

Appendix B: Conwy and Denbighshire Youth Justice Improvement Plan Introduction

The Conwy and Denbighshire Youth Justice Improvement Plan has been informed by the outcome from the HMIP Joint Inspection that took place in January 2024. This improvement plan focuses on strengthening the Youth Justice Management Board Governance, Leadership and partnership working arrangements to ensure that the Youth Justice Service is able to access responsive and timely services to support statutory functions to address and meet the needs of children and young people and protecting the public.

The inspection raised seven recommendations that need to be implemented to impact positively on the quality of the Youth Offending Service of Conwy and Denbighshire Youth Justice Service

Inspection Recommendations:

The Conwy and Denbighshire Management Board should:

1. Undertake a detailed needs analysis to inform the Board and Partnership of the Services that need to be provided within the YJS
2. Make sure that there are effective information sharing agreements with the virtual school so that children can access services without delay
3. Monitor children's access to partnership services and address any barriers in a timely manner

The Heads of Children Services should:

4. Make sure Services contribute effectively to keeping YJS children and young people safe and well by providing representation at the out of Court decision making panel, Training Social Workers to understand their roles and responsibilities when co-working cases with YJS , and contributing to effective joint assessment and planning.

Betsi Cadwaladr Health Board should:

5. Provide expedited access to Health Services for YJS children, which as a minimum should include speech, language and communication services, physical and Sexual health services, and emotional and mental health services.

The National Probation Service should:

6. Provide a mandated Probation Worker for the YJS and make Interim arrangements to support YJS staff with risk management until the vacancy can be filled.

Careers Wales should:

7. Provide adequate and accessible post 16 information advice and guidance to all children in the YJS who require it .

This plan aims to address the areas highlighted via the HMIP Joint inspection. It has been developed with the involvement of the Youth Justice Management Board and the Youth Justice Service.

2. Governance

The governance of the Youth Justice Service is provided by the Quarterly Youth Justice Management Board as well as strategic links to the Community Safety Partnership Board for Conwy and Denbighshire, North Wales Safeguarding Children Board, North Wales Criminal Justice Board and the North Wales Vulnerability Board. A Youth Justice Operational Board has been set up chaired to oversee the delivery of the Youth Justice Improvement Plan delivery and operational practice.

3. Overview of the Plan

The Youth Justice Improvement plan is broken down into the following areas.

1. Governance
2. Leadership
3. Prevention
4. Victim work
5. Disproportionality.

GOVERNANCE– YJS MANAGEMENT BOARD

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
Review the Board Membership		<ul style="list-style-type: none"> Internal review of the membership in 3 months to determine effectiveness External review of the new processes to be completed by September 2024. 	<ul style="list-style-type: none"> The membership of the board ensures that it is effective at a strategic level and delivers improved outcomes for young people allocated to Youth Justice Service. The Operational Board will scrutinise and deliver the Youth Justice Improvement Plan. 	All recommendations.	Chair of the Management Board Head of Children and Safeguarding Services	August 2024.
Develop systems for identifying, capturing and managing issues and risks	Operational Board has been established and schedule of meetings agreed.	<ul style="list-style-type: none"> Development and implementation of a YJMB Risk register to ensure risks to the service are identified and addressed strategically. <p>Operational Board to provide updates in relation to:</p> <ul style="list-style-type: none"> Recruitment of a permanent Operational Managers and Data /Intelligence Officer. 	<p>To ensure there is a clear understanding of risks to the service and measures in place to address these at a strategic and operational level.</p> <ul style="list-style-type: none"> Board members will have confidence in the data to enable decision making - specifically regarding FTEs, Disproportionality and 1st time entrants. There is a greater understanding of performance in relation to compliance with national standards and overall practice. 	1,2,3.	Chair of Management Board. Operational Management Board. YJS Service Manager Partner Agencies lead: Health Education Police Probation	November 2024.

