1 x case resented to YRO.

- 4 PSRs have been requested since Oct 2024, with all options open consideration, all led to community orders.
- No Saturday Remand Court cover requested in the last 12 months.
- No current Remand (YDA) risk.

5.4 **Table 7 KPI Performance**

KPI	Performance	Problems and Issues
ETE	<p>24-25 has again proven to be a very difficult year for ETE performance, only 66% of the cohort were in suitable education provision at the end of their intervention, a slight improvement on 23-24, with some significant improvement by the 3rd Qtr.</p> <p>The majority of issues experienced in 2023-24 with recording and reporting have been corrected and our internal cross-referencing processes confirming accuracy we are confident to use YJB KPI performance.</p>	<p>The reasons for continued this below normal performance are;</p> <ul style="list-style-type: none"> • Increased number of children on reduced timetable or alternative education packages • Continued high percentage of children experiencing exclusion or school transfer. • Although not accounting for a high number, some above school-aged children experiencing difficulties maintaining placements in FE or training. <p>Schools in both counties reporting difficulties in managing behaviours within and around the school; disruptive and aggressive behaviour, drug use and possession, and poor engagement/communication with parents and carers.</p> <p>Pressures on education finance resulting in reductions and cuts to alternative and specialist provision.</p>
Accommodation	<p>In this period of April to December 2024 there were 114 closed cases. Of the 114 cases, 101 in suitable accommodation (88.5%), 13 children were judged to have been residing in unsuitable accommodation. This is 6 percentage point drop on the previous 12 months.</p>	<p>Care placements at home or child protection cases where parenting capacity is limited is now assessed by the service as not a protective factor for offending staff will now record this as unsuitable hence the decrease in performance from previous years.</p> <p>Also, to note the service has observed an increased number of children from both counties who are in Operating Without Registration placements, the number is not high however it is difficult to record these placements as suitable.</p> <p>The service has provided the SMB with and analysis report on the unsuitability judgements for 24-25 (June 25), and action plan will be</p>

		created to continue with our efforts for consistent and fair recording.
ALN	<p>Overall performance data for our ALN recording looks positive with only 4 cases recorded in the 9 months to Dec 24. Of the 4 cases 3 had active ALN Plans in (75%) with the 4th case having a plan in development. We are more confident in 24-25 that our assessments are collecting better information, and our recording is much more accurate.</p> <ul style="list-style-type: none"> Recording requirements are new to some staff (Pre-Court) Further training required for managers monitoring case closures. 	<p>Staff are not recording ALN correctly on MIS Child View, despite significant training staff have not SEND/ALN tabs correctly (end date) therefor data has not pulled through on extract New training from CACI is being arranged for July 2024. The Service will request support from YJB Data team to resolve inaccuracies in previous submissions. <u>Update May 25</u></p> <p>Significant improvement in analysis and recording, we have increased pre-submission checks on our data and staff have received further training on recording.</p>
Mental Health	Data not available from YJAF KPI Tableau	Please see Data Monitoring and Reporting letter YJB June 25.
Victims	Data not available from YJAF KPI Tableau	Please see Data Monitoring and Reporting letter YJB June 25.
SMS	<p>Number of children with a screened or identified need for intervention or treatment to address substance misuse for the period April 24 – Dec 24 was 25 or 21%. This is a significant increase on the 2.2% in 2023-24.</p> <p>This reflects more accurate recording and reporting rather than increased demand.</p>	<p>2025-26 will provide better comparison and tracking opportunities now that we have more accurate figures.</p> <p>Staff in BDS need to be recognised for their work to improve recording and the swiftness of intervention.</p> <p>The new diversion options contained within the Regional Out of Court Disposal practice policy will ensure that possession offences are dealt with swiftly and children can access support and interventions at the right time and avoid disproportionate criminalisation.</p>
Wider Services links	<p>16 Of the 114 cases closed in the period were known to wider services (14%).</p> <p>Wider services are children who have active arrangements;</p> <ul style="list-style-type: none"> Care and Support Plans Child protection arrangements Looked After Children. <p>Our 2024-25 figures remain in-line with those of 23-24, we do suspect that recording may continue to be an issue for this measure</p>	<p>Once the service has received the full 12 month performance report on YJAF, we will conduct an analysis of the cohort and report to the MB in Sept 25 on;</p> <ul style="list-style-type: none"> Status of the child Reasons for C&S, CP and LAC Recording issues (PaD?) Possible tracker report for LSCB and Children's Services.

5.5 Quality Assurance (Assessment)

Please see **Appendix 2** (*QA Report to SMB June 2025*)

Main findings

Overall findings are good and demonstrate a high standard of assessment standard within the service. There are a number of issues which were identified in our HMIP Inspection (Nov 2023) that persist;

Service needs

- Professional Analysis skills are not effectively embedded within the service.
- Contingency planning remains weak for some staff.
- Safety and Wellbeing and Risk of Harm recording has improved, however, there is evidence that some staff are not; fully utilising information from wider services or including these elements in all areas of the assessment.
- Explanations and accounts, at times, continue to be narrative driven and not demonstrating the case managers ability to understand the nature of the child's behaviour and the possible reasons for this.

Individual staff

- 'Voice of the Child' recording didn't always reflect the child's voice, 3rd person wording, and was of inconsistent quality.
- Spelling and Grammar errors were too common, with typing errors contributing to confusion.
- PaDAT assessments completed in the period sept-Oct 2024, had a significant number of sections that were incomplete, (un-ticked boxes).
- Evidence of rushed assessments and '*assessment fatigue*', (end sections of assessments are of a poorer quality than the earlier sections)
- Evidence of 'Copy-Paste' information from other external documents.

6. Progress on previous plan

6.1 Table 8 Progress analysis

Area of work	Planned Development Carry-over
Management and Governance	<ul style="list-style-type: none">• Explore opportunities to raise awareness on how social media can influence Youth Violence.• Ensure the SMB & OMG have an agreement on roles and responsibilities throughout the membership.

	<ul style="list-style-type: none"> The OMG will commit to assisting the YJS to develop an education audit tool; accurate and consistent recording, offer and attendance, ALN, ACE and Trauma. This will provide robust information and data which can be reported to SMB, Education dept and Schools. (Not just New Key performance Indicators)
Out of Court Disposals and Prevention Work	<ul style="list-style-type: none"> Work completed
At Court	<ul style="list-style-type: none"> Work completed
Work with Victims	<ul style="list-style-type: none"> RJ links have been re-established with the OPCC but mainly at a regional reporting level at the Criminal Justice Board, further work is still required to establish stronger links with Victim Contact Centre.
In the Community Including Reoffending Violence Interventions Safeguarding (CCE/CSE)	<ul style="list-style-type: none"> County Lines and CCE developments within the service and in the wider partnership (increased awareness of specific risks to G&M including Contextual Safeguarding Training) Seek support and guidance from YJB on Deep-dive reoffending analysis (Updated Reoffending Tool required). In-dept review of violence related crime across the cohorts.
In Secure	<ul style="list-style-type: none"> Audit Assessment & Pre-sentence Reports and report findings to Strategic Management Board and Local Safeguarding Delivery Group.
Transition and Resettlement	<ul style="list-style-type: none"> Work completed
Key Performance Indicators (Wales)	
1. ETE	<ul style="list-style-type: none"> Conduct a Deep-Dive review of all School Aged closed cases in 2023-24, investigating the reasons for poor ETE performance/Exclusion.
2. Accommodation	<ul style="list-style-type: none"> Engage with YJB and WG in reviewing Accommodation KPI measurements for Wales. Complete an assessment of all post 16 accommodation providers in the 2-county area.
3. Substance Misuse	<ul style="list-style-type: none"> Complete Audit of SMS case management (YJS and Be d'r Sgor) Review SMS assessment Tools
4. Mental Health	<ul style="list-style-type: none"> Review SLA and working practice with CAMHS.
Participation and 'Voice of the Child'	<ul style="list-style-type: none"> Work completed
Safeguarding and Quality Assurance	<p>Provide Safeguarding Report for Local Safeguarding Delivery Group to include;</p> <ul style="list-style-type: none"> Custody and remand use

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| | <ul style="list-style-type: none">• YJS links to County Lines, OCG and Exploitation Threats |
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6.2 Incomplete actions will be included in the revised Implementation Plan.