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
		<ul style="list-style-type: none"> • Base our KPIs and datasets to ensure they are accurate • Development of an audit framework to ensure quality and compliance is assessed • Strengths well as areas for improvement are identified in line with the values and principles of a learning organisation. 	Development of a learning culture and supports the improvement of standards and outcomes.		Children's Social care.	
Undertake a detailed needs analysis to inform the Board and Partnership of the Services that need to be provided within the YJS Monitor children's access to partnership services and address any barriers in a timely manner		Partnership Review to be undertaken with each Agency / Statutory partner to provide : <ul style="list-style-type: none"> • Overview of current interface with YJS • Clarity regarding YJS interface/ pathway. • Areas of need and improvement • steps to be taken to achieve best practice. 	Decisions to be made in regards to amending, developing and changing services as deemed appropriate.	1,3.	Chair of the Management Board All Management Board Members and Partners. YJS Manager	September 2024.

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
Make sure that there are effective information sharing agreements with the virtual school so that children can access services without delay		Education to agree a pathway and create guidance in relation to the pathway and share at Management Board and YJS Team Meeting	Greater understanding of resources •Evidence on Child View of children accessing Educational Psychologist	3	Head of Virtual School Conwy and Denbighshire Education representatives From Conwy and Denbighshire on Management Board	October 2024
Provide expedited access to Health Services for YJS children, which as a minimum should include speech, language and communication services, physical and Sexual health services, and emotional and mental health services.	Discussions ongoing. Health are undertaking an internal Review to identify staff and agree service pathways.	Health Worker to be identified and seconded to YJS Service Health Pathways to be agreed identifying to ensure timely access to support and services for YJS children and young people.	Health Officer within Service Access to specialist Health support, services. Clear YJS routes for access to services, support and guidance relating to: speech, language and communication services, physical and Sexual health services, and emotional and mental health services	5	Management Board Health representative	May 2024
Provide a mandated Probation Worker for the YJS and make Interim arrangements to support YJS staff	Discussions ongoing. Probation Service awaiting the qualification of PQip	Probation Officer to be identified and seconded to YJS Service	Seconded Probation Officer in post within the YJS Service Agreed transition pathways for Y2A	6	Management Board Probation representative	May 2024

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
with risk management until the vacancy can be filled.			Agreed risk management arrangements and pathways between the YJS and Probation. Joint working arrangements.			
Careers Wales should: Provide adequate and accessible post 16 information advice and guidance to all children in the YJS who require it .	Discussions underway with Careers Wales regarding pre and post 16 provision. Mapping meetings arranged to map current universal provision and the interface with YJS.		Agreed Partnership Pathway for identifying YJS Children and young people who are NEET Joint responsibility and working arrangements in place. Pathway for accessing support for YJS children and young people.		Careers Wales Management Board Representative Education lead Management Board YJS Manager	November 2024.

LEADERSHIP

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
<p>Staffing levels are insufficient</p> <ul style="list-style-type: none"> There are vacancies in all areas of the service including a probation officer, CAMHS' worker, case managers, business support staff and managers. There is no dedicated, specialist provision for health, a lack of partnership work around CCE/CSE, mixed quality of relationships with social care, and long-term 	<p>Permanent YJS Service Manager Appointed.</p> <p>Management Re-structure proposal agreed by Management Board in April 2024.</p> <p>Workload / Caseload-Management Policy in place</p>	<ul style="list-style-type: none"> Permanent Management Structure to be put in place to increase Management capacity within the Service. Staff re-structure - move to specialised roles to meet statutory and best practice principles Creation of a Information and Data Intelligence role to lead on data collation and analysis. Review workload /capacity and YJS partner contribution. Review pathways and access to partner agencies Services and 	<p>Adequate staffing structure in place linked to area of practice in line of Statutory responsibilities.</p> <p>Clear Partnership support arrangements in relation to Seconded staff / leads</p> <p>Evidence of staff being supported in more direct ways to ensure that they are able to undertake role safely and effectively and able to progress</p> <p>Improved staff well-being.</p> <p>Access to partner Agency provision and pathways.</p>	<p>Service Improvement</p>	<p>Management Board.</p> <p>YJS Manager</p>	<p>October 2024</p>