7. Challenges, Risks and Issues

- 7.1 It is unfortunate that we continue to experience some issues with the use of our Management Information Systems (ChildView) in both preparing the Data Extract for the YJB to populate the New YJ KPI requirement and creating local reports, however new performance reports suggests improvement. A review of the YJ KPIs has been completed by the YJB Data Team with refreshed guidance provided. Caution on the use of Data from 2024-25 has been raised by the YJB and we will need to continue with our very close monitoring of both recording, of the refreshed KPIs, and the reporting within the YJAF.
- 7.2 Significant work on Out of Court Disposal practice has been completed in 24-25; New case Management Standards, new Assessment tool, greater scrutiny locally and regional and the introduction OofCD in national KPIs. Add to that programme, development around Turnaround and Outcome 22 and we have a very busy and increasing complex area of work. The implementation of our new Regional OofCD Policy will need to be monitored rigorously in the next 12 months to maintain the confidence of the police and victims/community.
- 7.3 Modern Day Slavery and Exploitation remains a concern for all services working with children who present with complex needs. The business of Organised Criminal Gangs/Individuals is ever adapting to avoid justice whilst continuing to target vulnerable children. The service will ensure staff are regularly trained and updated on local and regional threat and National guidance. We will also make sure casework learning and intelligence is used to inform our partners within children's services and police around risks activity and potential harm. The refresh of the Local SOC panels and the 'Clear Hold Build' Partner Operations in Arfon will important engagement activities in 2025-26 for the service.
- 7.4 It will be noted throughout this document of the perceived increased youth violence reporting, some of which we believe is linked to increase drug and alcohol use, social media, and Domestic Violence (Child on parent/sibling). We have growing data evidence to indicate that this is a national as well as a local risk. The service will seek to bring clarity to these potential challenges in the coming 12 months through further analysis, engagement with North Wales Police, contribution to the Serious Violence Duty processes (SVD funding focused on children and young people) and discussions with YMC colleagues and YJB Cymru.

- 7.5 The newly mandated Prevention and Diversion Assessment Tool (PaDAT) has created significant workload for the service, and with our increased focus on Outcome 22, this has resulted in additional demands on staff time and higher caseload numbers. The Management Board has agreed to fund an additional Pre-Court worker for 2025-26 to ease some of this burden on staff.
- 7.6 Our performance regarding Education Training and Employment in 2022-25, was below standards, the most concerning area was that of school aged children, we have recorded a rise in the number of; exclusions received by the children we work with, alternative timetables below the required 25 hrs and we perceive a distinct deterioration in the relationship between schools and families. This will continue to be a considerable focus for the service in the next 12 months, looking specifically at the number and types of ACEs and levels of trauma experience by those children not in full-time education.
- 7.7 The service has been without Speech, Language and Communication Needs (SLCN) support for 6 years. Despite numerous attempts and securing finance for a secondment, our local SLCN Team has been unable to provide resource. Work continues to explore other options for resourcing/support, additional pressure being felt following HMIP recommendations from our inspection in November 2023. Our efforts are hindered due to decisions made by Welsh Government not to prioritise Youth Justice in their '*60%-Giving them a Voice*' (2023) Report and rejecting recommendation 3 & 6. It should be noted that our local SaLT colleagues have been very supportive in the creation of training and resource plan for service staff.
- 7.8 Probation secondment continues to present difficulties for the service especially following findings from our 2023 Inspection where the absence of a Probation Officer was graded as an area for improvement. Since 2022 the service has had a PSO secondment in place of a PO due to limited resources in our local probation teams, this arrangement works well for our service, as we maintain very close strategic and operation links with our local NPS/IOM senior officers and DPU lead. However there seems to be conflicting opinions from HMIP and HMPPS on how YJSs are resourced, this is a national issue, the service has limited influence in decisions being made.
- 7.9 Our disproportionality figures for BAME children are low, however there are children we work with who do not classify themselves as White British, where this occurs we seek support from others to ensure that the child's needs are fully met. Our focus of disproportionality will be on Care experience Children, the service is at the centre of the work to roll out the new Welsh Government Protocol and Toolkit on the Decriminalisation of Care Experienced Children and Young People. We will use our position within the partnership to raise awareness and ensure that the work is included in the SVD needs assessment. Table 9 outlines our current disparity performance.

Table 9

YJS	Legal Outcome Group	Gender	Black	Other	White	Total
Gwynedd & Ynys Mon	First-tier	Female			7	7
		Male		1	56	57
		Subtotal		1	63	64
	Pre-Court	Female	1		12	13
		Male			27	27
		Subtotal	1		39	40
	Community	Male			17	17
		Subtotal			17	17
	Subtotal			1	1	119
Total			1	1	119	121

- Of the 121 new cases to the service in 2024-25, 2 children identified as non-white (1.6%)
- Both children received pre-court of first-tier interventions.

8. Implementation Plan

- 8.1 The service was inspected by HMIP in November 2023, 21 cases were reviewed, children and parents were interviewed and the Inspectors had access to a very wide range of partners for consultation.
- 8.2 The Gwynedd Mon YJS Management Board and Staff are very pleased with an overall **'Good'** rating from our recent HMIP Youth Justice Inspection. We want to send our thanks to our partners in both Local Authorities, the Local Criminal Justice System, and the Voluntary Sector for their support during preparation and the Inspection week.
- 8.3 The inspectorate identified; strong senior partnership arrangements that were driving and resourcing effective work with children and families, a staffing group that were well supported and supervised, and that children and parents were actively involved in planning and delivery of support.

- 8.4 We have areas for improvement most of which were not a great surprise to us, and our responsibility now is to act on these to ensure we are providing high quality support for the children and communities of Gwynedd and Ynys Mon.
- 8.5 We are particularly pleased and proud that YJS staff were specifically highlighted in the report for the high quality of engagement and support they provide to children and their families. And we should not forget the children many of whom gave their time to speak with and provide feedback to the inspectors, we are very thankful for this.
- 8.6 Our Inspection Improvement Plan (IIP) was first submitted to HMIP and the YJB on the 5th of April 2024, the IIP is regularly reviewed by the SMB
- 8.7 The full report can be accessed at; <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/gwynedd2024/>
- 8.8 There were seven main recommendations from the Inspectors findings;

- 1. *Ensure consistent attendance at the management board from senior education and health leaders, to achieve positive education and health outcomes for all children.***
- 2. *Address the disconnect between the strategic management board and frontline practitioners.***
- 3. *Address the gap in speech, language, and communication provision for children and ensure that services are provided which assess and respond to children's communication needs.***
- 4. *Improve the quality of assessment and planning work to keep children safe and manage the risk of harm they present to others.***
- 5. *Ensure that management oversight is consistently effective in reviewing Asset Plus activity and contingency planning, so that practitioners are clear about what they need to improve.***
- 6. *Provide practitioners with comprehensive guidance that supports the completion of effective out-of-court assessment and planning work.***
- 7. *Improve the knowledge and understanding of practitioners to identify when children are being exploited so that timely action is taken to keep children safe.***