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
<p>sickness absence levels.</p> <ul style="list-style-type: none"> The loss of a parenting worker has been particularly difficult, given the levels of need to support parents with substance misuse, domestic abuse and the numbers of children who have parents in custody Workloads are at the maximum and not sustainable. This is compounded by the amount of time YJS staff have to chase partnership staff 		<p>agree new robust processes</p>				

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
<p>to gain information and to access services.</p> <ul style="list-style-type: none"> The lack of specialist workers leads to significant gaps in knowledge. This is particularly acute around neurodiversity, speech language and communication, post 16 ETE advice and guidance and the interface between YJS and probation. 						
<p>Make sure Children Services contribute effectively to keeping YJS children and young people safe and</p>	<ul style="list-style-type: none"> Joint 'anchor day' of YJS and YPS staff has been introduced to build personal relationships Development of 	<ul style="list-style-type: none"> Opportunities for Youth Justice and Children Services staff from both Conwy and Denbighshire to work closer together 	<ul style="list-style-type: none"> Better joined up working between the services within the Partnership as a whole. Greater inclusion of the YJS team - specifically in relation to targeted work 	<p>Service Improvement</p>	<p>Head of Children Service Conwy and Denbighshire</p> <p>YJS Service Manager</p>	<p>July 2024.</p>

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well by providing representation at the out of Court decision making panel, Training Social Workers to understand their roles and responsibilities when co-working cases with YJS , and contributing to effective joint assessment and planning.	the Operational management Group Joint opportunities to work together informally	are being developed <ul style="list-style-type: none"> Whole Service development opportunities (Team meetings and Team Building) 	<ul style="list-style-type: none"> Children Services Staff identified to attend OOC Panel. 			
Partnership working is a critical area for the service. We are not confident that all children receive the range of quality services they need in a personalised or tailored manner.		<ul style="list-style-type: none"> Review to be completed of all partnerships involved with the purpose of identifying where our strengths and weaknesses are. Development of joint protocols setting out partnership's role in Youth Justice 	<ul style="list-style-type: none"> Spotlight session to be offered to the Board in Autumn 2024 Decisions to be made in regards to amending, developing and changing services as deemed appropriate. 	Service Improvement	Management Board.	September 2024.
The YJS staff face challenges in regards to relationships with children social	<ul style="list-style-type: none"> Development and sharing of the Harm Outside the Home offer from Safeguarding 	<ul style="list-style-type: none"> Embedding of new practices and review in 12 months' time. 	<ul style="list-style-type: none"> Greater working relationship between YJS and Children Services Teams who lead on Exploitation 	Service Improvement	Operational Manager YJS Section Manager Conwy	October 2024

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
care and the exploitation team	<p>Leads /Service Managers</p> <ul style="list-style-type: none"> • Changes to information sharing sessions • Weekly and Daily information sharing meetings have been agreed but yet to be embedded 		<p>in Conwy and Denbighshire.</p> <ul style="list-style-type: none"> • 		<p>Children Services</p> <p>Team Manager Denbighshire Children Services.</p>	
Increase capacity within the Service in relation to the YJS Police officers role	Liaison with the police regarding additional resources	<ul style="list-style-type: none"> • Review of the service provided by the YOT Police - comparisons made with other YOTs and what is needed 	<ul style="list-style-type: none"> • YJS Police to undertake training for staff • YJS Police to lead on appropriate interventions - for example driving interventions 	Service Improvement	<p>Operational Managers YJS</p> <p>North Wales Police Managers</p>	December 2024.
Improve interface / pathways to provision between Education and YJS	Initial meeting has taken place on developing a clear pathway	<ul style="list-style-type: none"> • Education to create guidance in relation to the pathway and share at a team meeting 	<ul style="list-style-type: none"> • Greater understanding of resources • Evidence on ChildView of children accessing Educational Psychologist 	Service Improvement	Head of Virtual Schools	September 2024.
Relationships with children's social care are described not always positive, although they are improving. There is a sense that thresholds are	<ul style="list-style-type: none"> • Use of Joint practice Guidance events to share learning amongst the teams • Development of the YJS Training /Induction Offer to Children Social Care for both 	<ul style="list-style-type: none"> • Joint Management of cases • YJS to be invited to strategy meetings etc. as a matter of course. This will be reflected and included in the QA 	<ul style="list-style-type: none"> • Better working relationships between the services, including YJS involvement to be included and reflected in assessment, planning and management of issues. 	Service Improvement	<p>Head of Children Service Conwy and Denbighshire</p> <p>YJS Service Manager</p>	To be reviewed in September 2024.

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
too high when considering YJS children whose vulnerability is not always recognised. Some YJS staff report that they are not consistently invited to strategy meetings which makes management of risk difficult	<p>Conwy and Denbighshire</p> <ul style="list-style-type: none"> • Development of joint pathways for co-working cases 	<p>process for both CS and YJS</p>				
Volunteers are used well in Referral Order Panel work	Volunteers receive regular supervision and training.	<ul style="list-style-type: none"> • It is recognised that our Volunteers are a strength, however, we should continue to develop this in order to achieve outstanding • Recruitment to target specifically the • Developing the Volunteers opportunities to assist in other parts of the service - possibly the Prevention Panel or the 	<ul style="list-style-type: none"> • The volunteers voice being observed throughout the service 	Service Improvement	Referral Order Coordinator	August 2024.

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
		OOCD Scrutiny Panel				
Access to the CACI Childview case management system is efficient and supports timing recording of information	<ul style="list-style-type: none"> CACI training days have been arranged. 	<ul style="list-style-type: none"> All training to be embedded into practice 	<ul style="list-style-type: none"> Greater recording accuracy More in-depth information relating to data analysis and identifying trends 	Service Improvement	YJS Information and Data Officer	August 2024.
FTE data needs to be explored by Partnership in particular North Wales Police.	<ul style="list-style-type: none"> Data cleaning with CACI has taken place to ensure that the FTE data is correct 	<ul style="list-style-type: none"> Once full data is provided, we will be able to explore any disparities. 	<ul style="list-style-type: none"> Information and Intelligence to be provided by North Wales Police Data Intelligence officers to inform practice and Service delivery Greater drive for the Deferred Prosecution scheme 	Service Improvement	North Wales Police Data Intelligence Officers Seconded YJS Police Officer YJS	November 2024.
Ensure that the YJS has access to a range of management information,	<ul style="list-style-type: none"> Recruitment has started for a permanent YJS+YPS Data Analysis (funded from YJB Core Grant). An experienced temporary member of staff has been recruited in the interim and work is being completed with the current 	<ul style="list-style-type: none"> Data sharing pathways with Partners to be agreed to ensure a collaborative and joined up approach. Joint ownership of data. 	<ul style="list-style-type: none"> Better understanding of the cohort Greater ability to horizon scan and understand patterns Greater ability to performance manage and develop training plans Greater understanding of where resources need to be put in place 	Service Improvement	Management Board. Partners YJS Data Officer	November 2024.

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
	<p>Data team and the YJS+YPS Management team about what information they want on performance for the Board as well as the staff</p> <ul style="list-style-type: none"> The Police have started to provide the under- 18 Stop and Search data 					

PREVENTION

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
Review of the O OCD Policy developed in March 2022 with a view to update, communicate and embed across YJS and Partnership	<ul style="list-style-type: none"> Initial review of the process and policy has been completed. Children are now assessed prior to the O OCD Decision Making Panel therefore enabling the panel to have a better understanding of the child's needs. HoS has been sitting on the panel to review every decision made to ensure that we are minimising children's exposure to the wider CJS. Escalation processes is included within the policy 	<ul style="list-style-type: none"> The Policy and Process to be reviewed with the O OCD partnership team to obtain their opinions and plan next steps to improve Communicate updated policy across YJS and Partnership partnership panel members Development of an escalation tracker to track themes 	<ul style="list-style-type: none"> Greater use of triage as a disposal More consistent decisions made with regards to risk across the partnership and to be considered before a child / young person becomes becoming an FTE Clear understanding of escalation processes that has a clear 'Child First' focus. Scrutiny arrangements and Panel in place. 		NW Police YJS Manager Prevention Manager.	December 2024.
Improved understanding of the Community Resolution Offer	All disposals have been reviewed to ensure that diversionary activities are considered and promoted at	<ul style="list-style-type: none"> Review Process of intervention for children that receive a street Community Resolution 	<ul style="list-style-type: none"> Improvement of pre-court offer to children Higher numbers of children engaging in diversionary intervention 			