8.9 **Table 10 Implementation Plan**

Key

Less than 25% of work programme complete	25%-40% of programme complete	40%-60% of programme complete	60%-80% of programme complete	Work programme completed
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Area of Work	Planned Developments	Outcomes and objectives	YJ Grant contribution	Responsibility	RAG status (Quarterly) (Reviewed June 2025)
Management and Governance	<u>Strategic Management Board</u> <ol style="list-style-type: none"> SMB Chair will reinforce the importance of consistent attendance at YJS Board Meetings. Support the service to correct the issues of YJ KPI recording and reporting and responding to the KPI refresh. Ensure the service completes the work from the HMIP Improvement Plan; <ul style="list-style-type: none"> Ensure consistent attendance at the management board from senior education and health leaders, to achieve positive education and health outcomes for all children. Address the disconnect between the strategic management board and frontline practitioners. 	<p>Successful completion of the HMIP Improvement Plan</p> <p>Increased management Board influence and contact with front line practice.</p> <p>Work with Health Reps and Local SLC Team to explore opportunities to improve SLC resource within the service</p>	3,793	Management Board Chair	
	<u>Strategic Priorities</u> <p>Violence</p> <ol style="list-style-type: none"> The Strategic Board will initiate a programme of work which will seek to learn more about the drivers and influencing factors to youth violence, with a specific focus on Knife crimes and Serious Violence. Contribute towards the Strategic Needs Assessment required for the 	<p>Ensure the SMB & OMG have an agreement on roles and responsibilities throughout the membership.</p>		Service Manager	

	implementation of the Regional Serious Violence Duty, including influence on how SVD Funding is used in our area.				
	Education <ol style="list-style-type: none"> Strengthen links with Education Departments and Schools including Head Teachers and Governors Groups to ensure priority status for Children in the justice system The Strategic Management Board will require regular (standing item at Board meetings) reports on 'Education Offer and Attendance' for the YJS cohort, this will include Case studies. This will provide clear oversight of education provision and opportunity to effect change. 	Increased confidence in the governance and delivery of the service, through the delivery of the Implementation Plan and Inspection Improvement plan		Management Board Members	
	<u>Operational Management Group</u>				
	Violence <ol style="list-style-type: none"> Will support the service to complete further surveys and engagement with children to learn more on the factors which lead to youth violence. With wider partnership (Education Youth services, CSP, Health) groups explore options for violence awareness raising projects for children and young people. Work with the YJS to commission and encourage partner engagement with Domestic Violence (Child on parent/Sibling) training programme. 	Improved recording and reporting, providing better data for strategic decision making, and informing partners. Stronger voice of the child at management level		OMG Chair and Service Manager OMG Members	

	Education <ol style="list-style-type: none"> 1. Will support the service to complete further surveys and engagement with children to learn more on the factors which lead to difficulties with education (link to Violence work) possible engagement events/interventions. 2. The OMG will support the service to investigate and resolve Performance recording and monitoring for New KPIs. 3. Review membership, attendance, and effectiveness of the OMG. 	Effective engagement with Education and Schools to ensure improved attendance and achievement for children know to the YJS.			
Out of Court Disposals and Prevention Work (inc NS)	Effective Implementation of the Regional Out of Court Disposal Policy. <ul style="list-style-type: none"> • 'Out of Court' Audit tool be developed and introduced; • New Audit Tool to be embedded in practice • Briefing for Strategic Management Board and Operational Management Group. • Monitor the effective implementation of new OofCD Assessment Tool. • Revisit staff training on use of new assessment tool (PaDAT) following findings from May 25 Audit. HMIP Recommendation <ol style="list-style-type: none"> 1. Improve the quality of assessment and planning work to keep children safe and 	<p>Establish and embed monthly review of local FTE data by Prevention Manager and Police staff.</p> <p>Increase resources to prevention support through the service restructuring programme.</p>	50,780	<p>Service Manager</p> <p>Operational managers</p>	

	<p>manage the risk of harm they present to others.</p> <p>There will be changes to OofCD Panel process and systems;</p> <ul style="list-style-type: none"> We will move to weekly allocation panel Align documentation with Regional Review outcomes. Trauma Informed Practice introduced to assessment process. There is a need to make changes to how FTE reports are collated (ChildView) 	<p>New Assessment completion improves the quality of both assessment and planning.</p> <p>Evaluation of roles and responsibilities of Prevention staff in line with GCC policy and programme work</p> <p>Asset Plus and PaD Assessment Training (Safety and Wellbeing risk of Harm) scheduled for Sept 2025.</p>		<p>Service Manager</p> <p>Operational manager</p> <p>North Wales Police</p> <p>Heads of Children's Services and Families First Leads.</p>	
<p>At Court</p> <p>HMIP Recommendations</p>	<p>The service will develop improved methods of ensuring impact statements of the offence on the victim are included in Court reports and explore options with case managers and the Restorative Justice and Victim team.</p> <p>The service will focus its QA processes of court work on;</p> <ul style="list-style-type: none"> Post Court reports, completion of Custody Modules on AssetPlus and actions to send to the Youth Custody Service (YCS). Outcome and process information shared with parents and carers. 	<p>Improved Court reporting</p> <p>Better service to victims</p> <p>Improved feedback to Case Managers</p>	0	<p>Service Manager</p> <p>Operational Manager Case Management</p> <p>Youth Court Forum</p>	