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
	<p>the first available opportunity.</p> <p>Discussions underway with Custody Suit /CPS to ensure that there is early consideration at Police station</p>	<ul style="list-style-type: none"> Processes to be reviewed on a quarterly basis and decisions scrutinised. 	<ul style="list-style-type: none"> Lower number of children entering the Criminal justice system. 		<p>YJS Prevention Operational Manager</p> <p>North Wales Police Partnership Sgt / Inspector.</p> <p>YJS Police Officer</p>	
<p>Data with regards to understanding the entry point of children in the O OCD and FTEs need to be understood more effectively</p>	<ul style="list-style-type: none"> Analysis has already started with regards to our understanding of FTEs, including outcomes broken down by ethnicity. We need to understand our re-offending rate with this cohort specifically in order to see if there is an opportunity to intervene earlier or where to place resources 	<ul style="list-style-type: none"> Next steps in analysis - looking at the reoffending rates of these children, looking at the types of offences committed by children as FTEs who are dealt with at Court incorporated into datasets Report outlining themes and trends to intervene earlier - and will be regularly included within the YJMB report. 	<ul style="list-style-type: none"> Greater understanding of the cohort 	<p>Service Improvement</p>	<ul style="list-style-type: none"> YJS Data Officer 	<p>November 2024.</p>

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
		<ul style="list-style-type: none"> Deep dive into the data to be scheduled into take place in January 2025 				
Establish an O OCD Scrutiny Panel.	Discussions underway on a Regional basis to agree a Regional model given existing links to the LCJB.	<p>Agreement in place in relation to Scrutiny Panel in terms of:</p> <p>Governance</p> <p>Decision making</p> <p>Challenge</p> <p>Disseminating findings</p>	<ul style="list-style-type: none"> Greater oversight and scrutiny of outcomes.* Greater oversight of disproportionate outcomes for Girls, BME children and young people. 	Service Improvement	<ul style="list-style-type: none"> North Wales Police representative on Management Board. YJS Management 	October 2024

VICTIMS

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
A greater understanding of the impact of being a victim upon the children that we work with		<ul style="list-style-type: none"> Better recording of victims on ChildView - including for children who are on orders and have been victims previously Greater understanding of the 	<ul style="list-style-type: none"> Better understanding of a child's journey so that we can identify more effective early intervention opportunities. Better evidence of 'child first' including understanding children who commit offences as victims 	Service Development	<p>Partnership Manager</p> <p>Victim Officer.</p>	Aug-2024

HMIP Specific Detail	Progress update	Actions	Expected Outcomes	Linked to Recommendation	Suggested lead	Date to be completed by
		information exchange between the Police and the YJS				

DISPROPORTIONALITY

Detail of expected service delivery	What steps have been take / are planned to achieve objective and who will lead	Agreed date for completion	Suggested lead
<ul style="list-style-type: none"> Local and national disproportionality data to be continuously analysed. That senior leaders within Conwy and Denbighshire (Partners) have disproportionality high on the corporate agenda to support with systemic change. 	<p>Information /Data Officer to incorporate disproportionality evidence in routine reporting. This data will include the following:</p> <ul style="list-style-type: none"> Ethnicity group breakdown of pre-court decisions Ethnicity group breakdown of post-court decisions Postcode breakdown of pre-court decisions Postcode breakdown of post-court decisions 	December 2024	YJS Data Information Officer
Improve evidence base around disproportionality to develop an understanding of the evidence of disproportionality in the outcomes for children who offend	YJS to ensure that Nationality and Ethnicity information is taken from the child's self-definition rather than the Court or the Police	<ul style="list-style-type: none"> December 2024 	<p>YJS Case Managers</p> <p>YJS Information /Data Officer</p> <p>YJS Managers</p>