	<ul style="list-style-type: none"> Record of discussion with child re Court Outcome. Confirmation of Victim contact or recoding of Victim wishes and feeling on sentence. Carry forward findings of Desistance Audit <p>NS Audit</p> <ol style="list-style-type: none"> Create Specific Remand Avoidance Practice Document. There should be a particular focus on SLC and ALN, for our colleagues in Health and Education within PSRs and Stand-down Reports. 	Improved Health and Education reporting at Court		Operational Managers	
<p>Work with Victims</p> <p>New HMIP Framework</p>	<p>Ensure the Service understands and adopts all elements of the Victim Code (Work with OPCC and CJB)</p> <p>RJ links will be re-established with the OPCC but mainly at a regional reporting level at the Criminal Justice Board, further work is still required to establish stronger links with Victim Contact Centre.</p> <p>Develop Voice of the Victim Tool within our Viewpoint System</p> <p>HMIP (Readiness)</p> <p>The new framework for YJ Inspection will include significant focus of services/support to victims.</p> <p>Complete Victim Satisfaction Audit July 2025</p>	<p>Improve the level and quality of RJ processes delivered at pre-court stage</p> <p>Increased use of RJ in all areas of the service.</p> <p>Increased use of direct and indirect reparation.</p> <p>Increased number of victims involved with YJ services.</p>	22,567	<p>Service manager</p> <p>Operational Manager (Resource)</p> <p>Regional YOT Managers Group</p>	

	<ul style="list-style-type: none"> Audit Tool created New Victim Standards briefings <p>The service will review resources and practice and monitor the development of the framework, in readiness for new standards.</p>			YJS manager and Operational Managers	
In the Community <u>Including</u> Reoffending Violence Interventions Safeguarding (CCE/CSE)	<p>County Lines and CCE developments within the service and in the wider partnership (increased awareness of specific risks to G&M including Contextual Safeguarding Training)</p> <p>Increased monitoring of Violent crime reporting.</p> <p>In-dept review of violence related crime across the cohorts (Jan 2023)</p> <p>Ensure TIP is embedded into practice via desistance programme.</p> <p>HMIP IIP</p> <p>Contribute to Regional Serious Violent Crime (County Lines, OCG and CCE) needs assessment.</p> <p>The service will reinstate bi-monthly Case Management Forum.</p> <ul style="list-style-type: none"> Review quality of assessments. Promote high standard of safety and well being and Risk of Harm analysis. The Forum will be chaired by the Operational Manager with responsibility for Quality Assurance. <p>Maintain ECM priority at Regional and local level</p>	<p>Reduction in the reoffending rates of our higher risk (older) cohort</p> <p>Greater support systems for those young people released from custody or are at risk of custody</p> <p>Amend as required following YJB review of YOT reoffending Data.</p> <p>Effective targeted work on OCG, County Lines and Drug offences.</p>	74,083	Service manager Operational Manager (post-Court) Probation Operational Management Group	