Detail of expected service delivery	What steps have been take / are planned to achieve objective and who will lead	Agreed date for completion	Suggested lead
<p>Disproportionality with regards to breach and compliance is proportional. Monitor performance relating to compliance and enforcement in the monthly YJS Management Board.</p>	<ul style="list-style-type: none"> • Agree Report Format • Report to be provided to Board reviewing the figures bi-annually to identify any patterns. <p>Any improvements/good practice to be disseminated within Partnership</p>	November 2024	<p>YJS Data / Information Officer</p> <p>YJS Service Manager / Operations Manager</p>
<p>Victim data to be analysed annually through a disproportionality lens to identify trends and barriers to their participation in youth justice processes.</p> <p>Data to explore the ethnic breakdown of victims</p> <p>Continue to collate data to track children that are victims as this is a indicator that they may go on to demonstrate similar behaviours themselves if they do not receive any appropriate</p>	<p>Reporting is reviewed annually. The lead will be the new Operational Managers and Victim's worker</p>	November 2024	<p>Victim Worker</p> <p>YJS Operational Managers</p>
<p>Data analysis to review the correlation between deprivation and criminal activity.</p> <p>Postcode data in ChildView to be used to identify particular areas of deprivation within the areas committing offences,</p>	<ul style="list-style-type: none"> • . Monitored quarterly at Management Board 	October 2024.	<p>Data / Information Manager</p> <p>YJS Managers to lead on this work</p>

Detail of expected service delivery	What steps have been take / are planned to achieve objective and who will lead	Agreed date for completion	Suggested lead
further work will be completed in order to identify issues			
	<p>YJS Management Board to review welfare indications and how data can be used to shape decisions;</p> <ul style="list-style-type: none"> • Review what is being done in other YJS Service / Areas • Review with YJB good practice being completed in other Services / Areas <p>Review with CACI about what can be recorded on ChildView and how this data may be used / utilised</p>	November 2024	YJS
Stop and Search data to be analysed to understand the experiences of children according to their recorded ethnicity	<p>Board Police representative to prepare a performance report on children who are stopped and searched to include:</p> <ul style="list-style-type: none"> • Breakdown of positive search findings for children, including what the outcomes of positive searches were and the ethnic appearance of these children • Information about what work is done with children who do not have a positive search • Information about decision making process and criteria to undertake a stop and search 	Bi-annual feedback	Police

Detail of expected service delivery	What steps have been take / are planned to achieve objective and who will lead	Agreed date for completion	Suggested lead
Disproportionality and links to contextual safeguarding	<p>Stronger partnership links between the YJS and the Safeguarding leads within Conwy and Denbighshire to ensure that Extra-familial harm (Harm Outside the Home) Strategy and pathway for children and young people known to the YJS is devised, understood and embedded within the service:</p> <ul style="list-style-type: none"> • YJS to be a part of any data analysis work that both Safeguarding Services create to establish and ensure pathways for shared learning. • Links to be established between YJS / Onyx/ Social Care to embed practice in addressing extra-familial harm. Exploratory work to establish to improve the joint management and case-management of children and young people known to YJS. 	<p>Presentation to the YJS Management Board once the new Pathway has been agreed. Pathway is embedded</p> <p>Quarterly reports to be presented to Management Board and operational Management Board</p>	YJS Management Team
YJS Management Board Champion.	<ul style="list-style-type: none"> • YJS to train staff in this area , including Management Board members on: • cultural Competency • unconscious bias • Anti- Racist / Anti Oppressive Practice • Identify leads to with Service / Management Board / Partner Agencies to champion 	September 2024.	<p>YJS Management Team</p> <p>YJS Staff</p> <p>Management Board</p>