	<p>Service to host and develop networks for the new PSB/HSB Team in Gwynedd. (Look to share practice and developments with Ynys Mon)</p> <p>Seek support and guidance from YJB on Deep-dive reoffending analysis (Updated Reoffending Tool required)</p> <p>Review of Resilience research to include presentations to Strategic management Board and Operational Management group.</p> <p>Staff will receive training on contingency planning in regard to intervention and case management.</p> <ul style="list-style-type: none"> Monitoring changes in circumstances Increased professional analysis of progress and possible barriers. Desistance modules in AssetPlus are completed in all cases, more attention needs to be paid to 'routes to desistance and explore how this can be enable using community resources. <p>*need to embed in practice*</p> <p>HMIP</p> <p>The service will review the operation and function of the 'Risk Panel' with a view to improve decisions and actions are recorded and the panel contributes to improved safety and wellbeing and Risk of Harm management.</p>	<p>Development of a Serious Violent Crime Plan that measures Knife Crime and associated harm.</p>		<p>Police, Fire and Rescue, Ambulance.</p> <p>Operational Management Group.</p> <p>Service Manager and Operational Manager.</p>	
In Secure	<p>Work with other YOTs in N Wales to monitor the safeguarding and support provided in the Secure Estate</p>			Service manager	

	<p>Audit Pre-sentence Reports and report findings to Strategic Management Board and Local Safeguarding Delivery Group.</p> <p>The service will contribute strategically and operationally to development of the YJ Blueprint <i>Custody in Wales</i> scoping exercise.</p> <p>Review and report on all Custody Cases since 2020-23 (including remand episodes), report to YJS Management Board and LSDG.</p>	<p>Continued reduction in the use of Custody</p> <p>Improved resettlement planning for young people released from custody.</p> <p>Comprehensive review of Custody cohort.</p> <p>Improve the quality of support for children sentenced to custody.</p>	42,479	<p>Operational Manager</p> <p>(post-Court)</p> <p>Regional Safeguarding Children's Board.</p> <p>Operational Management Group.</p>	
<p>Transition and Resettlement</p> <p>HMIP Recommendations</p>	<p>HMIP IIP</p> <p>The service will create a new Resettlement Practice Document, we will;</p> <ul style="list-style-type: none"> Seek best practice within Wales. Re-affirm with OMG Chair and Members of their responsibility to form a Resettlement Panel when required. Consult with YJB Cymru on relevant reading and policy documentation. <p>Ensure Diversity and Protected Characteristics are included in the document.</p> <p>Service staff need to make better use of the Operational Management Group representatives to ensure adequate services and support are available</p>	<p>Provide an improved practice guidance for staff for Transitions and Resettlement work.</p> <p>Improving outcomes for Children released from Custody.</p>	3,501	<p>YJS Manager</p> <p>Operational Managers</p>	

	<p>for young people returning to the area from secure or unsuccessful care placements.</p> <ul style="list-style-type: none"> The service needs to have better recording of contacts, referrals and efforts made to source specialist support and provision. Efforts need to be made to improve joint planning and practice. 	<p>Young adults transferring to probation.</p> <p>Children moving in and Out of the county on placement.</p>		<p>OMG representatives</p> <p>IOM Lead.</p>	
<p>Key Performance Indicators (Wales)</p> <p>1. ETE</p> <p>2. Accommodation</p>	<p>There requires an extensive programme of work to investigate problems with recording and reporting on KPIs from our Management Information System (Childview). The service will seek support and advice from;</p> <ul style="list-style-type: none"> YJB Cymru and Data Team CACI Childview provider. <p>Ensure Education and Schools are part of the new HSB Framework and Audit process.</p> <p>We will develop more Positive desistance linked ETE focus within Assessment Supervision and contacts.</p> <p>Conduct a Deep-Dive review of all School Aged closed cases in 2023-24, investigating the reasons for poor ETE performance.</p> <p>Engage with YJB and WG in reviewing Accommodation KPI measurements for Wales.</p> <p>Complete an assessment of all post 16 accommodation providers in the 2-county area.</p>	<p>Improve reporting to YJB on KPIs.</p> <p>Continued effective monitoring in the school age group cohort within the service</p> <p>Increased participation hrs through improved links with training and employment providers</p> <p>More young people accessing suitable accommodation</p>	80,797	<p>Service manager</p> <p>Operational Manager (Resources)</p> <p>Operational Manager (Resource)</p> <p>Senior Education Officers</p> <p>ETE Forum and Operational Management Group</p> <p>Service manager</p> <p>Operational Manager</p>	

3. Substance Misuse	<p>Develop a new risk assessment process for Accommodation applications.</p> <p>Accommodation will be part of the NS Audit for;</p> <ul style="list-style-type: none"> • Out of Court Disposals • Community • Custody • Resettlement and Transition <p>Fully integrate new Children & Young Peoples SMS support to YJS partnership, including management oversight by the Operational Management Group.</p> <p>Complete Audit of SMS case management (YJS and Be d'r Sgor)</p> <p>Review SMS screening process and Tools</p> <p>Complete work on MIS/Careworks/WCCIS access for SMS team.</p>	<p>provision on release from custody.</p> <p>Reduce the number of young people known to YJS experiencing difficulties with families and moving to independent living or Care provision.</p> <p>Health Panel to include more emphasis on general Health assessment and support.</p> <p>Increase the number of young people receiving comprehensive Health assessments</p>		<p>(post-Court)</p> <p>Housing stock agencies</p> <p>Service manager</p> <p>Operational Manager (Resource)</p>	
Participation and 'Voice of the Child'	<p>Ensure our work and learning contributes towards RJ and Trauma Informed practice.</p> <p>Create a support Plan for the Voice of the child to be heard at the MB, improving Viewpoint reporting documentation and layout.</p>	<p>The Management Board is more focused on the Voice of the Child</p>	4,000	<p>Management Board Champion</p>	

	<p>Manage the implementation of the New Voice Of the Young Person programme and associated questionnaires.</p> <p>Create a Young Person's Participation Focus Group to support local practice and contribute towards regional and national Hwb Doeth planning.</p> <p>Seek opportunities for Accreditation for our Participation Strategy.</p>	<p>Increase the number of children and young people that complete the Viewpoint questionnaire and Have your say.</p> <p>Increase the number of case studies presented to the Management Board.</p>		<p>Service Manager</p> <p>Participation Worker</p> <p>Operational Managers</p> <p>Service Staff</p>	
<p>Safeguarding and Quality Assurance</p> <p>HMIP Recommendation</p>	<p>Brief SMB, OMG, and safeguarding Partners on the YJB Serious Incident Notification Report (YJB, 2022-23, annual requirement)</p> <p>Operational Manager (CM) to review the Risk and Vulnerability Panel</p> <p>Provide Safeguarding Report for Local Safeguarding Delivery Group to include;</p> <ul style="list-style-type: none"> • Custody and remand use • HSB delivery and future planning (adoption of new PSB/HSB team) • County Lines, OCG and Exploitation Threats <p>HMIP IIP</p> <p>The service will request Child Exploitation Leads/Barnardos from both Counties and North Wales Police provide Exploitation and Extra Familial</p>	<p>Improvement in the Oversight and management of APIS (AssetPlus processes throughout the service.</p> <p>All managers and staff are engaged with the QA process and understand the reasons for practice improvement.</p> <p>Highest level of safeguarding and Child protect is achieved.</p>	0	<p>Management Board Oversight</p> <p>Service Manager</p> <p>All team managers</p>	

	<p>Harm briefings/Training for YJS staff and managers, this will include;</p> <ul style="list-style-type: none"> Awareness and Identification Child Exploitation Panel Process and Practice. Modern Day Slavery and National Referral Mechanism. 	Improved staff awareness and response to Exploitation risks.		Service Manager	
TOTAL 2025-26			282,000		

9. Sign-off and Approval

Chair of the Gwynedd Mon YJS	Huw Dylan Owen
Designation	Corporate Director Social Services Cyngor Gwynedd.
Signature	
Date	/06/2025

10. Appendices

1. Staffing structure



Service Structure
25-26 Plan.docx

2. Child's Voice Viewpoint report

Gwynedd Mon V 3



GWY_MON
Viewpoint Report 24-

3. Quality Assurance Report



G&M QA report
24-25.docx

4. Disproportionality



SMB
Disproportionality Eth